

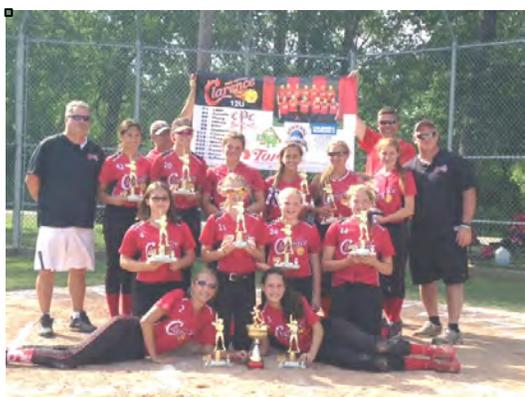
Town of Clarence
Comprehensive Plan Update

APPENDIX



Town of Clarence – Stakeholder Interview Summaries

Clarence 2030 Comprehensive Plan Update





Town of Clarence Youth Workshop Minutes Held on December 9, 2014

Classrooms:

The following summaries are for three classroom workshops held at Clarence Central High School. Classes 1 and 3 consisted of seniors taking an AP Public Policy and Affairs course taught by Mr. Brooks. Class 2 was a mix of seniors and juniors taking an AP Human Geography course taught by Mr. Maley. The three workshops were conducted in back-to-back class periods beginning with the 10:25AM period.

Others Present:

J. Steinmetz, M. Gaudio, D. Hartzell, W. Salvati, R. Geiger.

Summary:

At the start of each class the teachers introduced John Steinmetz and Molly Gaudio as the consultants working on the Town of Clarence Comprehensive Plan Update. Mr. Steinmetz and Ms. Gaudio then provided the students with some background on comprehensive planning, their role as planning consultants with the Town, and the purpose of their visit. Molly gave the students a brief overview of the questions they would be asked during the workshop, which included: what did you like about growing up in Clarence, what didn't you like about growing up in Clarence, what do you see yourself doing in 5 to 10 years, and do you see yourself staying in or returning to Clarence? After addressing any questions from the group, Ms. Gaudio led a discussion with the students based on the previously listed questions. The results of these discussions with each class are outlined on the following pages.

I. What DID you like about growing up in Clarence?

Class 1:

- 4-Corners
- Homey, close, everyone knows it
- Small businesses/local, not many chains
- Community Feel
- Bike Path
- Town events at Park, Elementary school
- Clarence Youth Bureau, events
- Goodrich & Meadowlakes Parks – basketball
- Fair
- Coffee at 4-Corners, Open Mic Tuesday
- Local Sports – not all travel, games going all of the time, good sports programming
- Lake at Spaulding Lake – good summer activities, fishing, kayaking
- Sledding at Main Street Park
- Pizza Inn (Clarence Pizza Co.) and Big Sings
- Could do food tour by biking
- Good snowmobile trails
- Good college prep in school
- Does good job combining school experience with community experience
- Community outreach
- Easy to get around by car

Class 2:

- Parks – Good for sports/leagues
- Great sports programming
- Can bike everywhere, close proximity
- Bike Path – connectivity, recreation
- Good School System – AP Classes, college prep.
- 4-Corners (Coffee Shop)
- Emily's Deli (not 4-Corners)
- Safe community
- Good history and character to the Town
- Community events – Fair, Day in the Park

Class 3:

- Sports Center (soccer)
- Parks
- Neighborhoods – Nearby to friends, can walk
- Rural aspect – atmosphere, agriculture
- Safe community
- Clarence Pizza Co.
- Bike Trail – good scenery, adds connectivity
- Big Sing's, Potters
- 4-Corners – Restaurants, shops
- Clarence Hollow – Deli, can walk-around, farmers market, park
- Events in Town Park – Labor Day Fair, 4th of July
- Good library and School district
- Youth Group
- Spaulding Lake – canoeing, cliff jumping

II. What DIDN'T you like about growing up in Clarence?

Class 1:

- Need more stuff at 4-Corners and more restaurants on Main Street
- Want more local boutiques/shopping
- Lack of ice hockey rink
- Transit Road has all the attractions
- School Cross Country Course isn't in Town (Akron)
- No turf fields (board just passed resolution for some)
- Would like more bike path amenities – Lights, trees, aesthetics, make it more accessible
- Need sidewalks in newly developed neighborhoods
- Bike lane width varies

Class 2:

- Have to go to Transit for everything – It's too busy and far away
- No "Town Center" – The Hollow, Clarence Center are divided up, no real "center"
- Lacking activities – have to go out of Town to find new things to do
- Transit Mall doesn't have much to offer
- No concentrated neighborhoods
- Road maintenance issues – Potholes, Goodrich Road
- Wetland Mitigation – Cut down trees and now it looks bad
- Speed limit frustrations – too slow on some roads
- School food is bad

Class 3:

- No Ice rink
- Lack of small business promotion
- No community center – "town center" or physical building
- Nothing to draw outsiders, no tourism
- No popular restaurants like Chipotle, Five Guys, Tim Horton's, etc.
- Only parts of Town have sidewalks
- Bike paths aren't connected – forced to ride on road, no lighting on paths
- Potholes
- Building/Property maintenance is lacking – need better enforcement
- Speed limits – Would be better if there were things to look at along the road, straight roads are too slow
- Would like more cultural diversity – Like, community arts/concerts, local music, local musician support, community orchestra, community theatre
- Lack of things to do after 7PM for teens – Like a coffee shop/cafe

III. What do you see yourself doing in 5 to 10 years?

Class 1:

- Bachelor of Fine Arts – Musical Theater
- Business Lawyer
- Business/Communications
- Criminal Justice
- Nurse

Class 2:

- Engineering
- Teaching
- Computer Science (2 students)
- Nursing
- Civil Engineering
- Sports Management (2 students)
- Mechanical Engineer
- Physical Therapist (2 students)
- Geological Science
- Criminal Justice
- Occupational Therapy
- NBA
- Forensic Nurse/Sciences
- Veterinarian Tech
- Corporate Lawyer
- Business
- Undecided

Class 3:

- Music Ed/Therapy
- JAG Program
- Start free mental healthcare clinic
- Criminal Justice
- Architect
- Auditor at Accounting Firm
- Psychiatrist/Psychology
- International Corporate Lawyer
- Financial Planner
- Business
- Public Relations
- Chemical Engineering
- Healthcare provider

IV. Do you see yourself staying in or returning to Clarence? Why or why not?

Class 1:

- Will return because:
 - Town is a good place to raise a family
 - Best of both worlds – has rural/urban mix
 - Good proximity to Buffalo/Downtown
- Will not return because:
 - It's too sheltered, want to make own life
 - Lack of job opportunities related to field
 - High housing and cost of living expenses
 - Want more urban environment
- NYC for job opportunities
- Pittsburgh – Urban
- Loss of farming in the area is a concern
- May come back to area, but not necessarily Clarence (Williamsville has better schools, shops, etc.)

Class 2:

- Will return because:
 - Good place to be for family
- Will not return because:
 - Not many job opportunities here (60/40 split in agreement)
 - Want a city/urban environment
 - Affordability in Town is concerning
 - Regional issue (Buffalo) lacking job opportunities
- NYC – urban, more opportunity
- West Virginia – College
- Florida – College
- Boston – College
- Out west – Good weather for skiing
- Europe

Class 3:

- Depends on:
 - Job opportunity
 - Finances – Taxes, housing market is losing median value homes
 - Property values – increasing rapidly
- Will not return because:
 - May stay where go to school (roots)
 - Want bigger city environment
 - Not a pet friendly community
- Will come back with family to area - Probably East Aurora due to walkability, businesses
- Vermont – Good weather for skiing
- Going to warm weather, too cold

At the end of the discussion period the students were asked what two things they would address in the Village if they were “King/Queen for a Day.” Responses from the classrooms included the following:

Class 1:

- Get more small businesses
- More stores in Eastern Hills Mall – There is a convenience factor
- Create destination “Village Center” – Four-Corners and The Hollow
- Continue to balance established local and new development
- More chains like Chipotle, Panera that fit better into small town character
- There is a lot of residential development to accommodate aging population, but not community resources/activities to draw people in
- Create things to do at night for teens

Class 2:

- Change speed limits
- Fix roads
- No taxes
- Add Town Center with more restaurants
- Create Recreation Center
- Hold more Community Events to bring people together (Harder to communicate in suburban community, not engaging with neighbors)
- More businesses/industry for jobs
- Get rid of vacant buildings
- Develop everything with green infrastructure
- Put more shops in Eastern Mall
- Put gas stations off Transit Road

Class 3:

- Continue to support/develop library and school district
- Create “Town Center”
- Develop Community Center/Rec Center building
- Foster more cultural diversity through support of local arts and music

At the end of each session Mr. Steinmetz and Ms. Gaudioso thanked the students for their thoughtful responses and the teachers for allowing the use of their class time for the project. The students were informed that their comments would be included as part of the Comprehensive Plan update process, and were encouraged to look for more information on the Plan and public input opportunities in the future.



Town of Clarence – Stakeholder Interviews Summary Held on December 9th, 2014

On Tuesday, December 9th, 2014, John Steinmetz and Molly Gaudioso of Steinmetz Planning Group conducted the first round of Stakeholder Interviews for the Town of Clarence 2015 Comprehensive Plan Update process. The following community groups were invited to participate in these interviews:

1. Municipal Agricultural and Farmland Protection Plan Committee
2. Recreation Advisory Committee
3. Clarence Senior Citizens, Inc., and Clarence Senior Center
4. Clarence Hollow Development Committee

At the start of each meeting a member of the Town's Planning Staff (Jim Callahan or Jonathan Bleuer) provided a brief overview of the purpose of the stakeholder interview session and the background on the project. The groups were then turned over to Mr. Steinmetz and Ms. Gaudioso. Mr. Steinmetz thanked the groups for their time and attendance at the meetings. He then provided some information on the Town's proposed planning process and timeline as well as an introduction to the information that they hoped to discuss in the meeting.

Each group participated in a formal or informal Strengths, Weaknesses, Opportunities, and Threats (SWOT) brainstorming session for the Town and were asked to provide comments both through the lens of their community groups as well as from a more general Town perspective.

A detailed summary of each group's comments has been provided on the following pages. After the formal discussions the attendees were each given three individual "dot" stickers to place next to the items on the brainstorming sheets that they felt were the most important. These "dots" are represented with a star (★) in each summary.

Attendees: D. Corbett, S. Blabac, R. Spoth, J. Leamer, S. Kreher, D. Cubik, D. Hartzell, B. Geiger, R. Sackett, J. Bleuer

STRENGTHS

- Good community pride ★★
- Town is run well (Parks, infrastructure, etc) ★
- Historically Conservative Board towards development ★
 - Not straining resources or services
- Existing Agricultural Fabric – Use population to agricultural land ratio ★
- Greenprint Program – “Why we located here” ★
- Highly rated school system
- Good mix of Industry, business, and agriculture
- Young families and strong family networks
- Hamlets contribute to community identity, act as “activity centers”
- Event/activity coordination in Hamlets – Good communication of what’s going on
- Good geographic location (Buffalo, Airport, etc.) – Act as main thoroughfare between surrounding destinations
- Access to shopping, goods, services
- Room to grow without impacting agriculture
- North of Snowbelt
- A lot of good, prime soils – “Best in region!”
- Town actively protecting agricultural farmland and open space
- Strong Demographics – Wealthy, young couples, very diverse
- IDA for Community and County

WEAKNESSES

- Drainage issues in north part of Town ★★★
- Road maintenance due to drainage issues★★
- Congestion on north/south roadways – East/west isn’t as bad
- No high technology or medical industry
- Bedroom community
- Community bypasses local mall – Going out of town
- Sewer Issues – Areas that need better service, e.g. Harris Hill is inadequate
- Maintaining community-feel with new families ★
- Integrating new families, especially as neighborhood matures
 - No interaction with neighbors
 - Social, mobility issues with seniors

- Lack of community understanding for agricultural equipment on the road
- Lacking signage or education for community on impacts of farming (equipment, odor, etc.)
- Vacancies - There’s opportunity, but people have to take a risk
 - Clarence Hollow: Lacking density
 - Clarence Center: Parking issue on weekends
- Thruway corridor bypassing Clarence

OPPORTUNITIES

- Continue Expansion of Bike Trail ★
 - Connect to other communities
 - Lacking north/south connection
- Develop hiking and other recreational trails like for snowmobiles ★
- Get people to farms (walking/biking) ★
 - Need accommodations on the road (ex. Roll Road shoulder)
- More regional partnerships (County, University, etc.) – “Bring others in”
- Increase cultural diversity (arts, museum, education)
- Farming heritage of the community
- Accessibility is key to developing destination centers
- Drawing people to downtown and the core of the community
- Job development

THREATS

- New families and people moving in looking for more amenities – May push town to raise taxes ★★
- Occupancy of housing stock 10-20 years down the road ★
 - As families grow older how do we maintain community fabric and infrastructure?
- Development of Harbor Center – Could draw from Town’s Activities ★
- Newcomers not investing in community
 - “If you’re taking something, give something”
- Shift in the mindset and culture of the Town in next generation (in 15-20 years)
- Pulling people to downtown Buffalo – Threat to population

Attendees: K. McCormick, M. Powers, J. Burkard, G. Emerling, P. Wolfe, J. Radder, P. Walker, P. Dicostanzo, D. Hartzell, B. Geiger, R. Sackett, J. Callahan, J. Bleuer

STRENGTHS

- Small town, rural, quiet
- Lack of congestion, traffic
- Lack of condos, apartments
- Good biking
- Good parks and recreation program
- Good schools – Not overcrowded
- Affordable living
- Reasonable taxes
- Greenspace, scenic vistas, wild life
- Wide range of social interaction
- Community activities for all ages
- Friendly
- Safe – State police and sheriff presence
- Active chamber of commerce
- Have a local and County IDA
- Affluent market, especially for restaurants

WEAKNESSES

- Lack of infrastructure **
 - Sewer capacity
 - Roads
- Not enough commercial in right place **
 - Need to build tax base
- No noise ordinance *
- Overdevelopment puts strengths at risk *
- Congestion and traffic increasing
- Too many old people
- Disappearing greenspace
- In flight path from airport
- Too much residential development
 - Negative impacts, rental doesn't add to tax base
- Need more employers and jobs

OPPORTUNITIES

- Revitalization of the Hollow *
 - Businesses, parking, walkability, create destination center
- Extending bike paths *
- Would benefit from more greenspace
- Route to farms, CAC farmer *
- Tonawanda Creek for kayaking
- Build visitorship and tourism
- Connect Amherst Bike path to Spaulding Green without going on Greiner Road
- Need more north/south bicycle and pedestrian connections
- East/west road connections could be improved

THREATS

- Overall development, encroachment ***
- High density residential development ***
- Loss of farming community identity **
- Change in ideals and values as people move in, especially in the school system *
- Williamsville and anything west of Transit Road
 - Don't want to look like them
 - Pressures from newcomers and outsiders
- Mailing codes and school district boundaries divide the community
- Overpopulation of deer and geese

Attendees: B. Westley, J. Blum, V. Oldenski, B. Geiger, D. Madrid, D. Hartzell, M. Kermis, J. Bleuer.

STRENGTHS

- Transportation to and from senior center ★
 - County transportation options (difficult for rural population)
- Safe, friendly
- Quality Schools
- Opportunities for young people, recreation
- Retail base
- Planning Board does a good job controlling development, they are reasonable
 - (Residential/commercial balance)
- Senior Center
- Well-run town
- Rural character, ambiance – Greenspaces, parks
- As good as any town elsewhere (except maybe job opportunity due to taxes)
- Economy is good
- More sense of community than places like Amherst
- Good, strong regional job outlook
- Surrounded by thriving communities
- YMCA is about 4 miles away (pool, etc.)
- Senior living communities provide programming, activities
- Disaster trained community, emergency preparedness
- Rock Oak – Housing drowning in Seniors from other towns

WEAKNESSES

- No senior public transportation ★
- No effective respite care for caregivers, almost need 1-on-1 care ★
- No adult day care facilities – Need care and activities ★
- Don't see any community "helping hands" type servicers ★
- Community is too auto-centric
- Could use swimming pool or exercise facility/fitness center for seniors (limited use at schools)
- Lacking smaller neighborhood recreation centers
- Need more affordable housing for seniors
- YMCA may be cost prohibitive
- Senior Center bus will not go outside of Clarence
- May need to modify Senior Center to meet changing needs

- Patrons may not be comfortable going elsewhere
- Theatre or auditorium needed
- Can't accommodate larger events
- Spatial planning issues with facilities
 - Ex. Meals on Wheels use of Senior Center parking lot
- Limited north/south transportation connections
- Some areas of the Town are remote from the thruway exit
- Limited sewer system capacity

OPPORTUNITIES

- Transportation from Main and Transit to Brothers of Mercy ★
- Potential reuse of more modern facilities as a Senior Center ★
- "Youth Works" in Amherst – Young people in database for hire to help seniors ★
- NFTA – Select sites for smaller "park-n-ride" services for seniors
- Community use of fire company facilities
 - Exercise, banquet, workout rooms, etc.
- Maybe use Senior Center as transportation hub (scars many patrons to drive routes they don't know, but they can get to the center)
- Property management services for seniors staying in home
- County working to make trips between towns and destinations more efficient
- Senior apartments and housing that's affordable and connected to community/services
- Senior Community (ex. Swallow Creek)
- "Continuing Care" as you age-in-place

THREATS

- The inability to stay local, age-in-place ★★
- Doctors not taking Medicare – limiting choice ★
- Affordability! ★
- Increasing property values
 - Makes it difficult to build affordable housing choices
- Increases in cost of living
- Competition of home sales – Many on market at times

Attendees: E. Wolfe, D. Cortese, B. Geiger, J. Rash, J. O’Connell, J. Sirianni, J. Callahan

STRENGTHS

- History and heritage (1808)
- Architectural/historical resources
- Only walkable place other than Clarence Center
- Actively trying to make the area more walkable
- Partnerships with Clarence Farmers’ Market
- Discover Main Street marketing initiatives
- Redevelopment Committee
- Highest town median income in the County
- Large traffic volumes
- Has sewer infrastructure
- Parks and bike paths
- Antique Auto Show
- Asa Ransom House (Bed and Breakfast)

WEAKNESSES

- Vacant buildings are eyesores
- Inadequate restaurants and services in Clarence Hollow
- Spaulding Lake residents don’t come to the Hollow
- Lacking critical mass
- More residential than commercial on Main Street
- Eagles Wings Ministry – turned property into apartments for staff, nontaxable

OPPORTUNITIES

- Attract/create critical mass
- Capitalize on year round events
- Slow traffic – use traffic calming measures (narrower roads, bump outs, etc.)
- One restaurant is a destination – can build on this
- Add parking
- Preserve historic look/buildings
- Create a gathering place/destination business
- Permit snowmobiling

THREATS

- Balance between residential and businesses – too much residential
- Large percentage of rentals are owned by absentee landlords
- Traffic volumes – Noisy, lacking comfort for pedestrians

★ - The Clarence Hollow Development Committee did not participate in the “dot” prioritization exercise as the meeting was intended to be a small group discussion about the specific issues and opportunities facing Clarence Hollow rather than formalized SWOT analysis for the Town.



Town of Clarence – Stakeholder Interviews Summary Held on January 28th, 2015

On Wednesday, January 28th, 2015, John Steinmetz conducted the second round of Stakeholder Interviews for the Town of Clarence 2015 Comprehensive Plan Update process. In an effort to reach out to both public and private stakeholders, the following interest groups were invited to participate in the interviews:

1. Historic Preservation Commission
2. Local Developers and Professionals Panel
3. Clergy Association of Clarence
4. Clarence Chamber of Commerce

At the start of each meeting a member of the Town's Planning Staff (Jim Callahan or Jonathan Bleuer) provided a brief overview of the purpose of the stakeholder interview session and the background on the project. The groups were then turned over to Mr. Steinmetz who provided some information on the Town's proposed planning process and timeline as well as an introduction to the information that they hoped to discuss in the meeting.

Mr. Steinmetz then facilitated discussions with each group about the Strengths, Weaknesses, Opportunities, and Threats facing the Town of Clarence. Participants were asked to provide comments both through the lens of their community groups as well as from a more general Town perspective. A detailed summary of each group's comments has been provided on the following pages.

Attendees: J. Brawdy, E. Rakoczy, C. Anthony, S. Mansouri, D. Gamin, C. Cornwall, T. Steffan, L. Mosher, W. Salvati, J. Bleuer.

STRENGTHS

- Green space and the Greenprint Program
- Sense of community – People support each other
- Unique combination of rural and cosmopolitan environments
- The hamlets
- Great school system
- Hidden treasures and heritage
 - Cemeteries
 - Buildings
 - Architecture
 - Filmore farm
- Great park system and bike path
- History of music in the community – At the school, summer concerts
- Successful Farmers' Market
- Age of the Town – One of the 1st towns in the County
- Tillman Nature Preserve
- Historic homes and buildings in the hamlets
- Farmland and farmers in the community

WEAKNESSES

- Lack of historic districts or protection of hamlets
- Polarity between old (lower income residents) and new (wealthier) residents
- Demand for services, but not part of community
- The Hollow – “Golden Ghetto,” slums of Clarence
- No funding in Town budget for historic preservation
- Don't qualify for historic tax credits because incomes are too high
- Need better protections of historic structures (designated or not) when development occurs
- Lack of understanding of value of historical/architectural tourism and preservation
- Bias against visitors, very private community – Parks are for residents only
- Power of those with money overshadows other ideas/efforts in the Town
- Progress happens when citizens get together in spite of government, not with the government
- No north/south bike connections

OPPORTUNITIES

- Better support from Town for nonprofit operations
- Historic preservation of Hamlets/structures/places
- Tourism – Attract people with treasures and heritage
- Increase the sales tax
- Better promotion of local history and nature – Currently have no brochure, no motto, no theme
- Get leadership to better understand Clarence – Need a champion
- Re-envision the Hollow now that antiques fervor has died down – Embrace artisans
- Turn the McGyver House (10375 Main Street) into a cultural center for the arts
- Pursue grant opportunities – Need help finding money
- Government that serves the people should not operate as a business
- Educate the decision makers as to the benefits and costs of projects
- Find people to invest in the Town's history
- Promotional campaign to newer residents to increase awareness of history
- Better public education campaign – How to get residents to invest in Clarence? “Know Clarence”
- Fundraise with higher income residents
- Include local history in State of Town or other news columns
- Traffic calming especially in the Hollow – Plant trees, etc.
- Engage in political dialogue
- Partner with the Chamber, rotaries, and other organizations
- Pursue organized development strategies
- IDA could buy Clarence Hollow properties and use them as small business incubators
- Focus economic investment in the Hamlets
- Use technology – Podcasts that provide mini tours
- Partnerships such as school district inventorying historical props

THREATS

- Loss of The Barn
- Loss of historic structures and sites
- Loss of character of Clarence Hollow
 - Hamlet most in jeopardy
 - “New face” of the Hollow
 - Pressure to build new
 - Asking prices too high (\$200-300K)
→ not conducive to small business operations (artisans, etc.)
 - Two former churches – Difficult to adapt for other uses
 - No destinations
 - No post office, school, church, etc.
- Technology can isolate the community and limit engagement, especially youngsters
- Overdevelopment in other communities – Spread coming here
- Overly car dependent – No emphasis on walking, biking, or alternate transportation

Attendees: D. Prostrak, B. Packard, S. Hopkins, J. Buglioli, N. Dill, D. Hulk, A. Cimato, L. LaDuca, M. Powell, P. Stephen, J. Callahan, J. Bleuer.

STRENGTHS

- A lot of residential interest in the area
- High-end market
 - \$700K to \$1 million is soft
 - \$300 to \$500K is doing well
- Most people not anti-growth, but are anti-pollution
- Great location and access to nearby resources
- Good schools
- One of the best housing markets in Western New York
- Well-defined core on Transit Road
- Excellent demographics – wealthy community

WEAKNESSES

- Takes too long to get approval – Review process is slow
- Federal government is making investors concerned – slowing middle markets
- Lack of sewer capacity is a concern
- 30 – 50% of septic systems do not work – Was \$20 million to solve, now \$41 million
- At one point there were 60+ SPDES permits
- Town Code may require too much parking
- Town requires too many variances to do projects

OPPORTUNITIES

- Harris Hill corridor needs sewer
- Need nice Main Street – Market it as a destination
- Everyone would help with sewer improvements
- Higher densities make sense
- Look for opportunities for redevelopment
- Need parallel line along Peanut Line along Main Street
- Potential to use land bank or Transfer of Development Rights for increased density along Main Street or within Clarence Center – Density bonuses, incentive zoning provisions, clustering, etc.
- Reduce setbacks along Main Street
- Parking on side and behind is good – large setback create an appearance that nothing is going on
- Industrial along Weurhle Market is headed towards mixed-use

THREATS

- Sewer limits cause a lesser use of the land – Putting storage building on quality land rather than good residential development
- Top 6 in the state for pollution
- Need balance between commercial and residential
- Nothing kills a deal more than time – Review processes
- In Amherst you can build in two months
- Zoning Code is limiting ability to respond to market trends

Attendees: G. Hall, M. Farrell, P. Pasieka, V. Zust, J. Bleuer.

STRENGTHS

- Good school system
- Parks are an asset
- High education level of population
- Different perspectives from other parts of country represented in community
- Highway maintenance is good
- Lots of recreational opportunities for young people
 - Sports
 - Passive and active recreation
- Safe and secure community
- Variety of community organizations and activities
- Small businesses are valued
- Sense of community, responsibility, and pride
- Variety of housing available
- Sense of history and intimacy – Small town mindset
- Property values are high
- A lot of senior activities and recreation opportunities

WEAKNESSES

- Students are over programmed, weakens family structure
- Very homogeneous population
- Segmented from Buffalo (fear of city)
- Property values are high
 - Hard for young families to buy a home
- Inbred leadership
- Tension between residents and commercial properties
- Heavy traffic
- Sewer system is inadequate
- There is overconfidence that bad things don't happen here
- Not a lot of easily accessible services for families in trouble
- No alternate transportation options
- Division between suburban (new) residents and rural (old) residents
- Hard to start a small business

OPPORTUNITIES

- Gap of opportunities for say 18-30 year olds
 - Not a town for single people
 - Recreation, jobs, culture, etc.
- Fill commercial vacancies
- Develop a community center

THREATS

- Lack of younger people and families in the churches
- Losing early retirees
 - Better givers to community
 - Great volunteer base
- Tensions between homes with kids and homes without kids
 - Polarizing school votes
- Negative perception of the City of Buffalo
- Lack of comfort with people that are different
- If infrastructure doesn't keep pace with residential growth could be a big problem
- Potential for overbuilding of senior housing

Attendees: *M. Cummings, J. Sirianni, G. Maddalena, J. Callahan.*

STRENGTHS

- What brings business to Clarence?
 - High incomes
 - Farming
 - Desire for rural atmosphere
 - Bright future
 - Large customer base, but still feels like home community
 - Diversity of residents (financially, jobs, etc.)
- Volunteerism
- Chamber website gets about 100K hits per month
- SCORE – Retired businesses helping new businesses
- Transit Road – Great business district
- Main Street up to Goodrich – Great business district
- Great relationships in the Chamber – support each other

WEAKNESSES

- Used to get complaints about approval processes – seems to be lessening
- The Hollow is struggling
- Sewers are lacking
- Lacking upscale retail – wine bar, etc.
- The Hollow looks a little dumpy – need more neat looking development

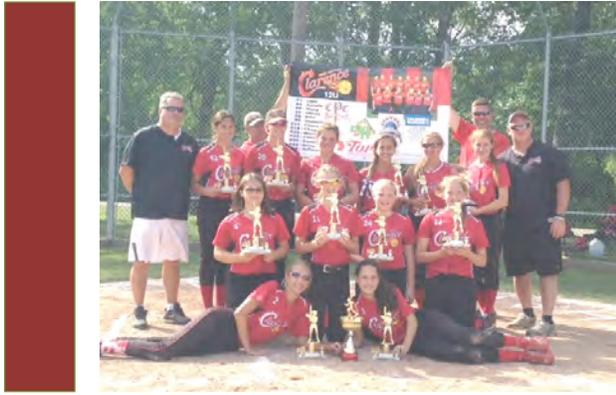
- Lacking tourism – need promotion of existing destinations and need to add them

OPPORTUNITIES

- Reinvestment in Clarence Center – has huge potential
- Need a north Town association
- The Hollow could benefit from a drug store – other retailers will follow
- Need more unique stores/shops, not pizza, etc.
- Work closely with IDA, Chamber, and the Town
- Town industrial Park
- Improve the appearance of buildings

THREATS

- Residential uses of commercial property is inappropriate
- Lack of parking in the Hollow



Town of Clarence – Stakeholder Interviews Summary Held on March 24, 2015

On Tuesday, March 24th, 2015, Jim Callahan and Jonathan Bleuer of the Town Planning office facilitated stakeholder interviews with two groups representing the youth and sports organizations located with Clarence. These groups included:

1. Local sport organizations stakeholders; and
2. Youth Advisory Board.

At the start of each meeting Town Staff provided a brief overview of the purpose of the stakeholder interview session and the background on the project. The groups were then asked to participate in a Strengths, Weaknesses, Opportunities, and Threats (SWOT) brainstorming session for the Town. Attendees were asked to provide comments both through the lens of their community interest group as well as from a more general Town perspective.

A detailed summary of each group's comments has been provided on the following pages. These groups did not utilize "dot" stickers to prioritize this information, like many of the previous stakeholder interviewees. The intent of these discussions was to have a more in depth follow-on conversation to the specific issues and opportunities that were raised with regard to the Town's younger population.

Attendees: *D. Rifenburg, S. Frost, R. Waters, M. Lauer, D. Rook, C. Trapper, T. Polito, J. Thur, K. Wolf, J. Callahan, J. Bleuer, R. Sackett, P. DiCostanzo, D. Hartzell*

STRENGTHS

- Sports programs are individual but still fall under one large umbrella
- Kids often play several sports
- Lots of town wide opportunity: bike paths, passive recreation spaces, park systems, pool and slides
- Great school system
- True to small town roots, but has a modern edge
- Greenspace and agricultural land has been preserved, for that natural and rural look/feel
- People come to Clarence and want to stay
- Sports programs continue to grow, room to grow into competitive groups at a low and high level
- All volunteer driven, lots of involvement for no return other than a desire to be a part of it
- Cooperation between sports groups is better now than in previous years
- Soccer complex is one of the best in the State, travels all over the county and even Europe
 - 21 fields, best well groomed club run complexes, all on a handshake between Town/nonprofit
- Service that Parks Department provides is great
- Great ball fields
- Indoor facility for baseball and girls softball has worked great
- Parents willing to spend a ton of money on kid sports
- Travel teams increasing

WEAKNESSES

- Soccer fields are not super plush
- We need better facilities
- Real estate companies only looking at money and return on investment, we can't rely on them for a community facility
- No indoor community facility/center
- Hockey has no town facility, everything is a long drive and a lot of money
- Coaches do not allow kids to play different sports in the off season, often no offseason for kids
- Baseball and girls softball is declining
- The kids that are in, parents spend way too much on them, which often keeps other kids out
- For profit clubs are gaining on nonprofit clubs on the premise that the kid will get looked at
- Parents expect superstars, kids don't have fun, all out about winning
- The more you charge, the more demand you have
- Football needs several full size, good condition football fields

OPPORTUNITIES

- Indoor facility to extend the playing season, all sports would support
- Municipalities are merging leagues
- Many great athletes in this Town, famous players no coach in Clarence
- \$55,000-60,000 soccer costs outside Clarence, baseball and softball also spend a lot outside Town
- People say ice rink wouldn't get used, look around, Lockport built it and it's filled
- All sports have big budget for sports facility rental time that could stay in Clarence
- Synthetic outdoor turf would help to extend season
- Newly approved school artificial turf fields will be available to used, but very limited hours
- You build anything, and they will come
- Ideas will come that nobody thought of
- Town can borrow more at less cost than nonprofits
- Plan for synthetic field in the works

THREATS

- The few volunteers that put great amount of energy into each sport will retire, and nobody will replace them with the same vigor. When the support structure leaves, what is next? Who will put in the time?
- Too many teams, not enough kids
- Hockey works out of 7 different rinks
- Facilities are all separate, need community sports center
- Amherst has gone with a no residency requirement, stealing Clarence kids
- Weather causes a short season, with all outdoor fields
- Aging demographics
- Safety is affecting hockey's numbers, could start to affect football soon
- Kids go down and stay down when not hurt
- Each sport is becoming a 12 month sport
- Coaches pushing kids to play specialized sport, not allowing cross play
- Girls softball numbers are declining due to other sport options, other towns, aging up
 - Could it be building moratorium?
 - Coming off other seasons?
 - Baseball conflicts with other sports.
- More independent teams
- Family size dropping, youth dropping
- Dangerous conditions, lighting on fields
- House leagues declining
- Too much opportunity, you can't do everything in one day
 - Not the amount of money, parents will pay
- Without new facility, people will leave the Town or not come at all
- Sports leadership slowly moves on, things won't hold together
- Clarence has the vision, they just never do anything about it
- If the Town leads, people will support, otherwise people will not give money if the Town is not committed
- 12 to 15 people can sway the desire of thousands

Attendees: A. Singh, K. Monteleone, W. Lennert, D. Kinney, D. Priore, A. Leach, V. Cirillo, D. Shaefer, R. McGuire, B. Campochiaro, D. Callaghan, G. Brace, R. Geiger, J. Callahan, J. Bleuer, R. Sackett.

STRENGTHS

- Friendly small town feel
- Low taxes
- State Police, Sheriff and volunteer fire fighters keep taxes low
- Suburban rural mix
- Great school system
- Park and bike paths
- History, oldest Township in Erie County
- Small businesses
- Proximity to Buffalo
- Diverse population, places for them to go such as churches, etc.
- Family activities, town wide events
- Greenspace and library
- Youth volunteer program, youth involvement high
- Speaker series, programs for children and events, good place for kids to be, volunteer experiences, commitment by Youth Bureau and Board
- Limits to lot sizes, keeping development at bay
- Industrial concentration on County Road and not spread throughout the Town
- IDA benefits - If they bring businesses in

WEAKNESSES

- IDA? Are businesses coming anyway?
- Too much residential development
- Increased traffic is causing more accidents
- When the troopers move from Main, will we start to see trouble on Main?
- Run down motels on Main, brings in bad clientele and new problems
- Lack of affordable housing for single and young people
- Patio homes with their condo status are not paying full share in taxes, basis for school tax as well
- Lack of Community Center, place for people to come together
- Youth does events in clubhouse, and the layout doesn't work
- No youth building similar to Senior Center
- Not enough parking at Youth Center
- Have to leave Clarence to get involved.
- Lack of entertainment for adults and kids in Clarence
- Lack of recreation options, no waterpark or splash pad, recreation department can do better if they were given more space
- Minimum swimming age is 7, which is a bit old, could be younger
- No Community Center
- Conflict of interest with younger population versus seniors (ie. Single garbage pickup that seniors didn't want)
- Lack of sidewalks
- Declining school system no longer best in the region, some of our schools are now behind Williamsville and Orchard Park

OPPORTUNITIES

- Schools can sustain their excellence, and rise to the top again with support
- People can get involved again, Town can get more info out to everyone
- Town Hall Meeting every couple months
- Create different meeting places
- Better communication between officials and residents
- Reach out to younger generations on social media
- Youth plus recreation community center
- IDA should give money to entertainment
- Separate areas and neighborhoods should come together
- Town should purchase buildings in the Hollow and then turn them into multi-use areas for theater, comedy and music

THREATS

- Lack of sewers and infrastructure in existing built out areas
- Affordability - housing prices are too high
- Power sources not efficient with additional houses and development
- Traffic and road issues, potholes and drainage
- Certain neighborhoods not maintained as well as others
- Younger people and families moving out of Clarence
- School aged children declining, does this mean we will need to close a school?
- Birth rate down, family size down

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Review and update the Agriculture and Farmland Protection Plan. Include provisions for protection of farmland from subdivisions and active farms without succession plans.	Low/Medium	FPC	EC, NYS Agriculture and Markets, PB, RAC, TB	Town Code, Farmland Protection Plan
2	Continue the use of the Recreation Advisory Committee Buy-Back Program.	Medium/High	RAC	TB	Greenprint Program Data
3	Review the Town Subdivision Law to: - Discourage the conversion of agriculturally zoned properties to non-agricultural uses - Minimize subdivision sewer expansions within agricultural zones	Medium	FPC	PB, PD, TB	Zoning Map, Agriculture Map, Zoning & Subdivision Law, Right-to-Farm Law
4	Increase awareness and education of the Town's participation in the Agricultural District program and the implications of living within close proximity to active farms that may result.	Low	FPC	WNY Land Conservancy	Town Code, Farmland Protection Plan, Right-to-Farm Law
5	Support the development of a "Farm-to-Table" community and other Community Supported Agriculture (CSA) efforts.	High	PD	RAC, TB, Town Attorney	Greenprint Program
6	Create awareness and understanding among residents regarding the use of major roadways to move farming equipment.	Low	FPC	Highway Department, Supervisors	Town Website, Signage
7	Increase communication and coordination with the Town's Farmland Protection Committee, NYS Agriculture and Markets, and the Erie County Farm Bureau.	High	FPC	PD	-
8	Continue to support and help market the Clarence Farmers Market to increase awareness and participation by local residents and farms.	Low	Farmers Market Association	CHA, RAC, Supervisors	Town Website
9	Continue to implement the Town's Greenprint Program and conservation easements to preserve valuable farmland and soils.	High	RAC	PD, TB	Greenprint Program (Sell back to farmers)
10	Include local youth and seniors in Town efforts to promote farms and organize agricultural related events and activities.	Low	YAB	RAC, SC	Farmers Market Association, Community Supported Agriculture Program
11	Facilitate ditching to ensure proper drainage and use of farmland, especially within the northern section of Town.	Medium/High	Highway Department	ECDPW, Engineering Department, FPC	-

*Acronyms: CHA: Clarence Hollow Association, EC: Erie County, ECDPW: Erie County Department of Public Works, FPC: Farmland Protection Committee, PB: Planning Board, PD: Planning Department, RAC: Recreational Advisory Committee, SC: Senior Center, TB: Town Board, YAB: Youth Advisory Board

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Review and revise the Town’s Land Use Law to provide consistency with the desired land use patterns outlined in this Plan.	Medium	TB	PB, PD	Comprehensive Plan, Town Code
2	Draft and adopt Environmental Protection Overlay Districts (EPODs) for environmentally critical areas and resources, including but not limited to floodplains, wetlands, woodlands, steep slopes, and wildlife management areas, to better monitor and protect them from development pressures and degradation.	Medium/High	PD	ACoE, DEC, RAC, PB, WNY Land Conservancy	Growth Constraints Map
3	Address increasing issues with and management of the deer and geese population.	Low	TB	CAC	Deer Abatement Program
4	Require that mature woodlands and other unique or valuable natural features be preserved in developments as part of site plan review process.	Low	PB	PD, TB	Open Space Design Development Overlay District
5	Incorporate better wayfinding and signage identifying the Town’s passive and active recreational opportunities and guiding the public to them.	Low/Medium	Highway Department	Parks Department, RAC	Parks Master Plan, Bike Master Plan
6	Include passive and active recreational amenities at environmental sites, such as benches, educational signage, lights, trail maps, etc.	Low/Medium	TB	Parks Department, RAC, Highway Department	Parks Master Plan, Bike Master Plan
7	Develop formal hiking and snowmobile trails through natural areas where suitable.	Low	RAC	PD, TB	Grant Writer
8	Provide opportunities for kayaking or other water-based recreational uses on Tonawanda Creek	Low/Medium	RAC	TB	Greenprint Program
9	Create a comprehensive map and inventory of the significant landscape features and environmentally critical sites throughout the Town such as Oak Savannah, Hard Bottom Swamp, the escarpment, and other significant features.	Low	PD	LRC, RAC	Greenprint Parcel Prioritization Map
10	Increase use and understanding of the State Environmental Quality Review process by all review boards to protect our natural environment from potential negative impacts of development.	Low	PB	PD	SEQRA
11	Review and revise the Town Code to include provisions for green infrastructure and renewable energy use in both building and site design.	Medium/High	TB	Engineering Department, PB, PD	Consultant
12	Encourage the application of natural stormwater management practices, such as bioswales or rain gardens, with new development proposals.	Medium/High	Engineering Department	PB, PD, TB	MS4 Community
13	Continually review impacts of new development and investment on existing wildlife populations and their natural habitats.	Low	PB	PD	Open Space Design Development Overlay District
14	Reduce Town’s overall environmental footprint through management of pollution, waste material, and use of energy.	Low	Engineering Department	TB, Supervisors	Continuing Education Opportunities
15	Actively monitor and preserve water quality throughout the Town.	Low	Engineering Department	CAC	Convert Water Level Monitors

*Acronyms: ACoE: Army Corps of Engineers, CAC: Conservation Advisory Committee, DEC: Department of Environmental Conservation, LRC: Landscape Review Committee, PB: Planning Board, PD: Planning Department, RAC: Recreational Advisory Committee, TB: Town Board.

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Draft and adopt a Transportation Network Master Plan and Map that considers both vehicular and non-motorized transportation connections and facilities throughout the Town, with an emphasis on the improvement of north and south connections.	High	PD	ECDPW, Engineering Department, DOT, Highway Department, PB, RAC, SC, YAB	Traffic Studies, Trails Master Plan, Level of Service Baseline Document, Access Management Plan
2	Develop a comprehensive Bike Path and Trail Master Plan and Map of off-road trails and identify areas for trail expansions, connections, or amenities. - Create more north/south bicycle connections and tie into regional bike path networks - Add amenities to paths such as lighting, wayfinding signage, benches, dog waste bags, and water fountains.	Medium	PD	Highway Department, RAC, UB	Bike Trail Master Plan, Maps, GBNRTC Region Bicycle Master Plan
3	Coordinate public transportation and/or Town supported or sponsored transportation opportunities to increase frequency and stops to Clarence activity centers and major destinations for all users. - Provide transportation for workers to get into Town for employment opportunities - Improve access for residents needing transportation out of Town for recreational/medical services	Medium	TB	NFTA, PD, SC	Needs Analysis (to be created)
4	Promote the feasibility of roundabouts or other traffic-calming alternatives where an increased level of service for vehicular and non-vehicular users is desired.	High	PD	ECDPW, Engineering Department, DOT, Highway Department, PB, TB	SEQR, Grants
5	Draft and adopt a Complete Streets policy that classifies roadways based on anticipated users and desired improvements.	Medium	TB	ECDPW, Engineering Department, DOT, Highway Department, PB, PD	Example Complete Streets Policies
6	Review policies regarding public and private roadway design and use to maintain consistency of Town standards for all future roadways and roadway improvements.	Medium	TB	Engineering Department, Highway Department, PB, PD	Town Code, Federal and State Standards
7	Review Town Code to promote a walkable development pattern and non-motorized transportation facilities in the hamlets. - Ensure parking requirements meet current industry standards - Review provisions that restrict parking to the side or rear yard only - Reduce setbacks for new development and infill to reflect the traditional development character - Incorporate provisions that require pedestrian/bicycle amenities and connections both on- and off-site	Medium/High	PD	CHA, CHCCPC, CCCCPC, Discover Main Street, PB, TB, TSAC	Design Guidelines, Town Code, Industry Standards
8	Work with local, state, and regional transportation departments and authorities to include on-street bicycle facilities, where appropriate, when re-striping roadways. - Consider bike lanes along major roadways connecting existing bike paths and recreational areas - Widen and clear shoulders where bike lanes are not feasible (e.g. Roll Rd, Wehrle Dr, County Rd)	Medium	TB	DOT, Highway Department, PB, PD	Bike Path Master Plan, DOT Standards

*Acronyms: CCCCPC: Clarence Center Community Character Protection Board, CHA: Clarence Hollow Association, CHCCPC: Clarence Hollow Community Character Protection Board, DOT: Department of Transportation (NYS and/or Erie County), ECDPW: Erie County Department of Public Works, GBNRTC: Greater Buffalo-Niagara Regional Transportation Council, NFTA: Niagara Frontier Transportation Authority, PB: Planning Board, PD: Planning Department, RAC: Recreational Advisory Committee, SC: Senior Center, TSAC: Traffic Safety Advisory Committee, UB: University of Buffalo, YAB: Youth Advisory Board.

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Review the Sewer Master Plan to help prioritize and guide future decision-making and funding regarding sewer maintenance, upgrades, and expansions.	High	Engineering Department	ECSD#5, HBSWC, PB, PD, TB	Sewer Master Plan, Environmental Impact Statement (Spaulding Lake)
2	Pursue funding to assist with the update and expansion of sewer infrastructure in the Harris Hill community and other appropriate areas.	High	TB	Local, State, and Federal Grants, Engineering Department, PD	Grant Writer, Public/Private Partnership
3	Review and maintain currency of the Town of Clarence Parks and Recreation Master Plan. - Inventory the use of both public and private facilities in Town for all ages - Include consideration of private and non-profit sports programs for potential collaboration efforts - Consider opening up parks and sports programming to non-residents - Review Town recreation and facility fees to ensure they are reflective of current costs and demand - Consider the development of smaller, neighborhood recreation centers (playgrounds, etc.)	Low	Parks Department	PB, PD, RAC	Site Work, Existing Parks Master Plan, Demographic Study
4	Investigate making an investment in year-round sports facilities that could be rented or shared with both private and non-profit programs (e.g. an arena or ice rink).	High	TB	Parks Department, RAC, Recreation Department, PB, YAB	-
5	Encourage the development of programs to assist seniors with home maintenance and everyday needs, such as grocery shopping, lawn services, and minor house repairs.	Low/Medium	Recreation Department	SC, YAB	Community Development Block Grant
6	Support the development of a handyman service for seniors.	Low/Medium	Recreation Department	SC, YAB	Local Schools
7	Encourage neighborhood groups and activities to increase community engagement and communication and welcome new families or residents.	Low	Clarence Chamber of Commerce	Town Assessor	Town Records
8	Consider the feasibility of opening a community center that would provide meeting space, recreational activities, and programming for residents of all ages.	High	TB	Parks Department, SC, YAB	Previous Research and Studies, Usage Numbers
9	Potential for use of community facilities, such as fire halls, schools, the legion hall, clubhouse, youth and senior center, for community activities and meetings.	Medium	TB	Fire Departments, Parks Department, Schools, SC, YAB	Inventory, Usage, Communication
10	Foster more cultural diversity throughout Town by supporting local music, theater, and arts programs or events.	Low	Clarence Concert Association	Churches, Schools	Demand/Usage
11	Continue to support and coordinate efforts with the private and non-profit organizations that provide programming and recreational opportunities to residents.	Low	Recreation Department	Parks Department, Schools	Demand/Usage

*Acronyms: ECSD#5: Erie County Sewer District #5, PB: Planning Board, PD: Planning Department, RAC: Recreational Advisory Committee, SC: Senior Center, HBSWC: Heise-Brookhaven Sewage Works Corporation, TB: Town Board, YAB: Youth Advisory Board.

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Educate the community on the benefits of listing local sites, structures, and districts on the National Register of Historic Places and with the State Historic Preservation Office.	Low	HPC	CHS, PB, PD, SHPO, TB, TH	National Register of Historic Places, CB Survey, Barn Survey, Schools, Town Website
2	Conduct a historic resource survey and pursue designation on the State and National Registers. - Investigate the use of Historic Districts for Clarence Hollow and Clarence Center - Individually list sites and structures with historical significance outside these areas Town-wide	Medium/High	HPC	CHS, PB, PD, SHPO, TB, TH	CB Survey, Barn Survey, SHPO Documents & Guides
3	Continue to enforce building and property maintenance codes for derelict or deteriorating structures and sites throughout the Town.	Medium/High	Building & Engineering Department	Code Enforcement, HPC, PD, Town Attorney	Local Landmark List, Whistle Blower Hotline, NYS Building Code
4	Review the Town Code to better apply overlay and historic design standards within the hamlets and other traditional development areas.	Low/Medium	TB	PB, PD, SHPO	Zoning Code, Clarence Hollow & Clarence Center Design Guidelines
5	Review and revise Town Code to include Historic Design Guidelines and permit a wider variety of uses for the preservation, rehabilitation, or revitalization of historic structures within the Town, particularly within Clarence Center and Clarence Hollow.	Medium	TB	CCCCPC, CHCCPC, HPC, PB, PD	Town Code, Design Guidelines
6	Review the role of the Historic Preservation Commission to accommodate role in the review of historic sites, structures, and districts.	Medium	TB	HPC, PD, Town Attorney	Town Code
7	Implement pedestrian-environment enhancing traffic-calming measures within the hamlets, such as street trees, lawns, bump-outs, high-visibility crosswalks, and 10-foot vehicular travel lanes.	Medium	TB	Clarence Chamber of Commerce, Discover Main Street, DOT, IDA, PB, PD	IDA Study, 2005 Report
8	Review the use of the Clarence Hollow Overlay Zone and the subsequent design guidelines to ensure compatibility with the desired density, walkability, and historic pattern of development outlined in this Plan.	Medium	TB	PB, PD, Town Attorney	IDA Study, Town Code, Overlay Zones, Land Use Access Master Plan
9	Review and revise nonresidential design standards for future development and investment Town-wide to ensure applications reflect the character of the surrounding environment.	Low/Medium	TB	PB, PD, Town Attorney	Town Code, Design Guidelines
10	Review Town Code to facilitate the redevelopment of Clarence Center and Clarence Hollow. - Permit mixing of uses and an increased density of development where desirable - Encourage adaptive reuse of existing buildings where appropriate - Review parking requirements to ensure consistency with current demand	Medium	TB	CCCCPC, CHCCPC, PB, PD	Town Code, Overlay Zoning
11	Work to ensure that the management of traffic and congestion within the Hollow does not detract from enhancing its overall walkability.	Medium	PD	DOT, ECDPW, Engineering Department, Highway Department, TB	Main Street Plan
12	Utilize the services of a design professional, where needed, to assist the Planning Board or other review bodies in their review of development proposals to improve the appearance of developments.	Low	TB	PB, PD	Consultant

*Acronyms: CCCCPC: Clarence Center Community Character Preservation Committee, CHCCPC: Clarence Hollow Community Character Preservation Committee, CHS: Clarence Historical Society, DOT: Department of Transportation (Erie County and/or New York State), HPC: Historic Preservation Commission, IDA: Clarence Industrial Development Agency, PB: Planning Board, PD: Planning Department, SHPO: New York State Historic Preservation Office, TB: Town Board, TH: Town Historian

#	Action Item	Level of Complexity	Lead Party	Potential Partners	Tools
1	Work with local agencies to promote and attract local business to Clarence.	Low	Clarence Chamber of Commerce	IDA	Chamber Website, IDA Website, SCORE
2	Review and revise Town application review processes to increase understanding by the applicant and action by the boards and streamline the process. - Review zoning code to reflect market trends and Town expectations for development - Analyze provisions for density bonuses, incentive zoning, clustering, transfer of development rights - Look at Zoning Board of Appeals actions for trends in variances and other code issues	Medium/High	PD	PB, TB, Town Attorney	Town Code
3	Promote local history and the hamlets to increase visitorship by residents and others. - Create a motto and/or marketing campaign - Draft and distribute brochures - Increase awareness of community events - Publish local history column in State of Town or other paper	Low	Clarence Chamber of Commerce	Discover Main Street, HPC, IDA	IDA Study, Town Website
4	Review and revise the Sewer Master Plan. - Identify areas where adjustments or additions to sewer districts are necessary or appropriate - Prioritize critical areas for sewer infrastructures improvements, upgrades, or expansions - Consider impacts of growth constraints and other utility infrastructure pressures	Medium	Engineering Department	PB, PD, TB	Sewer Plan, Environmental Impact Statement
5	Work with developers and property owners to coordinate future infrastructure investments (sewer and electric power especially) for continued growth of the Town's industrial and commercial areas.	Medium	TB	Engineering Department, PB, PD	Master Sewer Plan, Amendment to Master Plan
6	Support the provision of affordable housing within the Town.	Medium	PB	PD, TB	Town Code
7	Support provision of entertainment and daily-need uses in the Hamlets to help spur activity.	-	Clarence Chamber of Commerce	CHA, IDA	Town Code
8	Market existing industrial centers (County Road, Sheridan Drive, Roll Road) to attract further growth and development, particularly within the science and medical technology industry.	-	IDA	Clarence Chamber of Commerce	Town Website, IDA Website

*Acronyms: CHA: Clarence Hollow Association, HPC: Historic Preservation Commission, IDA: Clarence Industrial Development Agency, PB: Planning Board, PD: Planning Department, TB: Town Board.