

Portland Avenue Revitalization

4-Step Process Summary Document



May 2010

Rochester, New York

Many community members, City staff, and elected officials contributed significant time and effort in the development of this Plan. Their passion and commitment are greatly appreciated.

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Citizens of the Portland Avenue Community

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Background

The City of Rochester Department of Neighborhood and Business Development, in conjunction with several community partners, has initiated a collaborative planning process to revitalize the commercial district on Portland Avenue. Like many City neighborhoods with commercial districts, Portland Avenue, in recent years, has suffered from disinvestment which has resulted in loss of businesses and a deteriorated building stock. The revitalization of the commercial district can not happen in isolation. It must be coordinated with efforts to improve the entire Portland Avenue neighborhood. The people that live and work in the area are some of the same people that patronize local businesses. They must have affordable housing, streets must be safe, and people must feel comfortable walking about their neighborhood.

This Plan calls for renewed hope for the Portland Avenue community and the residents, business owners, and property owners, along with the City, have taken the first few critical steps in a revitalization effort. Stakeholders have come together and agreed on the need for a revitalization plan. They understand the importance of having a neighborhood-based organization to lead the way. Neither the City or the neighborhood can do it alone and everyone involved knows that. It will take a well organized and concerted effort and along with dedication, perseverance, and patience what is now hope can become reality.

Planning Process

The City has been utilizing a 4-step planning process for the development of revitalization plans for the City's neighborhood commercial areas. This simple yet comprehensive community planning approach begins by selecting a Steering Committee comprised of local stakeholders. It is followed by the development of a vision, an economic overview, a community design plan, and an action/implementation strategy all with extensive community and stakeholder participation. The process is flexible, community-based, and action oriented. This document summarizes and highlights the outcomes for each of the four planning steps.

Study Area

The planning area encompasses the Portland Avenue corridor from Norton Street at the north and Lux Street at the south (as shown on the map below). The Portland Avenue includes primarily commercial and mixed-use buildings with some single-family and multi-family residential buildings. Although this is the primary study area, discussion with the Committee and the community extended beyond this area and included the surrounding residential streets and parts of Portland Avenue south of Lux Street.



Introduction

The objective of the visioning process is to develop an ideal image of what the community will be like in years to come. It should be “big picture” and reflect the common values of the community. It should look to the future and paint a picture of what the community will become as it reaches the planning horizon. It must be far-reaching yet realistic and, most importantly, it must be formulated using a collaborative process. Having a vision can motivate community residents by providing a long-term goal. It must be remembered, however, that a vision is an ideal state. It may not be attained in its entirety but it can and should guide community actions.

Visioning Walk and Community Planning / Design Workshop

There were two sessions held with the community to discuss issues and the opportunities that face the community and to share what their vision is for the Portland Avenue area. The first was a neighborhood walk with Mayor Duffy on May 26, 2009. The session, entitled City Hall on the Road, included a slow paced walk along the Portland Avenue corridor with members of the Mayor’s Senior Management Team, local residents and business and property owners. The second session, was a community planning and design workshop that was held on Saturday May 29th from 9:00 AM to 12:00 PM at the St. Andrew’s Church on Portland Avenue. The purpose of the workshop was to solicit input from area residents, business owners, and property owners regarding their vision for the Avenue. Approximately 30 people attended the workshop.

The workshop started with an overview of the planning process and was followed by an image preference survey (IPS) and other visioning exercises. The majority of the workshop was spent in breakout groups discussing issues such as public safety, streetscape design, youth, vacant buildings, commercial development, and housing.

The information on the following pages summarizes the results from the visioning exercises including the highest rated images from the IPS and the issues, opportunities, and assets identified by attendees.

The Steering Committee was pleased with the information collected at the workshop. Building a community based vision is a critical step in the planning process and the ideas generated at the workshop have been instrumental in building that vision.

Image Preference Survey

It is often difficult for people to envision what they want their community to look and feel like in the future without showing them alternatives. An image preference survey (IPS) is an effective tool to help people develop a consensus as to what they would like their community to look and feel like in the future by evaluating images showing different design features.

An IPS was administered at the Community Design Workshop. Attendees were surveyed to evaluate the design characteristics that they would prefer to see in the Portland Avenue commercial district in terms of storefronts, signs, and streetscape. Each person was asked to review and rate images on a scale of 1 (least desirable) to 10 (most desirable). The responses were tabulating and the images were sorted based on score from highest to lowest. Twenty-nine surveys were completed.

Top Rated Images

The images below are the top scoring images for the public realm. These images represent the visual and spatial characteristics desired for the Portland Avenue area and provide a strong indication of the vision community members have for the public realm. The images have influenced the conceptual plan and the action plan.

Preference Survey Answer Form

Least desirable					Most desirable				
1	2	3	4	5	6	7	8	9	10



Image by Urban Advantage



Image by Urban Advantage

Most communities trying to revitalize their commercial areas desire a pedestrian oriented environment that was once typical in neighborhoods across the City. A consistent building street wall, sidewalks, tree canopies, exciting storefronts, vibrant businesses, and lots of people walking all contribute to that street scene that so many communities desire and many successful commercial streets have. The middle image is indicative of the desire to have better street crossings , which was reiterated during the issue identification session.

Design Components

It takes several characteristics working together to make a place feel special. The same applies when people rank images high. The image below ranked number 1 overall because it has several place-making characteristics. These characteristics can and should be used in developing façade and streetscape improvements along Portland Avenue.

Discovery Session



The image above is the top scoring image from Streetscape and Pedestrian Realm category. It depicts an urban street with an attractive streetscape, generous sidewalks, on-street parking, and an overall sense-of-place. It also looks to be pedestrian friendly. Design features such as high-visible crosswalks, can enhance the walkability of a street, which is an issue identified by community members from the Portland Avenue neighborhood. This image should help guide the look and feel of future streetscape improvements on Portland Avenue.

Image Source: Urban Advantage

Enclosure
(awning and trees)

Building/Street
Relationship

Outdoor/Indoor
Relationship

Well Maintained



This image is the highest rated image within the Building Components & Relationships category. There are several design characteristics in this image that are appealing to people. Looking at both sides of the street, it is evident that it includes mixed-use, multi-story buildings with storefronts on the street level. The buildings actively engage the street with entrances, some architectural detailing, and attractive business signs. It should be used to help guide the design character of future buildings on Portland Avenue.

Following the image preference survey, workshop attendees were divided into working groups. Each group participated in a visioning and discovery session. During this exercise attendees were asked questions by a group facilitator and their responses were recorded on easel pads. The questions were developed by the Steering Committee prior to the workshop and focus on identifying neighborhood issues, opportunities, and assets. Following the workshop, all the responses were tabulated. Several groups had similar responses and in some cases each group had the same response. The tables below is a summary of the responses provided by attendees.

Issues	Opportunities	Assets	Vision
1. What are the two most significant issues you feel must be addressed for the Portland Avenue area to move forward?	2. What are one or two opportunities you think that the Portland Avenue area must capitalize on to make it a unique place to live and visit?	3. What are the specific assets that should be preserved and strengthened to help achieve your vision for the Portland Avenue area?	4. If you had to pick one thing you would like the Portland Avenue area to become well known for what would it be?
Sub-standard housing	Design that reflects history of the neighborhood	Rochester General	Multicultural
Pulaski Park: safety issues, dogs not on leashes, no programs. Etc.	Increase police foot patrol	Bausch and Lomb	Great shopping
Lack of employment	Increase home ownership	Rochester City School District	Safe, healthy and clean
No shopping	Partnership with RCSD	Churches	Old world design
Safety overall - walking on sidewalks	Ethnic district	Medley Center	Family friendly
Absentee landlords	Better transportation for residents	Old optical buildings	Positive urban experience
High rents	Provide incentives for homeowners to improve property	Vacant property off from Rosemary	Library
Trash and debris	Programs for vocational skills, character building, life skills, etc.	St. Andrews Food Program	Walkability
Speeding	Create youth advisory group	Business start-ups near Mohawk	Front porch friendly
Noise	Use the school buildings	Daycare facilities	Green
Need traffic light at Portland and Mohawk	Vacant property	St. Andrews Church and School	A 'get-a-way' vacation
More cameras	Community garden club	Pulaski Park	Urban Village
Lack of capacity to teach youth (green jobs, construction, etc.)	Rochester General as partner in home ownership program	Fernwood Avenue housing project	Historic

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Drug sales	Support organizations that promote peace	School 36	Diversity
Lack of entertainment venues	Ice skating and swimming pool at Carter Street Recreation Center	Vacant lots owned by City	
Lack of businesses	Open healthy stores	Group 14621	
Poor connection between Rochester General and neighborhood	Install skateboard park	Diversity /multicultural community	
No transportation to public market	Festivals at Pulaski Park	Historic buildings	
Unsupervised children	Design theme for Portland Avenue	828 Portland - reuse brick	
Public safety	Support start-up businesses	Quality, affordable housing	
Laundry mat is not safe	School 36 renovation	Tree line streets	
Loitering and vandalism	Fabric district	Community resource center	
Unemployment by young males	Price Rite	Public improvements on street	
Litter		Skills training	
		Sustainability	

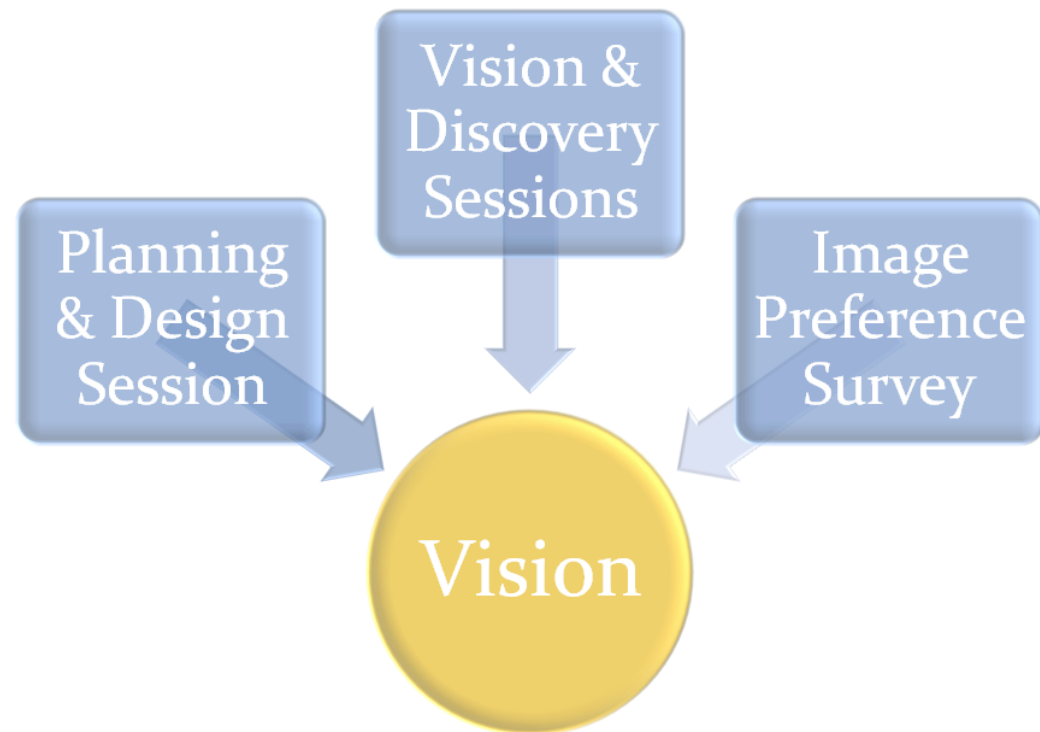
Planning & Design Session

A majority of the planning and design workshop was spent working in small groups with tracing paper, markers, and a study area base map. With the help of a facilitator, participants were asked to sketch or draw their ideas for the development and /or redevelopment of the area. They were asked to reflect on the two previous exercises as inspiration for their ideas and to focus on things like streetscape character and building location. The sketches and concept drawings were critical in developing the concept plan and actions items .

Community Vision

The information collected at the visioning workshops and the community planning and design workshop was instrumental in developing a vision for Portland Avenue. **In summary, community members want a vibrant urban neighborhood with the following characteristics:**

- ◆ A Safe Neighborhood
- ◆ Attractive Public Realm
- ◆ Attractive Mixed-use Buildings
- ◆ Vibrant and Healthy Business Environment
- ◆ High Quality of Life for Residents



Demographic and Economic Characteristics

The demographic and economic overview below is not intended to be an exhaustive analysis to determine market viability but rather a brief overview or “snapshot” to generate interest in the revitalization efforts for Portland Avenue.

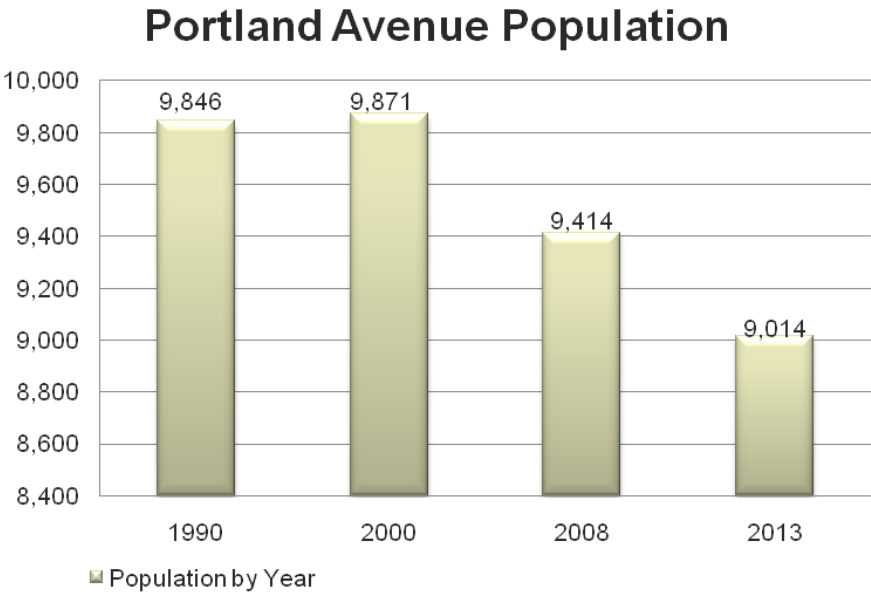
When retailers and other businesses are looking for business investment opportunities they consider several demographic characteristics including population, age, household income, and household size. An overview of these demographic characteristics was developed by the City using Claritas demographic and market data software. The analysis encompasses a one-half mile radius from the intersection of Oneida Street and Portland Avenue.

Overview of the People

Evaluating the demographic characteristics of a community is an important step in creating a plan to guide future decision-making. Understanding a community’s population, income, educational attainment, housing stock, and other characteristics can help with marketing, business recruitment, and the allocation of valuable resources. It also plays an important role in planning for things like housing and recreation.

Population

According to the 1990 US Census, population in the study area increased by less than 1%. During that same period the City of Rochester as a whole decreased 5.1%. Estimates by Claritas , indicate that population declined approximately 5% between 2000 and 2008 and is projected to drop by another 4% by 2013. The 2010 US Census is underway and will provide more accurate insight when released.



Median Age

Median age is an important factor for many retailers and service providers when they consider locating to a community. Typically, the types of goods and services available within a community are directly related to the lifestyles of the people that live there. For example, communities with higher median ages may have a higher demand for health related good and services, such as pharmaceuticals, than communities with lower median ages.

The 2008 estimated median age in the Portland Avenue area was 31.67 and the estimated average age was 34.23.

Average Household Size

Another factor considered for retail goods and services is household size. Typically, larger households require more goods and services. According to a 2008 estimate, the Portland Avenue area had an average household size of 2.83 persons per household.

Median Household Income

Median household income is another important factor considered by retailers and service providers. According to a 2008 estimate, the Portland Avenue area had an annual median household income of \$29,122. During that same year, the City of Rochester's estimate was \$29,329. More than 20% of the Portland Avenue households had incomes greater than \$50,000 (see table to the right).

Age	Population	Percent of Total
Age 0 to 4	738	7.84%
Age 5 to 9	774	8.22%
Age 10 to 14	878	9.33%
Age 15 to 17	542	5.76%
Age 18 to 20	439	4.66%
Age 21 to 24	541	5.75%
Age 25 to 34	1197	12.72%
Age 35 to 44	1304	13.85%
Age 50 to 54	547	5.81%
Age 60 to 64	368	3.91%
Age 65 to 74	434	4.61%
Age 75 to 84	319	3.39%
Age 85 and over	247	2.62%
	9413	100.0%

Estimated Income	Households	Percent of Total
Less than \$15,000	847	26.26%
\$15,000 to \$24,999	559	17.33%
\$25,000 to \$34,999	495	15.35%
\$35,000 to \$49,999	574	17.80%
\$50,000 to \$74,999	542	16.81%
\$75,000 to \$99,999	140	4.34%
\$100,000 to \$149,999	33	1.02%
\$150,000 to \$249,999	23	0.71%
\$250,000 to \$499,999	6	0.19%
\$500,000 or more	0	0.00%
Total	3225	100.00%

Other Note Worthy Household Facts

According to 2008 estimates there were 3,220 households within the study area. Characteristics include:

- ♦ 1 person households = 24.68%
- ♦ 2 person households = 25.61%
- ♦ Households with no person under age 18 = 45.78%
- ♦ Households with no vehicle = 24.31%
- ♦ Owner-occupied = 58.27%
- ♦ Renter-occupied = 41.73%

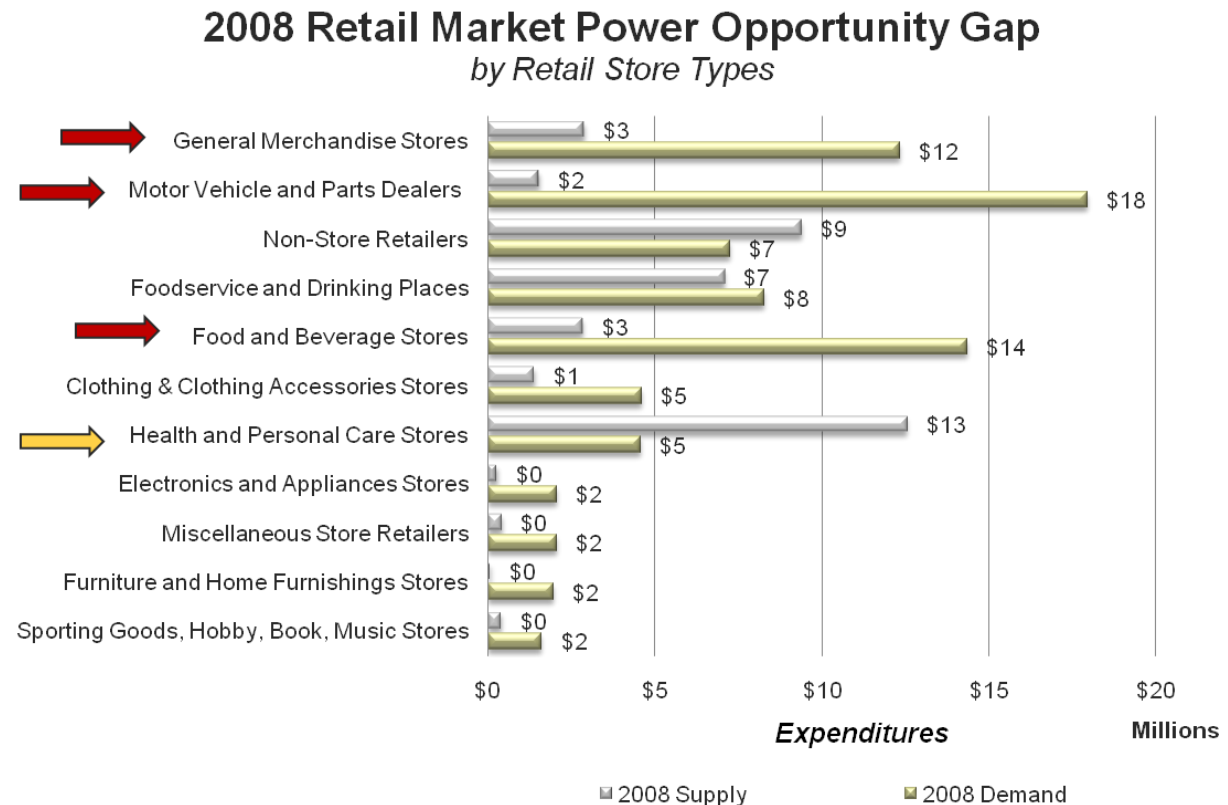
Area Market Characteristics

Along with demographic characteristics, retailers and business developers compare the supply and demand for goods and services within a market area to help identify opportunities for future development. Consumer's expenditures vary depending on many factors including age, lifestyle, income, and access to goods and services. There are basic needs that must be met, such as food and clothing, and consumers will travel great distances to meet those needs if they are not available locally. In some cases, due to selection and price, they will travel regardless if they are available locally.

Retail Expenditure Market Opportunity Gap

One basic tool used to help identify opportunities for retail development is the Retail Market Opportunity Gap analysis. This analysis compares the existing supply of retail goods to the demand for those goods based on local resident's expenditures for those goods. If expenditures or demand exceeds supply it is assumed that residents go outside the area to make those purchases. This is often referred as "opportunity gap" meaning there could be opportunities for additional local businesses for those types of goods. If supply exceeds demand then it can be assumed that the local market for those goods is saturated.

The Retail Market Opportunity Gap Analysis is just one tool that retailers and business developers consider when looking for potential markets to open new stores and businesses. It should not be assumed that the store types identified in this analysis are economically viable. However, the analysis does provide insight into what types of retail stores could be explored further in the revitalization of Portland Avenue. The categories identified as opportunities, where 2008 demand exceeded supply, in the gap analysis are highlighted by the red arrows in the graph. General Merchandise Stores include department, warehouse, and super stores. Motor Vehicles and Parts Dealers include car dealerships and auto parts stores and Food and Beverage Stores include grocery stores, specialty food stores, and convenience stores. The one category highlighted that is not considered an opportunity but deserves noting due to the significant difference between supply and demand is Health and Personal Care Stores, which is highlighted by the orange arrow. This category includes pharmacies and drug stores and other health related stores.



This information becomes more compelling when it is compared to the types of businesses that residents and stakeholders identified during the visioning phase of the planning process. It must be noted that just because the Retail Market Opportunity Gap Analysis shows a category saturated does not necessarily mean that a local neighborhood-based opportunity does not exist. For example, it was pointed out by several neighborhood residents and members of the Steering Committee that although the analysis indicates that the Foodservice and Drinking Places category is nearly saturated, few if any restaurants currently exist on Portland Avenue. Local residents are forced go elsewhere to meet this need. As was stated previously, the analysis is based on a one-half mile radius from the intersection of Oneida Street and Portland Avenue which encompasses commercial areas not on Portland Avenue.

Businesses identified by workshop attendees:

- ◆ New Laundromat
- ◆ Grocery / Market
- ◆ Hardware Store
- ◆ Coffee / Café
- ◆ Restaurants
- ◆ Farmer's Market
- ◆ Pizza Shop and Subs
- ◆ Auto Parts/Mechanic Shop

Introduction

The general framework outlined below should be used to help shape the revitalization program for Portland Avenue. It is based on the understanding that successful revitalization takes leadership, organization, and a commitment to a vision. The framework described below covers many of the qualities that successful revitalization programs have. It should be used to “set the stage” and move forward with a program but, as with the planning process, revitalization is dynamic. Therefore, it is important to be flexible in order to adapt to change, such as changing markets. However, the “big picture” - the vision—should remain constant and be the guiding force for the program.

Community Design

It was made clear through the public process that community members want a vibrant urban neighborhood. A consistent building street wall, sidewalks, tree canopies, exciting storefronts, vibrant businesses, and active pedestrian traffic all contribute to that vibrancy. Creating a memorable experience has as much to do with how a place feels as it does with how a place looks. It is not just one or two of the characteristics mentioned above that create a pleasant public realm. It takes most, if not all, of those characteristics working together to form an exciting and memorable experience. Close attention must be paid to each development project and public improvement so that, over time, more and more of those characteristics are brought together throughout Portland Avenue. As the revitalization process moves forward it is important that the urban design qualities are not lost and that streets are pedestrian friendly and reflect the community vision.

Streetscape

A well designed streetscape can make a significant contribution in developing a strong sense-of-place and a vibrant public realm. Unlike what many people believe, creating a vibrant streetscape is less about creating a beautiful aesthetic and more about evoking a warm and inviting feeling on the street. Getting the right components working together is critical. An inviting streetscape sends a message to residents and visitors that the street is the primary public space.



Street Trees

Street trees provide shade which is not only beneficial to people but it extends the life of pavement as well. Along with aesthetic benefits, trees can improve the function and feel on the street by creating enclosure which makes the street feel narrower, therefore slowing traffic and enhancing pedestrian friendliness. Street trees should be strategically placed as to limit the obstruction to storefronts and merchant signs.

Crosswalks

Clearly identifiable crosswalks are critical in creating a safe and pedestrian friendly streetscape. Highly visible design treatments at prominent crossings will send a visual cue to motorists that pedestrian crossings are critically important.

Furnishings

Strategically placed, benches, trash receptacles, bike racks, and planters will provide the needed amenities for both residents and visitors, and add color and life to the streetscape.

Pedestrian Level Street Lighting

One streetscape element that every group at the community workshop identified as important was pedestrian level street lighting. They stated both aesthetic and pedestrian safety as reasons to include this type of lighting. The existing highway style poles and fixtures currently on Portland Avenue should be replaced with decorative pedestrian level poles and fixtures.

Gateways

Successful urban villages almost always have points-of-entry or gateways that provide visual cues that you are entering a place of significance. Special attention must be paid to these areas because they provide first impressions and a sense of arrival. They are typically identified at points of transition such as intersections, bridges or other edges and nodes. The Norton Street/Portland Avenue intersection has been identified as the northern gateway to the neighborhood. Due to the limits of the project study area, a southern gateway was not identified but should be considered in further planning efforts. These points should be enhanced with prominent buildings, plantings, walls, art, and/or other special features which will celebrate and heighten the sense of arrival to the Portland Avenue Corridor.

Parking

Convenient and adequate parking is critically important to the success of businesses, especially retail businesses. For a commercial or mixed-use district, parking must accommodate the needs of customers, merchants, employees, visitors, and residents. It should include both on and off street parking. When possible, off-street parking should be located at the rear or side of buildings and never located on a corner.

Mixed-use Development

Mixed-use development should be encouraged along Portland Avenue, especially in the commercial district. This type of development offers many advantages over single-use buildings or districts, especially in urban areas where densities are typically high and land is scarce and expensive. A vertical mixing of uses results in multi-story structures that are made possible by the larger revenue streams associated with maximizing a particular site or parcel. By comparison, the horizontal mixing of land uses combines single-use buildings within a defined area. Both types of mixed-use developments could serve to achieve the goal of place making by bringing together complementary uses in close proximity to one another. A concerted effort to develop multi-story mixed-use buildings near Lux Street should be initiated. Concentrating commercial development in this location would begin to develop the critical mass of first-floor commercial/retail needed for district success. The goal should be to develop a rhythm of storefronts along the street.

Buildings should be of quality design and materials and have a first floor that engages the street. This indoor-outdoor relationship is an important component in creating a vibrant pedestrian oriented environment. Developing buildings close together with storefronts creates a powerful visual image that shoppers can recognize. It benefits both shoppers and merchants by providing the ability to see and to display a variety of merchandise on the street frontage.

Building scale and proportions should be consistent on the street frontage. Wide buildings should be divided into separate bays consistent with storefront rhythm. In addition, patterns of upper facades should also have some consistency as to create a physical rhythm and cohesiveness with orientation to motorist and pedestrians.

Housing

There are numerous vacant lots along and adjacent to Portland Avenue many of them owned by the City of Rochester. Infill housing should be considered for lots outside the commercial district with an emphasis on promoting home ownership and owner-occupied units. Building placement, orientation, and architectural character should be consistent with urban character including entrances that engage the street and front porches or stoops that promote social interaction and eyes on the street.

Community Gardens & Greening

Urban agricultural and non-agricultural gardens have many reported benefits including increased exercise, social interaction, improved access to fruits and vegetable, neighborhood greening and, in some cases, improved property values. More specifically, health professionals are increasingly recognizing the value of farm- and garden-scale urban agriculture for nutritional health and personal wellness. “Growing food and non-food crops in and near town and cities contributes to healthy communities by engaging residents in work and pleasure that improves the well-being of themselves and the broader public.” Several vacant parcels near Lux Street have been identified for community gardening use.



Promotion

Whether it is a product, service or a community, marketing and promotions is critical to success. Local stakeholders should be brought together to discuss and develop a “brand” that can be used to market the neighborhood. This marketing effort should address visitors and tourism, home ownership, retaining existing residents, entrepreneurship/businesses development, and the real estate development community.

Crime Prevention Through Environmental Design

The relationship between the built environment and crime has been examined from a number of perspectives since the 1960s. Some say it started with Jane Jacob’s book called *The Death and Life of Great American Cities*. In her

book, Jacob's introduces the concept of "eyes on the street". She makes the case that a mix of uses in urban areas create activity on the street at all times of the day; therefore, increasing the chances of crimes being observed. In 1972, Oscar Newman released a book called *Defensible Space: Crime Prevention Through Urban Design* which led to many of the strategies for Crime Prevention Through Environmental Design (CPTED).

Crime Prevention Through Environmental Design (CPTED) is the design and effective use of the built environment to help reduce crime, reduce the fear of crime, and improve the quality-of-life. Research shows that decisions to commit criminal acts are often decided by the cues from the built environment that lead to the perceived risk of being caught. Strategies of CPTED rely on design and/or the manipulation of the built environment in a way that will discourage people from committing crimes. There are a number of CPTED strategies but the most common built environment strategies are natural surveillance, natural access control and natural territorial reinforcement. Natural surveillance and access control strategies focus on limiting opportunities for committing crime. Territorial rein-

"whatever it is called, an integrative program which carefully evaluates the space under consideration and involves all stakeholders in a collaborative community building fashion is far superior and more successful than a rote application of standard, physical design features."

Safescape: Creating Safer, More Livable Communities Through Planning and Design

forcement promotes social control of the environment through a variety of measures.

Crime Prevention Through Environmental Design strategies should be an integral part of the Portland Avenue revitalization. All design plans for development including streetscape improvements, commercial and residential development, parks, playgrounds, and parking lots should be reviewed from a CPTED perspective. Consideration should be given to including people familiar with CPTED strategies in the design review process, including Site Plan Review. However, it is important that all perspectives and aspects of a project be considered. Just as research has shown that CPTED strategies can be effective in deterring crime, research has also shown that pedestrian friendly streets with landscaping can also deter crime and improve community spirit. How these strategies are interpreted and executed will be critical and the key to success will ultimately be balance.

Beacon of Hope

Light of Christ Catholic Church Ministries has a variety of programs which provide fellowship and activities for Portland Avenue neighborhood residents.

- ◆ The St. Andrew Area Food Cupboard is located across the street from St. Andrew Church and provides food for people in the neighborhood. It was developed by parishioners over ten years ago who purchased and rehabbed the current building which also includes four apartments to serve families in need. The Food Cupboard receives federal, state and local funds as well as donations of food from other churches and food drives.
- ◆ The St. Vincent de Paul Society serves by providing beds, furniture, rent money, etc. to people in need. Its members meet with those requesting aid and invite them to join in the Society's outreach efforts.
- ◆ There are faith formation and sacramental preparation programs for every age including The EDGE (middle school age), LIFE Teen (high school) and the Rite of Christian Initiation for children, youth and adults.

Source: Light of Christ Catholic Church Ministries

Partnerships

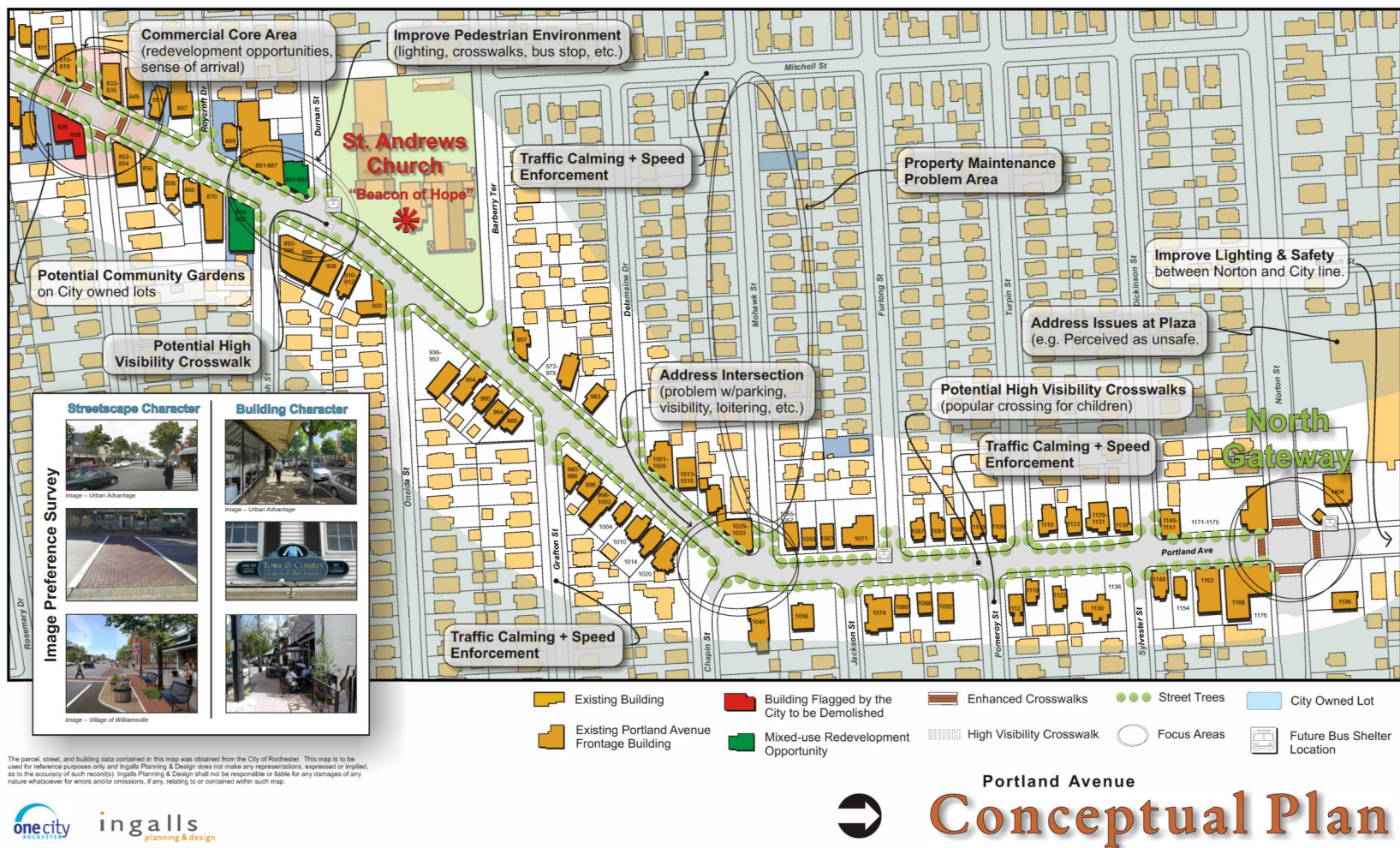
The revitalization of Portland Avenue is going to take a concerted effort by all stakeholders. It is going to take collaboration and both existing and new partnerships will be needed. It must involve residents, business owners, property owners, City of Rochester and other neighborhood and regional organizations. Faith-based organizations have played an integral role in successful urban neighborhood revitalization programs and they should be invited to be actively involved with the efforts on Portland Avenue. St. Andrew's Catholic Church is located at 923 Portland Avenue, in the heart of the revitalization area.

"No one can do everything, but, everyone can do something."

Source: unknown

Conceptual Plan

The Conceptual Plan below was developed from the ideas generated and shared by participants at the planning and design workshop, as described in the visioning section above. Much like the drawings and sketches prepared by groups at the workshop the illustration is conceptual. The purpose of it is to emphasize the location of the issues to be addressed and, in some cases, ways to address them. It should be used as a reference for the Steering Committee when meeting with stakeholders and decision making regarding development some of the neighborhood issues. It is also referenced in many of the items in the Action Plan.



The parcel, street, and building data contained in this map was obtained from the City of Rochester. This map is to be used for reference purposes only and Ingalls Planning & Design does not make any representations, expressed or implied, as to the accuracy of such records. Ingalls Planning & Design shall not be responsible or liable for any damages of any nature whatsoever for errors and/or omissions, if any, relating to or contained within such map.

Revitalization Program Organizational Structure

Most planning and economic development experts agree that having a dedicated organization is important for successful implementation of any revitalization planning initiative. Having a coordinating organization can provide an organizational framework for the patchwork of local businesses and community-based organizations. However, Portland Avenue currently does not have a neighborhood or business organization to take the lead. Therefore, a Steering Committee, whether it be the one that led the development of this plan or some other neighborhood-based committee, one is needed to move the revitalization program forward.

The Steering Committee should use this Plan as a guide for its revitalization program. However, the make-up of the Steering Committee itself is going to be critical to the long-term success of the revitalization program. It is important that the Steering Committee be comprised of neighborhood-based leaders and stakeholders. The Steering Committee should periodically review the program in terms of its leadership, committee chairs, volunteers, funding, etc. This can be done by holding annual planning sessions. In addition, an annual work program, which should include each of the sub-committees, will help set goals and track accomplishments.

In addition to the Steering Committee, sub-committees should be formed to focus on specific areas of revitalization or to address specific issues. This revitalization program could be a modified version of the Main Street Four Point Approach, which was developed by the National Trust Main Street Center. The Four-Point Approach is a comprehensive revitalization strategy tailored to meet the needs of the local community. It encompasses work in four areas; Design, Economic Restructuring, Promotion, and Organization. A committee is dedicated to each of the four areas and is typically comprised of local volunteers. For Portland Avenue, the Steering Committee would serve as the committee to address Organization and three sub-committee should be formed which include; A Safe Neighborhood, Attractive Public Realm/Mixed-use Buildings, and Healthy Business Environment. To address other social and housing related issues, an additional sub-committee, such as Quality of Life could be developed. The sub-committees should have a chair or leader with the experience and passion for the topic and be a member of the Steering Committee.

Introduction

The matrix below is intended to provide a general guide regarding the implementation of the Recommended Actions aimed at achieving the community's vision. The Action Items are organized by vision goals as identified at the end of the Vision section, with the exception of "Organization", which was discussed at the end of the Framework section. The matrix identifies who might be responsible for taking the lead on implementing the action as well as potential project partners and priorities. The list of involved organizations is not exhaustive. There could be other partners needed to move the project forward successfully.

Implementation Matrix Key

Lead Responsibility	L
Project Partner	P
Critical Priority	1
High Priority	2
Moderate Priority	3

Organization

Recommended Action		Priority	Involved Organizations					
			Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
1.0	Develop and neighborhood revitalization organization with a steering committee or board along with sub-committees to address specific needs and/or topic.	1	L		P	P		
2.0	Identify specific people and organizations, including local block clubs and faith-based organizations, in the community who could make significant contributions to the revitalization program and ask for their participation.	1	L	P		P		P
3.0	Develop an annual work for the Steering Committee and necessary sub-committees to guide the revitalization program.	2	L					

Recommended Action		Priority	Involved Organizations					
			Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
4.0	Develop a creative fund-raising plan in partnership with appropriate community organizations. The Plan shall strive to meet the needs of all participating organizations.	3	L			P		
5.0	Seek funding sources including grants programs, member items, etc. to help fund the program.	3	L			P		
6.0	Make contact with representatives from local universities to discuss opportunities for educational partnerships. Both undergraduate and graduate level programs often look for community projects that coincide with classroom studies and typically charge only for project expenses.	3	L			P		
7.0	Hire a street manager to manage the revitalization program, likely in partnership with the City of Rochester and other local stakeholders. Initial commitment should be for three (3) years with specific goals for increased economic activity.	3	L			P		L

A Safe Neighborhood

Recommended Action		Priority	Involved Organizations					
			Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
8.0	Improve pedestrian crossings as identified on the Conceptual Plan.	1	P	P			L	L
9.0	Work with the City DES to develop solutions that address safety issues regarding on-street parking near the curve at Mohawk Street.	1	P	P			L	P
10.0	Work with the City RPD to enforce speeding issues identified by residents on the Conceptual Plan.	1	P					L
11.0	Work with DES to develop solutions to speeding issues on residential streets using neighborhood traffic calming tools.	1	P				L	

Attractive Public Realm / Mixed-use Buildings

12.0	Improve the streetscape according to the vision and include street trees, on-street parking, pedestrian scaled lighting, and strategically placed benches, trash receptacles and bike racks.	3	P	P			L	P
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Attractive Public Realm / Mixed-use Buildings

Recommended Action		Priority	Involved Organizations					
			Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
13.0	Initiate a façade improvement program that respects the architectural heritage of the area with special attention to developing and/or maintaining active storefronts.	2	P	P		L		
14.0	Preserve, revive, and promote the adequate reuse of buildings of historic and architectural significance.	1	P	P		L		
15.0	Promote fair and accurate enforcement of the City of Rochester zoning code as it pertains to the districts along Portland Avenue and the City-Wide Design Guidelines and Standards.	1	P	P	L			

Vibrant and Healthy Business Environment

16.0	Establish a “brand” or name for the purpose of building an identity to be used in marketing and promoting economic development, tourism, and home ownership.	1	L	P		P		
17.0	Develop a resident survey and ask specific questions regarding the types of businesses that residents would support along Portland Avenue.	2	L	P		P		

Vibrant and Healthy Business Environment—*continued*

Recommended Action	Priority	Involved Organizations					
		Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
18.o Work with the City's Business Development division and local business people to attract new business to the Avenue.	1	L	P		P		
19.o Develop a proactive plan to solicit the types of businesses identified in the resident survey to locations that maximizes synergies among businesses.	2	L	P		P		
20.o Hold a "round table" meeting with respected local developers to share the revitalization program and to discuss the potential interest in specific development sites on Portland Avenue.	3	L			P		

High Quality of Life for Residents

21.o Continue to partner with the St. Andrews Church and other faith-based organization in revitalization and community building efforts.	1	L					
22.o Work with the City of Rochester and Rochester General Hospital to develop a neighborhood homeownership incentive program for hospital employees.	2	L	P		P		
23.o Work with the City of Rochester to develop a collaborative program to address quality of life issues.	2	L	P	P	P	P	L

High Quality of Life for Residents –*continued*

Recommended Action		Priority	Involved Organizations					
			Steering Committee	Neighborhood Preservation	Planning/ Zoning	Business & Housing Dev.	DES	RPD
24.0	Increase occupancy and market value of properties along Portland Avenue and in adjacent residential areas.	2	P	P	P	L		P
25.0	Collaborate with the City planning office regarding opportunities for community gardening on vacant lots near Lux Street (see Conceptual Plan). Consider other initiatives regarding “greening” the neighborhood.	3	P	P	L	P	P	P
26.0	Work with the RGRTA and local representatives to install bus shelters at the locations indicated on the Conceptual Plan.	3	L			P	P	P
27.0	Develop neighborhood events and programming for Pulaski Park including a weekend open-aired market that could include produce, art by local artists, etc.	3	L	P	P			P
28.0	Develop a stronger sense of community by expanding opportunities such as parks and squares, businesses, and buildings where residents and visitors can meet and socialize.	3	L	P	P	P		