CHAPTER 2
VISION AND GOALS
1. VISION STATEMENT

The town’s vision statement—“A community working together to preserve the past and pioneer the future”—is reflected throughout the pages of the 2009 Comprehensive Plan Update, including the plan goals on the following pages. While the goals cover many topics, each in its own way respects and builds upon the town’s past. At the same time, the goals are informed by the town’s desire to proactively meet tomorrow’s opportunities.

2. GOALS

A goal is a broad statement that identifies a direction for the community’s long-term future state. Goals help to inform future policy decisions. They also provide a framework for implementation of specific projects and investments that the town may make in the future. This plan addresses goals in three categories:

- Land Use;
- Transportation; and
- Parks and Recreation.

The goals in this chapter are summarized in the chart on page 51. More detailed strategies to implement the goals are discussed in Chapter 3. It should be noted that not every goal in Chapter 2 directly yields a strategy in Chapter 3. In such cases, the goal itself is the strategy, serving as a policy statement to guide town decision making in a variety of situations.

A. LAND USE GOALS

Pittsford has always been a community that plans ahead in order to manage land use and development, in particular to ensure that the town’s character and quality of life is maintained. As the town matures and looks ahead to the future build-out, it is important to manage future change. The land use goals that follow reflect the town’s desire to grow gracefully, while maintaining the unique character of Pittsford. When opportunities for change present themselves in the town’s neighborhoods and business corridors, the town will be prepared for it while protecting existing neighborhoods and businesses.

Goal A1: Grow Pittsford Gracefully

The following series of goals focus on ways to ensure that Pittsford continues to maintain its unique character and high quality of life, while accommodating the evolving needs and lifestyles of its residents as it grows.
Goal A1.1: Balance the needs of homeowners to enlarge and improve existing homes with the preservation of neighborhood and town character and quality of life
With a decreasing amount of undeveloped land for new subdivisions, growth pressures will increasingly exert themselves on the town’s existing housing stock. Older homes, in particular, will be candidates for substantial additions and/or complete tear-downs and re-builds to bring them in line with today’s lifestyles and standards. The northern half of the town will most likely be the first to experience these pressures, as homes in this area are generally older and the location is convenient to expressways and major areas of employment including, downtown and higher education and medical complexes.

Goal A1.2: Balance the re-subdivision of lots with the preservation of neighborhood and town character and quality of life
Just as growth pressures will exert themselves on the town’s existing housing stock, so too on the town’s existing residential lots. A significant number of lots already developed for residential uses in the town will likely be subject to pressure to be further re-subdivided for new home lots. Re-subdivision pressure may be felt most strongly in older developed sections of town, where homes tend to be placed on lots larger than the minimum lot sizes allowed under current zoning.

Goal A1.3: Ensure that infill development is in keeping with the character of the town and contributes to the town’s quality of life
As shown in Map 3, much of the remaining land in the town with subdivision and development potential lies in the southern part of town. In part, this is the result of the north-to-south progression of development in Pittsford as it transitioned to a residential suburb, beginning in the early 1900s. However, a number of properties across the town have remained undeveloped, likely because of the unique and/or challenging characteristics they possess, including topography and access to roads. Still other properties are occupied by land uses that are approaching (or have already passed) obsolescence. These remaining properties present both a challenge and an opportunity to the town. Most important of all will be to ensure that such remaining properties are developed in a manner that maintains town character and quality of life.

Goal A1.4: Plan for and accommodate home occupations
National and global trends in technology and culture often translate to changes in lifestyle needs and preferences at the town level. For instance, the blossoming of the internet since the 1995 Comprehensive Plan Update has enabled an increasingly large number of people to conduct business from the convenience of their home. However, the town’s regulations with respect to home occupations have not been updated to reflect this change. The town should explore new regulations and policies that allow for a reasonable scale and scope of home business activity in residential neighborhoods, while preserving residential character.
Goal A2: Expand the Town and College Partnership

The Town of Pittsford is somewhat unique within metropolitan Rochester, in that it is home to two sizable colleges, Nazareth and St. John Fisher, founded in 1924 and 1948 respectively. Both enrich the town with a host of cultural and educational amenities, and are an important source of employment for a wide range of skill sets. Meanwhile, the Town of Pittsford (and the adjacent village) provides an attractive setting for the colleges. For instance, employees of the colleges have their pick of a range of attractive neighborhoods and homes.

The colleges, which each enroll approximately 3,000 full- and part-time students, lend Pittsford a college-town vibe. When the weather is pleasant, college students can be seen jogging along East Avenue and walking into the village to patronize the local stores. Both Nazareth and St. John Fisher are prospering and have made significant investments in campus facilities in recent years. For instance, the “Nazareth College Art Center,” a premier regional venue for entertainment with an emphasis on dance, is currently being renovated to provide more seating and expand the range of performances that it can host. The colleges also provide a significant source of employment. According to the 2000 Census, over 300 town residents earn their living by teaching at the college level (see Table 6, Appendix B). It is likely that a sizeable portion of these individuals are teaching at Nazareth and St. John Fisher. Moreover, these employment numbers do not take into account the many non-teaching positions available at both colleges, such as administrative and facilities management positions.

While the presence of the colleges in the town invariably raises a number of town-gown issues common to all college communities, both the town and the colleges greatly benefit from one another. In fact, many college towns across the country stand out as unique and special places to live and in which to visit. The town should continue to pursue a dialogue with its institutions of higher learning and partner on mutual goals that benefit each. Collaborative efforts could focus on win-win projects, such as how to make better pedestrian and bicycle connections between the village and the colleges for students. Continued dialogue and communication between the town and the colleges will help to ensure that each reaps the benefits of the town-gown relationship and can work together to solve the challenges.
While Pittsford is unique in many ways from other town and college settings in New York, some lessons can be learned from other communities that have explored town-gown relations. Below is an example from Potsdam, NY which illustrates the benefits of partnering on shared goals such as recreational trails and tourism infrastructure.

The development of the Clarkson Inn was an important turning point in the revitalization of the village center. Recognizing the need for a quality hotel in the heart of town, Clarkson University and the community partnered together to make The Clarkson Inn a reality by putting together a project financial package that included federal economic development funds and private funding. Today, the inn has become an important anchor in the downtown and provides a welcoming presence for visitors from near and far.

Following this success, the community and the colleges worked together to create the Raquette River Corridor Study. Supplementing the planning consultant were four faculty members from SUNY Potsdam and Clarkson University with expertise in water quality, historic preservation, transportation, and economic development. These team members created a plan that is recognized as a seminal community guide toward managing growth and change along the historic and naturally-graced Raquette River. This visionary plan has spawned several successful projects.

Improving the physical connection between the campuses and the community was an important part of the river corridor plan. The creation of an improved off-road and on-road bike and pedestrian trail system linking the main campus of Clarkson University to the center of town was awarded federal transportation funding with construction in 2009-2010.

Other town-gown partnership projects include:

- Donation of 8 acres of Clarkson University land for expansion of Damon Airport.
- Adaptive reuse of former university buildings into a business incubator (complete) and a performing and visual arts center (under consideration)
- Reconstruction of the Raymond Avenue sewer main by SUNY Potsdam

This partnership continues to evolve to address issues of mutual concern including off-campus housing and other similar topics common to college towns.
Goal A3: Maintain Pittsford’s Character and Quality of Life
The Town of Pittsford’s unique character has been handed down to current residents from past generations. This includes both the built environment and open spaces and farms. The following series of goals focuses on the protection and stewardship of some of the most important elements of the town’s character, as well as the nurturing of important town relationships. The goals do not involve any immediate action steps or strategies that require inclusion at the comprehensive plan level. Rather, the goals should be viewed as policy statements to guide future decision making in the town across a wide variety of situations. Lastly, it should be mentioned that in many cases the policy statements below reaffirm the town’s existing policies and practices.

Goal A3.1: Support the Village of Pittsford
Municipal boundaries may distinguish the Town and Village of Pittsford from one another, but in the minds of most residents, the town and village constitute one community. Indeed, it is hard to envision the village, without the surrounding town and vice versa. The Village of Pittsford is a focal point of community life and activity for both village and town residents. The historic scale of the village and canal setting, the walkable environment, and a critical mass of activity – including the town library – all contribute to a sense of place that is difficult, if not impossible to create from scratch. In an age of dispersed, automobile-dependent development, people-scaled settings such as the Village of Pittsford, are increasingly valued and appreciated for the contribution they make to a community’s quality of life.

By the same token, the Town of Pittsford provides a lower density context that complements the village. Protected farms and open spaces reinforce a rural character outside the village, and a sensitive approach to development along the Erie Canal helps to ensure that Schoen Place remains a focal point for activity. The town also provides a setting for modern retail selections and conveniences that are not always easily accommodated or appropriate in a village setting.

The Village of Pittsford is an important commercial and social center for Pittsford residents.

Pittsford’s new library is located in the heart of the Village and serves as a centralized community space.

The Town of Pittsford will continue to support the symbiotic relationship between the village and the town, encouraging each to leverage its unique qualities and strengths for the mutual benefit of both.
Goal A3.2: Support the Pittsford Central School District

Pittsford Central School District is nationally recognized for educational excellence, and provides a diverse curriculum to meet the needs of a talented student population. The district offers Honors and AP classes in all major academic areas as well as regents-level collaborative instruction for students requiring additional academic support. Both of the town’s district high schools have been ranked among the top high schools in America. Both district middle schools are on New York State’s “Schools to Watch” list, and one elementary school was named a Blue Ribbon School by the U.S. Department of Education. Therefore it comes as no surprise that throughout the course of this project, Pittsford residents have cited the town’s public schools as a key component to the town’s high quality of life. The school-community collaboration also extends beyond the classroom. For instance, school facilities are made available to town residents to an extent not seen in most other communities across the state.

The Town of Pittsford will continue to support the Pittsford Central School District in acknowledgment of the vital role it plays in maintaining the town’s quality of life and educating the next generation of Pittsford residents.

Goal A3.3: Support the long-term viability of agriculture

The town’s Greenprint effort would not have been possible without the hard work and commitment of the town, residents and farmers. Ultimately, it led to the permanent protection of over 1,200 acres of working farmland. To honor this effort, the town, residents and farmers should continue to work together to keep farms in the town viable and productive well into the future. This may involve flexibility for farmers to meet new and evolving farming practices and opportunities.

The Town of Pittsford will honor the legacy of the Greenprint by supporting the long-term viability of agriculture in the town.
**Goal A3.4: Maintain the integrity of Pittsford’s open spaces**

Through its proactive planning efforts and with the support of residents, the town has acquired a portfolio of open space lands that contributes significantly to town character. The Town of Pittsford will continue to honor this achievement through the ongoing stewardship of open spaces, ensuring that their contribution to the town’s quality of life is maintained and that they are utilized in a manner for which they were originally intended. Specifically, the town should clarify the type of open space lands that make up its portfolio and develop long-term policy goals and management plans for it, including strategies for ensuring that open space derived from the town’s 50-50 zoning is maintained and preserved for the benefit of the town, but in a manner that is compatible with adjacent residential neighborhoods.

*The Town of Pittsford will maintain the integrity of its portfolio of open spaces for the benefit of the community.*

**Goal A3.5: Continue the commitment to historic preservation**

Pittsford’s historic structures and landscapes are central to its character and quality of life. As the town continues to grow and develop, the preservation of historic character should be balanced with the ability of residents to upgrade existing historic structures, including homes. Historic character also resides in the various town settings in which historic structures can be found. Land use flexibility will likely be needed to preserve and adaptively re-use some historic structures that may have outlived the uses for which they were originally intended, such as numerous barns throughout the town which are no longer utilized for agricultural purposes.

*The Town of Pittsford will continue to protect its historic character to ensure that it is respected and maintained for future generations.*

**Goal A3.6: Ensure the town’s long-term fiscal health as it approaches build-out**

In light of the current global recession, town residents continue to advocate for fiscal responsibility on the part of the town. In fact, the Town of Pittsford has taken a fiscally responsible approach over the years, even while advancing a number of ambitious projects, such as the new town library and the permanent protection of farmland through the Greenprint project. Today, the Town of Pittsford has the sixth lowest tax rate among Monroe County’s 19 towns. Only 8 cents per tax dollar go to support town taxes. In 2008, Moody’s bond rating for the town (similar to a credit rating for an individual) increased from “Aa2”
to “Aa1,” in acknowledgment of the town’s track record of strong fiscal management, including multi-year financial forecasting and conservative budgeting practices. Ultimately, fiscal responsibility can be balanced with smart investments in the town’s infrastructure and portfolio of town services. In fact, a continued commitment to fiscal health and responsibility will ensure that in the long-run, the town is well positioned to invest in itself and maintain the high quality of life and provision of services and amenities that residents have come to expect.

As the town approaches build out, it will be important to anticipate the potential effects on the town’s fiscal health and to plan accordingly. As discussed in Chapter 1, page 17, a basic build-out analysis was prepared for the 2009 Comprehensive Plan Update. The build-out analysis shows that Pittsford is not likely to reach build-out until the year 2027. The town should periodically review this analysis. As build-out draws nearer and projections become more certain, the town may wish to explore the development of a budgetary fiscal model to provide additional guidance for longer range town budgeting. By projecting the annual growth of the tax base and the annual growth of the town budget (based on new town services and other costs to the town), future tax burdens on town residents and businesses can be projected. It should be noted, however, that the results of such models are invariably conceptual in nature, and become more so the longer into the future that projections are made. The balance the town must strike is to prepare for build-out in advance, but not base important fiscal decisions on data that is projected too far out into the future and which may therefore be subject to significant change.

The Town of Pittsford will proactively ensure the town’s long-term fiscal health as it approaches build-out, while maintaining the high quality of services that residents have come to expect.

Goal A3.7: Continue to strive for a sustainable community
The Town of Pittsford has been on the cutting edge of sustainable, environmentally responsible practices for many years. At the time of writing of this plan the “Pittsford. Keeping it Green” committee had submitted recommendations for sustainability to the town board for their review. Sustainable communities not only help to maintain quality of life, but do their part to help the environment and utilize resources and dollars more efficiently. A commitment to sustainable communities today means a better community for our children tomorrow.

The Town of Pittsford will continue to strive for sustainability in all that it does to maintain the town’s quality of life and maximize the efficient use of town resources and tax dollars.

Goal A3.8: Continue to provide for a variety of housing needs
A community’s housing needs evolve over time, in conjunction with the community’s evolving demographics. While the Town of Pittsford is clearly a suburban community, the family-sized house and large lot formula does not meet the needs of all segments of the town population. For instance, while
the number of households in Pittsford has been growing, the average number of individuals belonging to a household (household size) is on the decline (see Appendix B). This decrease in household size may be attributed to several factors, but is almost certainly influenced by the town’s aging population and the typically smaller households associated with older individuals. In fact, between 1990 and 2000, residents 65 years and older were the fastest growing age-group in the town. In recognition of this, the town has over the years added multifamily and smaller patio-style homes to its portfolio of housing. As the town and its population continue to evolve, the town should continue to seek ways for meeting the housing needs of its residents –so that they can have the widest range of options to meet their housing needs through every stage of life. However, such housing needs must be met in a manner that is in keeping with the town’s established, predominantly single-family detached character.

The Town of Pittsford will continue to provide for a variety of housing to meet the needs of its residents, while maintaining the town’s predominantly single-family detached character.
Pittsford’s Housing Diversity

Communities with a diversity of housing make livable places where people of various ages and lifestyles can find something to meet their needs. Pittsford has large, stately homes on large lots in established neighborhoods; small gracious homes on small lots; apartment complexes; and newer housing on mid-sized lots. These different types of housing add to the town’s diversity and continue to make Pittsford an attractive place to live in. Continuing to add to this diversity will ensure that people with varying needs can continue to live in Pittsford.
B. Transportation Goals

Pittsford’s transportation network will likely face additional pressures as the town reaches full build-out, and more importantly perhaps, as development continues to occur in communities to the south and east. The town does not support improvements to its transportation network simply to facilitate further development in the region’s outlying suburbs, by making it easier to drive through Pittsford on the way to and from Rochester and other surrounding communities. The town’s challenge will be to proactively plan for and respond to transportation issues, while ensuring that solutions not only address traffic and safety, but are in the long-term interests of the town’s quality of life and special character. Creative solutions will therefore need to be found to today’s and tomorrow’s transportation issues, starting with getting the most out of the town’s existing transportation infrastructure before significantly expanding it. The community may need to accept some level of congestion as an appropriate tradeoff for preserving the walkable and livable character of Pittsford. The following goals provide a framework for Pittsford’s policies and actions regarding transportation planning and amenities.

Goal B1: Adopt a Clear Policy Statement on the Level of Road and Intersection Improvements the Town is Willing to Accept

As discussed in Chapter 1 (page 18), significant increases to the capacity of roads and intersections can reduce traffic congestion in the short-term, but can often have unexpected and undesired effects in the long-term. For instance, initial reductions in traffic volumes achieved by expansions to road capacity can be reversed, as the additional road capacity fills up with new drivers looking for the fastest route. Moreover, easy access provided by increased road capacity, and increased volumes of traffic, can unleash new development pressures on the surrounding lands, which in turn can lead to land use change, and a new cycle of traffic congestion and road capacity expansions. Over time, continued expansions to a community’s roads and intersections can completely transform its character – more pavement, wider roads for pedestrians and bicyclists to navigate, and faster, higher volumes of traffic moving throughout the community.
While the town will continue to monitor traffic congestion and continue to seek ways to address it, it will do so in a manner that balances transportation efficiency with community character and quality of life. Safety and convenience for alternative modes of transportation, such as pedestrians and bicyclists, will also be strongly considered. Adopting a clear policy statement on the level of road and intersection improvements the town is willing to accept, is an important step in this direction. Such a policy can help to guide not only town decisions about its transportation network, but can give the town a stronger voice in the decision making process when it comes to the large segments of the network that are under state and county jurisdiction. The town’s policy statement on future road and intersection improvements is set forth in Strategy B1 on page 61 of this plan.

**Goal B2: Continue to Improve the Safety and Efficiency of the Town’s Transportation Network**

Although a number of transportation pressure points were identified in the 1995 comprehensive plan and subsequently addressed, residents continue to cite transportation pressure points in the community, including various village intersections and key corridors such as Monroe Avenue and Jefferson Road. These pressure points lead to frustration, safety concerns and can have negative impacts for the surrounding land uses (residential neighborhoods, businesses, etc.). Moving forward, the town will continue to seek ways to improve the efficiency of its transportation network in order to address congestion concerns. Approaches to meeting this goal may involve improvements to the town’s roads and intersections, as well as strategic approaches that make the most out of its existing roads and intersections without significantly expanding their capacity.

A solid base of information on traffic levels and patterns across the town’s transportation network is essential to helping the town maximize the safety and efficiency of the network. A fully informed town is also well positioned to advocate its point of view,
when improvements to roads not under its jurisdiction are proposed, such as county and state roads. By continually updating and monitoring conditions across its transportation network, the town will be able to adapt and fine-tune its approaches to traffic management as conditions evolve. Ultimately, good information can help the town to make informed and well-calibrated improvements to its transportation network – while preserving community character and quality of life.

**Goal B3: Take a Regional Approach to Town Transportation Issues and Opportunities**

Traffic congestion neither begins nor ends at the Town of Pittsford’s borders. Moreover, as Pittsford approaches build-out, traffic patterns in the town will increasingly be influenced by land use and transportation decisions outside the town, particularly by communities at the edge of the metropolitan area, where the bulk of new development is occurring. As such, the Town of Pittsford will need to continue to partner with regional transportation entities – such as the Genesee Transportation Council, Monroe County and the New York State Department of Transportation (NYSDOT) – and neighboring communities, to address transportation issues and goals within the town.

**Goal B4: Create a Walkable and Bikeable Community**

The sidewalks and trails in the town’s neighborhoods and along the town’s streets enable residents to get around the town on foot, providing opportunity for recreation and exercise, and empowering children and adults without cars to be independent. Together, sidewalks and trails connect neighborhoods to the village, parks, schools, and other major destinations. The Town of Pittsford has been establishing trails within development projects for many years. These trail segments have become major neighborhood and community amenities, and important contributors to the town’s quality of life. Sidewalks and trails should continue to be established to link neighborhoods and major town destinations to one another and encourage pedestrian activity and healthy lifestyles. To this end, when development and road projects are proposed and planned in the town, the needs of bicycle, pedestrian and public transit amenities should be considered.

A walkable and bikeable community is one that has many options for people to get around without an automobile. While automobiles will continue to be a primary means of travel, walking, biking, and public transportability contributes to good community health and character.
transportation can and should be viewed as viable transportation alternatives in the future. Ultimately, more people biking, walking and using public transit means less cars on the road and healthier residents.

The goal of creating a walkable and bikeable community directly relates to Goal C2 in the Parks and Recreation section: “Promote Pittsford’s Parks, Trails and Sidewalks for a Healthy Community.”

**Goal B5: Address Transportation Issues for Quality of Life and Community Character**

A community’s roads are more than just a means to get from “A to B.” They establish a community’s look and feel. Roads also function as settings for the homes and neighborhoods of Pittsford’s residents. Transportation networks should therefore be planned and designed with a community’s character and quality of life in mind – not just the efficient movement of traffic through the community. Traffic calming and beautification of the transportation corridors and gateways are two approaches to ensuring that the transportation network makes a positive contribution to the town’s appearance and quality of life.

**C. PARKS AND RECREATION GOALS**

Over the years, the Town of Pittsford has established a diverse system of parks, athletic fields, trails, sidewalks, and recreational programs. While this system continues to serve Pittsford residents, opportunities exist for improvement and expansion of parks and recreational programs to meet the growing and changing needs of town residents. As the town continues to improve its recreational infrastructure, it is important to connect neighborhoods to these amenities and to continue to make enhancements necessary to sustain a bike and pedestrian-friendly community. The following goals address the topics of parks and recreation.
Goal C1: Identify and Fill Parks and Recreation Needs for Town Residents

Pittsford residents enjoy a diverse system of parks, fields, and recreation facilities - a vital part of the high quality of life experienced in the town. Like any other element of infrastructure in a community, the town’s parks and recreational facilities also mature and need to be updated over time. The recreational needs of the community may also change as the town’s demographics change. Thus, it is important to examine the town’s recreational infrastructure periodically to identify necessary upgrades and ensure that it is meeting the needs of residents.

As noted in the previous chapter, in recent years town residents and recreation stakeholders have periodically identified the need to improve and/or replace the town’s existing community center. The public outreach for this plan has confirmed these needs and concerns. Pittsford residents view recreational amenities and programs as an important component to the town’s quality of life, and a new and/or improved community center is central to this equation.

One of the primary concerns is that there are many groups currently using town and school athletic facilities, and there are certain time periods where needs may not be met because of high demand. Some youth/athletic groups have raised concern regarding the availability of fields as well as the need for more fields, or a centralized location for field sports (such as a field house).

Before any actions are taken, a better understanding of the types of recreational amenities desired by the community at large, as well as by specific youth, outdoor, and recreation groups is needed. The demand/needs for athletic facilities should also be identified and the town should continue to work collaboratively with the schools and athletic groups to fill needs. If there is a gap in the recreational needs of the town, various options should be explored for filling the needs. This might include expansion of the existing community center; the development of satellite recreation centers in different areas of town; or a new

Located in the Village of Pittsford, the Recreation Center has many different spaces available for community use. The town also offers recreational programs, child care, and much more out of the Recreation Center.

Inconsistent sidewalks and road design can be frustrating and unsafe for pedestrians, as this example from another community demonstrates.
centralized recreation center. An update to the town’s parks and recreation master plan would help to identify existing conditions, as well as needs and opportunities for recreation. See Strategy C1 in Chapter 3 for more information on a master plan, including a list of topics that could be addressed.

**Goal C2: Promote Pittsford’s Parks, Trails and Sidewalks for a Healthy Community**

The Town of Pittsford has an extensive system of trails and parks. By promoting existing trails and parks, and making them more accessible, the town can ensure that its investment in these recreational resources and their contribution to the town’s quality of life and health is maximized. Successful promotion of the town’s trails and parks is attained when residents who wish to use them are fully informed of the range of possibilities. In an era where obesity is becoming an increasingly widespread health issue, particularly amongst young people, full promotion and use of the town’s extensive recreational amenities is more important than ever.

3. **CONCLUSION**

The goals provided in this section help to chart Pittsford’s future, providing a solid foundation for town actions. These goals should be consulted when the town is making policy decisions or investments that are related to land use, transportation, recreation and similar areas. For ease of reference the goals are summarized in the table at right. Additional detail at the strategy level is provided in the chapter that follows.
## Land Use Goals

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| A2 | Expand the Town and College Partnership |

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Town of Pittsford

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