

Center City Master Plan

DRAFT

11-8-2013



2014

Rochester's Center City

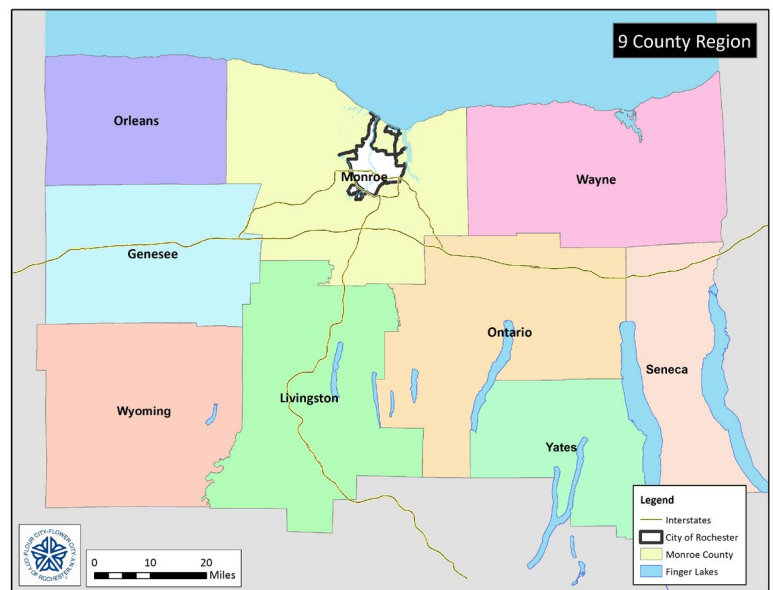
The sustainable urban core of the Genesee-Finger Lakes Region



Rochester's Center City is the dynamic cultural, economic, governmental, and institutional center of the city and the region. It is the hub and urban core for the 1.2 million people living in the nine-county Genesee-Finger Lakes Region.

A successful city and successful region depends on a vibrant center. Center City's success depends on the initiative and effort not only of the citizens of Rochester and their city government, but also public, private and non-profit leadership at the regional and State level. The success of the Genesee-Finger Lakes Region, in turn, depends on a strong and vibrant urban core.

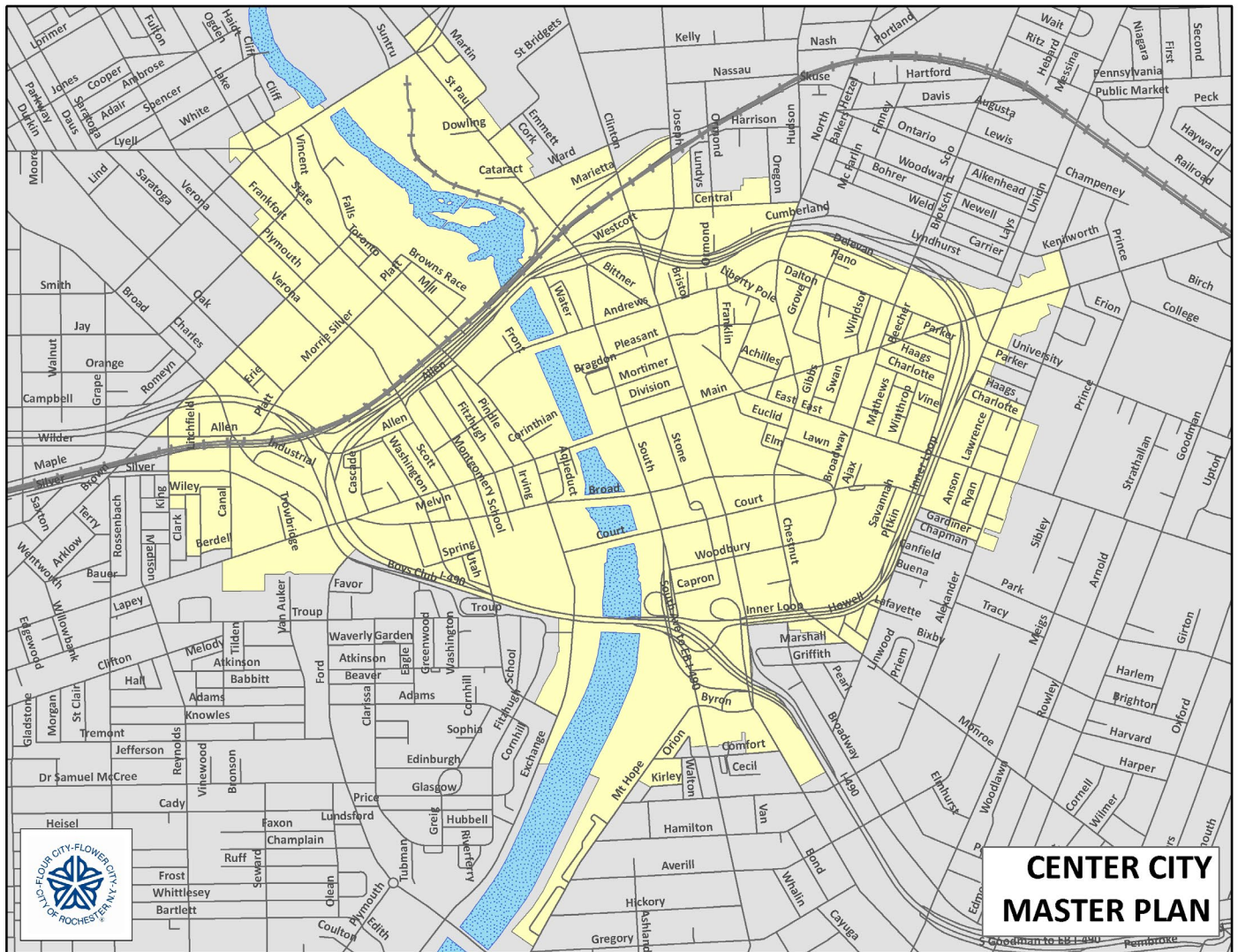
Center city's success is a key part of a sustainable city and sustainable region. The April 2013 draft of the *Finger Lakes Regional Sustainability Plan* included a goal to "increase the sustainability and livability of the Finger Lakes Region by revitalizing the region's traditional centers, concentrating development in areas with existing infrastructure and services, and protecting agriculture and open space." With a built environment of dense urban neighborhoods, a compact and walkable street pattern, easy access by transit, Center City is inherently sustainable. Investment in the region's sustainable urban core instead of the region's farmland or forests, is, in the long term, both environmentally and economically sustainable.



What is Center City?

Center City, or downtown, has many meanings to different people and organizations. For the purposes of this plan, Center City is defined geographically by the Center City District in the Zoning Code.

This definition includes the areas that many people have traditionally considered ‘downtown,’ but also extends across the Inner Loop expressway to include High Falls, the Upper East End, and the Corn Hill and South Wedge waterfronts.



A note about terminology:

The terms ‘center city’ and ‘downtown’ are used interchangeably in most cases. For most of its history, the Rochester community, like most American cities, referred to its core as “downtown.” In the 1990s, the term ‘center city’ began to come into use locally. Either term is correct and, for the purposes of this document, will be used interchangeably.

About this Document

This document, the 2014 *Center City Master Plan* was prepared by the City of Rochester Bureau of Planning and Zoning and the Bureau of Engineering Services. It is an update of the 2003 *Center City Master Plan* prepared by the City of Rochester Bureau of Planning and Zoning. The intent is for this document to be a strategic plan that updates and replaces the 2003 plan. The 2014 plan will help the city measure and celebrate downtown progress, prioritize further research and analysis, prioritize projects, and help secure funding.

The plan is organized around 12 guiding principles for center city and 84 actions that will advance those principles. Many actions will advance more than one principle. The actions are organized by categories based on whether the action is generally a public sector responsibility, a private sector responsibility or a broad-based initiative requiring multiple areas of support.

Past Plans

Prior downtown plans include (but are not limited to):

- The 1990 plan entitled *Vision 2000: A Plan for Downtown* prepared by Lane, Frenchman, and Associates, Inc. in 1990
- The 1977 downtown plan
- The 1930 *Civic Center Plan for Rochester, NY* prepared by Harland Bartholomew and Associates
- The 1911 *City Plan for Rochester* prepared by Arnold Brunner and Frederick Law Olmsted, Jr.
- The three original plats that coalesced to form the early Village of Rochester:
 - Rochester, Carroll and Fitzhugh's 100 Acre Tract on the west side of the river at the Main Street Bridge
 - Johnson and Seymour's 80 Acre Tract on the east side of the river at the Main Street Bridge
 - The Brown Brother's 200 Acre Tract on the west side of the river at High Falls

In addition to the prior downtown plans listed above, there has been a great deal of good planning done recently for specific projects in downtown Rochester. These include plans prepared by the City of Rochester or its consultant:

- Inner Loop Transformation Project
- Two Way Conversion Study
- Center City Circulator Study
- Intermodal Transportation Center
- Pedestrian Circulation and Wayfinding Study
- Local Waterfront Revitalization Program (LWRP) Update Project
- Waterfront Health Impact Assessment (HIA) Grant
- Erie Harbor Park
- Martin Luther King Park (formerly Manhattan Square Park) Renovation
- Broad Street Bridge/Erie Canal Aqueduct
- Susan B Anthony Circulation, Access, and Parking Study
- Brown Square Neighborhood Circulation, Access, and Parking Study

There have also been community planning efforts:

- Rochester, NY A Vision for the Future
- Corn Hill Charette
- Rochester Garden Aerial
- Roc City Skatepark

Future Plans

The 2014 Center City Master Plan includes in its actions several further studies, plans, and policy documents. These include:

- Downtown Retail Strategy
- Revisions to the Center City Zoning Code
- Revisions to the Subdivision Code
- Main Street Public Realm Plan
- University-Andrews Public Realm Plan
- St. Joseph's Square Public Realm Plan
- Detailed Regulating Plans for the 40 Key Intersections and Gateways

As they are completed and adopted, these collected documents together with the 2014 Center City Master Plan will form a substantial body of planning for downtown Rochester.

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Principles

The 12 Principles on the following pages are meant to describe in a very short, concise way, the most important aspects of Rochester's Center City. These Principles were adapted from the 2003 Center City Master Plan with review and analysis by city staff and public input.

The accompanying maps were created by the Bureau of Planning and Zoning and are meant to help illustrate these 12 Principles. The accompany photographs and images are also meant to help illustrate the Principles. Many of them are "placeholder" images in this draft report and will be replaced with permanent images in the final document.

1. **Genesee River Waterfront**
2. **Main Street Corridor**
3. **Heritage**
4. **Public Spaces**
5. **Mobility and Transportation**
6. **Places and Neighborhoods**
7. **Arts and Culture**
8. **Living**
9. **Working**
10. **Retail**
11. **Visiting**
12. **Reconnecting**

1. Genesee River Waterfront

There are two fundamental features around which Rochester's Center City has developed:

- Genesee River and High Falls (north-south axis)
- Main Street and the Main Street Bridge (east-west axis)

The Genesee River and High Falls are natural features which have existing in their present form for millennia. For much of the city's history, the Genesee River was used for industry. Since the 1950s, however, as industrial needs have changed, the river has been recognized as a unique natural asset. Public access to the riverfront has increased dramatically and the Genesee Riverway Trail extends for many miles north and south of downtown.

Despite the progress, there are some key gaps remaining in the trail. One of the most important actions is to fill these gaps and create continuous public access to the waterfront.

Public access, while critical, is not the only important part of a vibrant riverfront. Buildings that are adjacent to the river and riverfront trail or promenade need to have active facades including windows, entrances, storefronts, outdoor seating, etc. Simply providing access to the river, when the adjacent parcel is a surface parking lot or has a blank wall, does not take full advantage of the river as an asset.

The Genesee River waterfront will benefit substantially from the revised Local Waterfront Revitalization Plan (LWRP), the boundaries of which have been expanded to include downtown. This detailed planning document will guide waterfront development downtown and throughout the city.

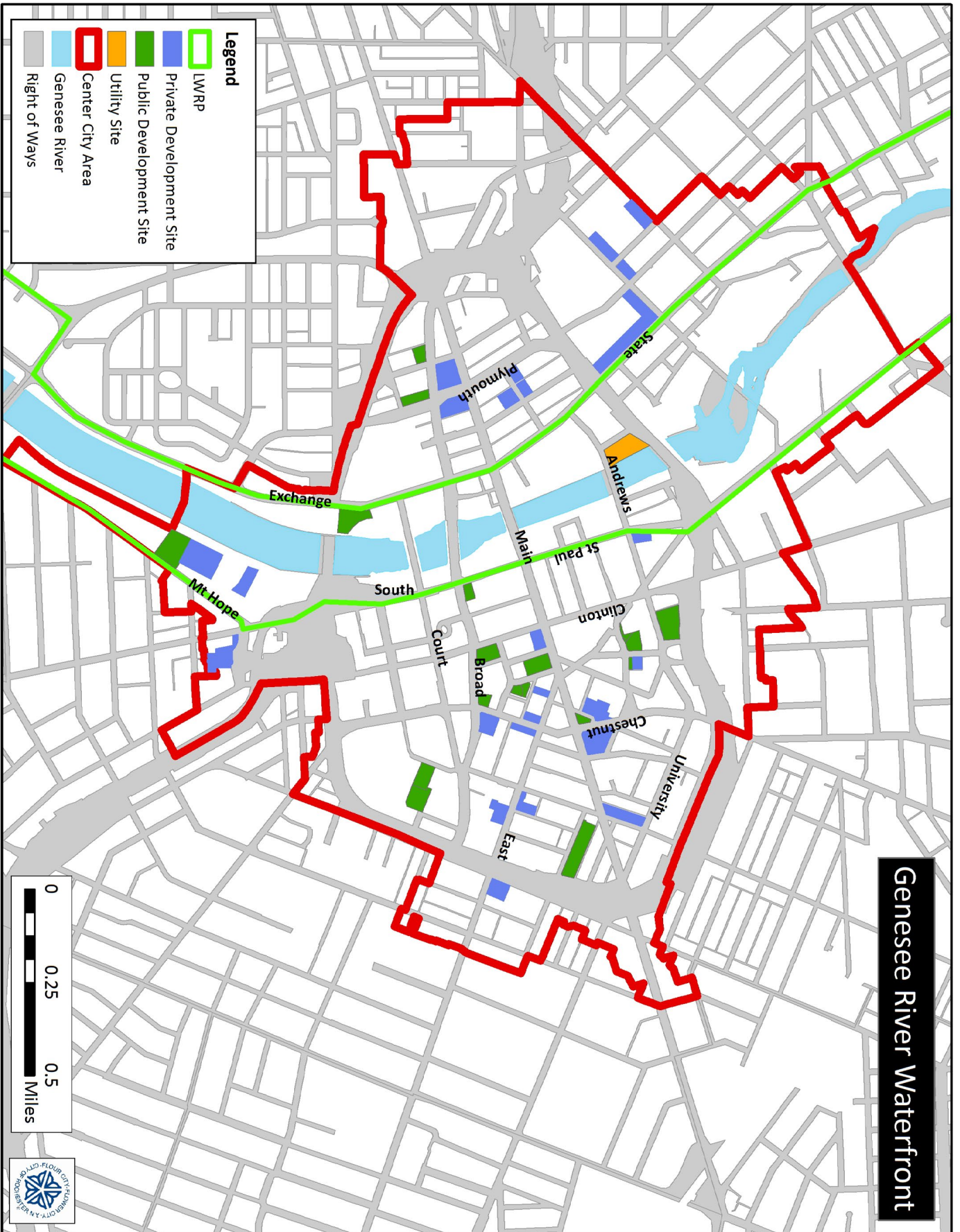


Corn Hill Landing, Douglass-Anthony Bridge, and downtown skyline



High Falls

Genesee River Waterfront



2. Main Street Corridor

There are two fundamental features around which Rochester's Center City has developed:

- Genesee River and High Falls (north-south axis)
- Main Street and the Main Street Bridge (east-west axis)

Main Street is the most important civic space in the City and is the primary east-west walking, transportation, ceremonial, and development corridor. Remaining gaps in the Main Street streetscape, such as surface parking lots, should be infilled with new buildings. Main Street is the first impression of Center City for many visitors, whether they are from other parts of the city, region, nation or world. Vacant, deteriorating, or underutilized buildings should be renovated and reoccupied. Ground floor retail development should be focused on portions of Main Street to create a critical mass of retail.

With the anticipated opening of the RTS Transit Center in the spring of 2015, Main Street will change significantly. The physical layout including vehicular travel lanes, parking lanes, transit lanes, curbs, crosswalks, sidewalks, street trees, lighting and other street furniture need to be studied to produce a detailed physical plan for Rochester's most important street.

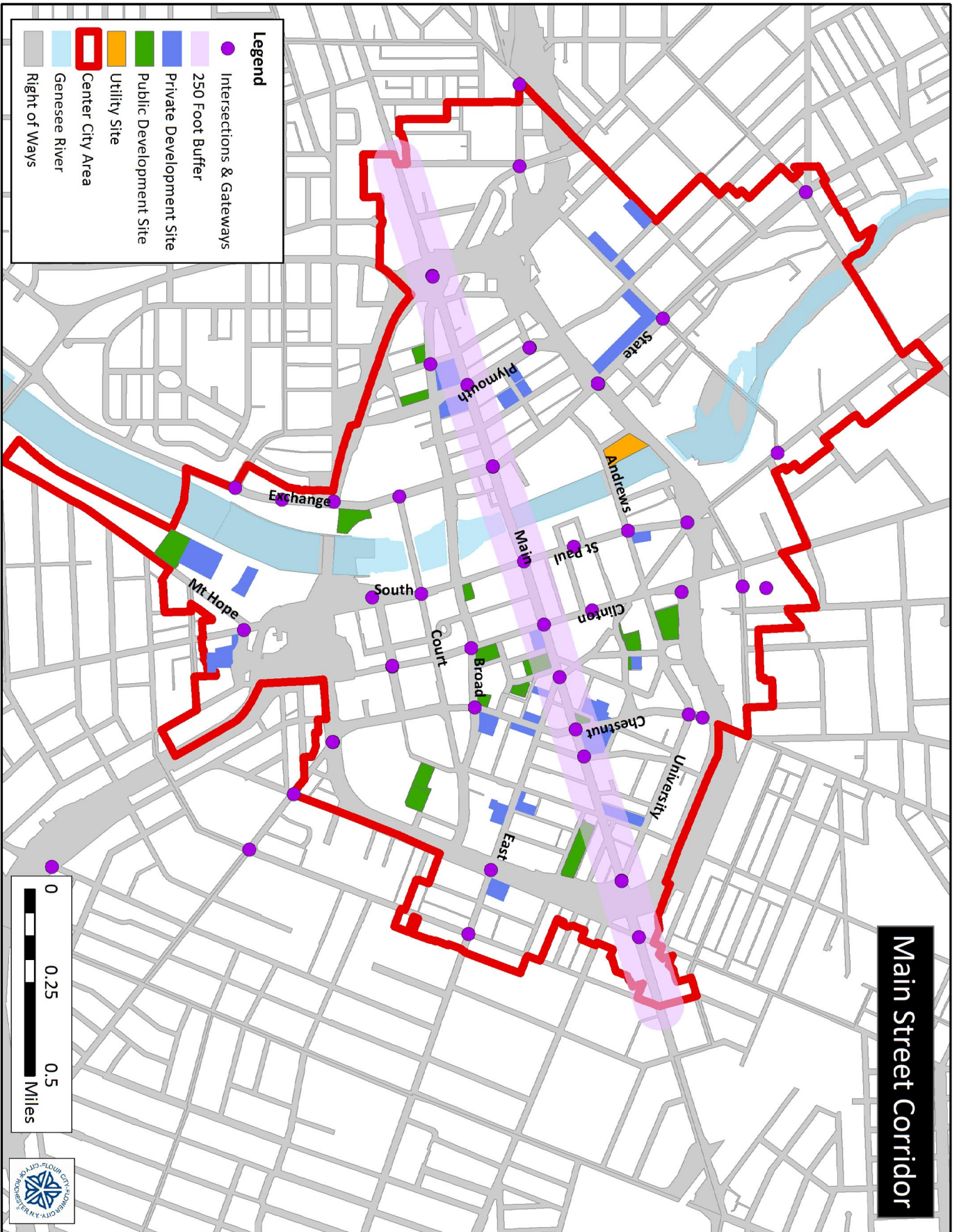


Main Street looking west at Genesee River



Main Street sidewalk

Main Street Corridor



3. Heritage

Center City has a wealth of heritage structures and places including historic buildings, bridges, parks, and streets. As much of the built environment of the region and the nation was constructed after 1945, this heritage is a unique asset for Center City. It must be celebrated and promoted as such.

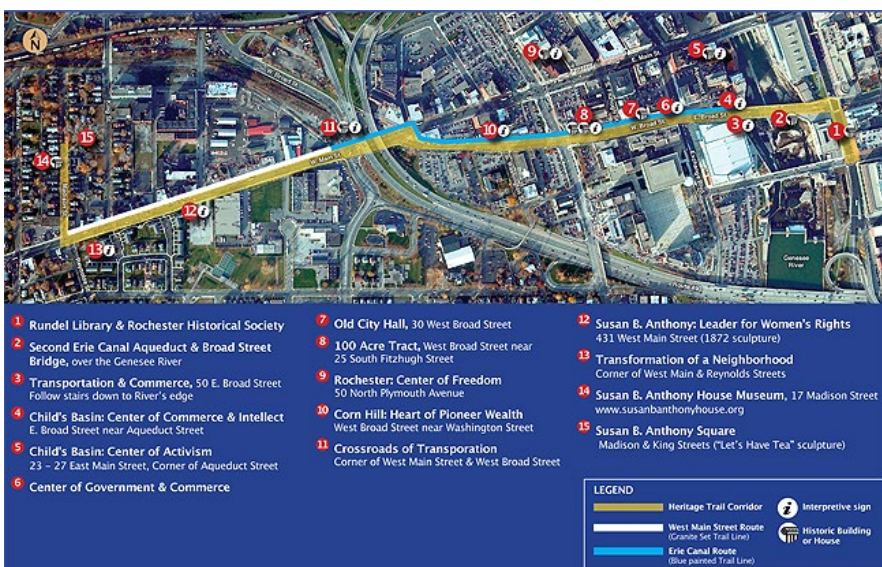
Redeveloping and re-purposing historic buildings is also very sustainable. There is a great deal of “embodied energy” in existing structures and the “greenest” building is the one that already exists.



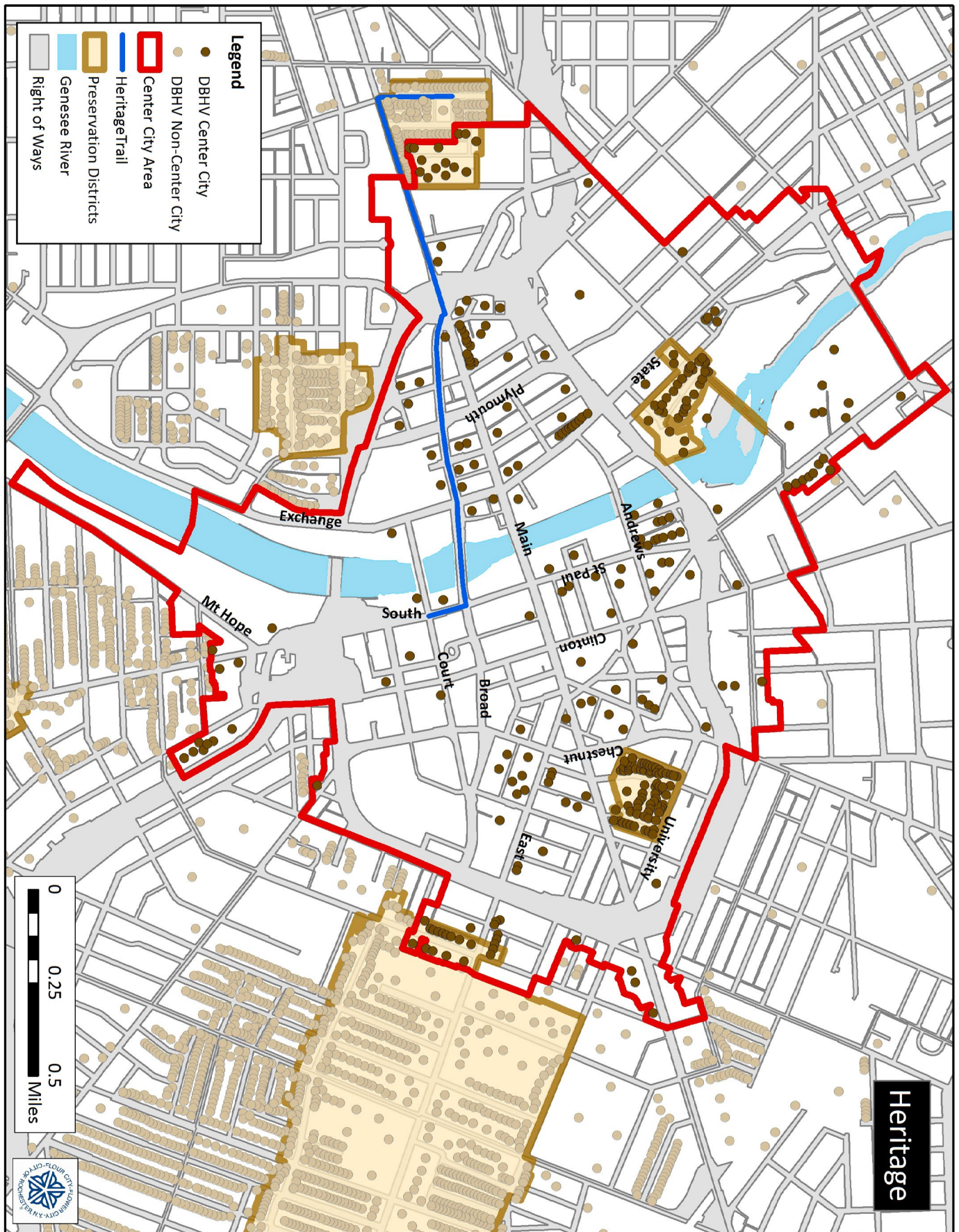
Academy Building



44 Exchange Street. This project recently won preservation awards for the adaptation and restoration of a mid-century modern building.



Heritage Trail



4. Public Spaces

Public parks and squares are often what people imagine when they think of “public spaces.” However the public right-of-way - streets and sidewalks – are the communities largest amount of public space. The public space of the streets and sidewalks must be thought of as such. Streets are not simply corridors for moving vehicular traffic. Especially in a dense, urban environment, streets must play a variety of roles, including that of public, pedestrian, gathering spaces, and must be carefully designed as such.

Investments in parks, trails, and green spaces must focus on maintaining and enhancing existing parks and completing the trail network.



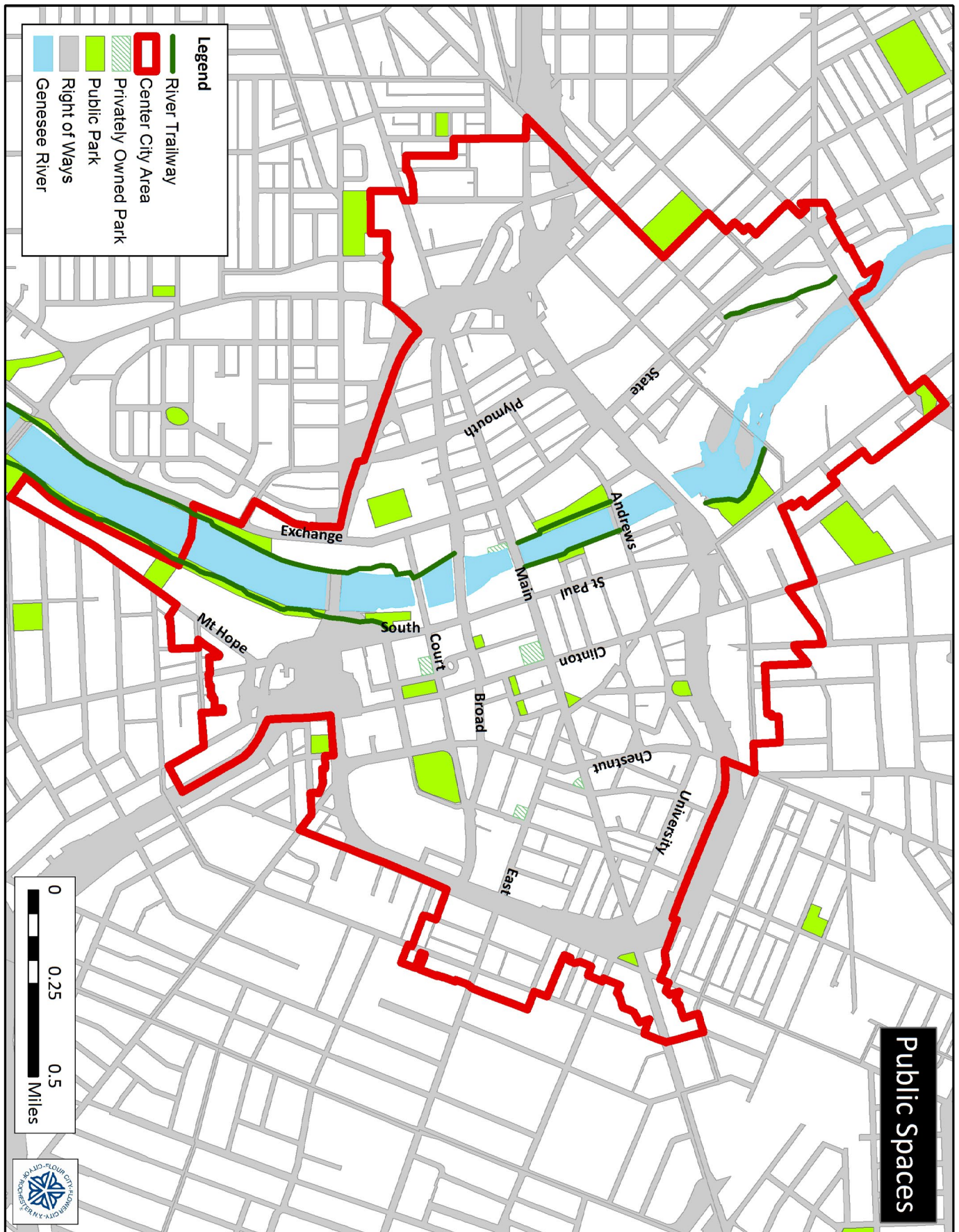
Martin Luther King Park



Public sidewalk on Gibbs Street



Aqueduct Park



5. Mobility and Transportation

Transportation investments will focus on walking, bicycling, and transit. The needs of the private automobile will be addressed in a manner appropriate to an urban center. The design of transportation infrastructure will follow the standards in the National Association of City Transportation Officials (NACTO) Urban Street Design Guide.

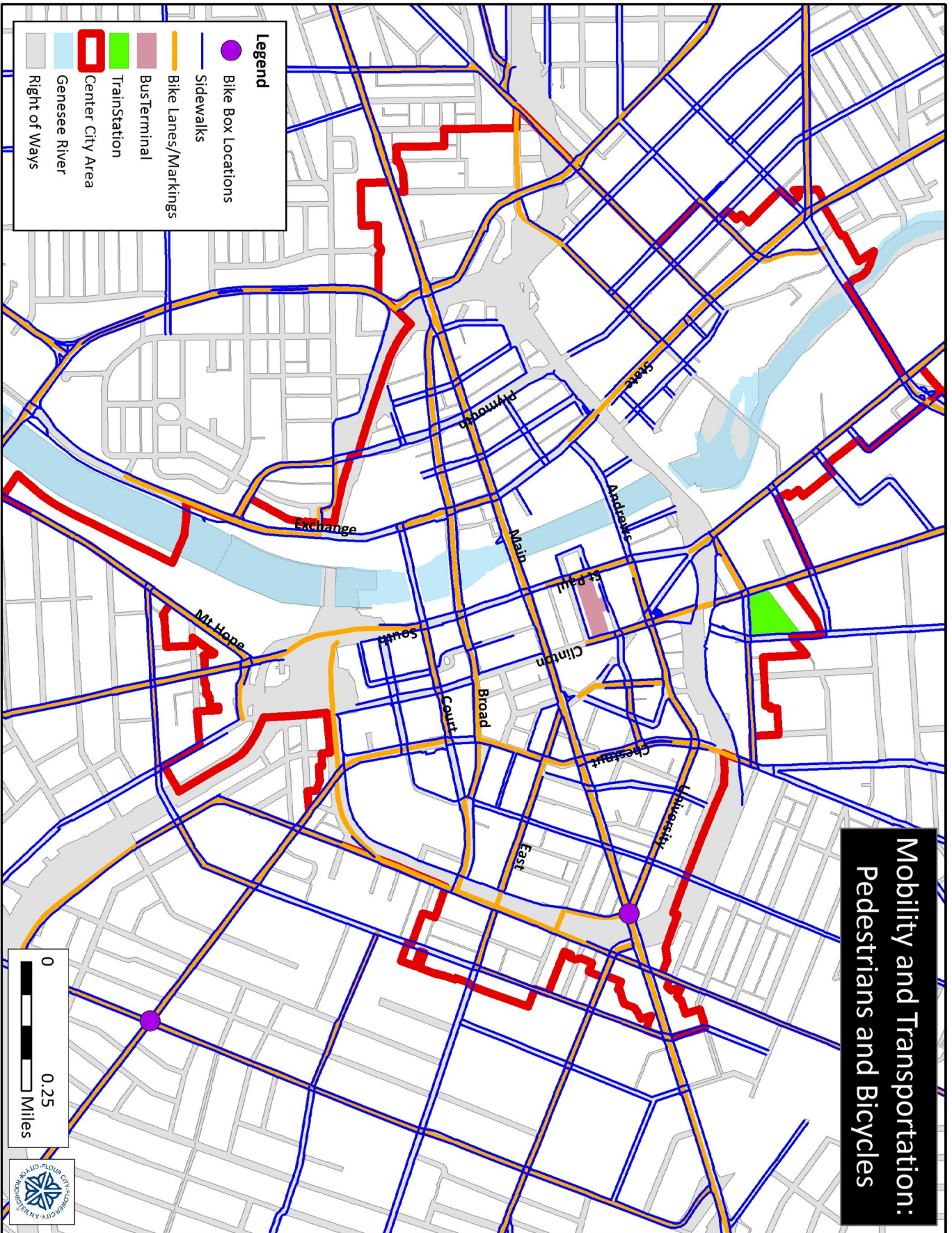
As the region's historic urban core that was developed long before the automobile, Center City has a dense grid of compact blocks and interconnected streets and sidewalks. This makes it an inherently walkable area. However, expressway and railroad over and underpasses, a few large "superblocks" and a few gaps in the sidewalk and trail network do create obstacles to walking. In addition, vacant ground floor spaces, blank walls, and surface parking lots along the street frontage discourage walking. Perceptions of safety, which are often related to inactive frontages (vacancies, parking, etc.), also impact people's willingness to walk.

Operations and maintenance, including effective snow and ice removal for streets and sidewalks, is critical for year-round vehicular *and* pedestrian mobility in a northern city.

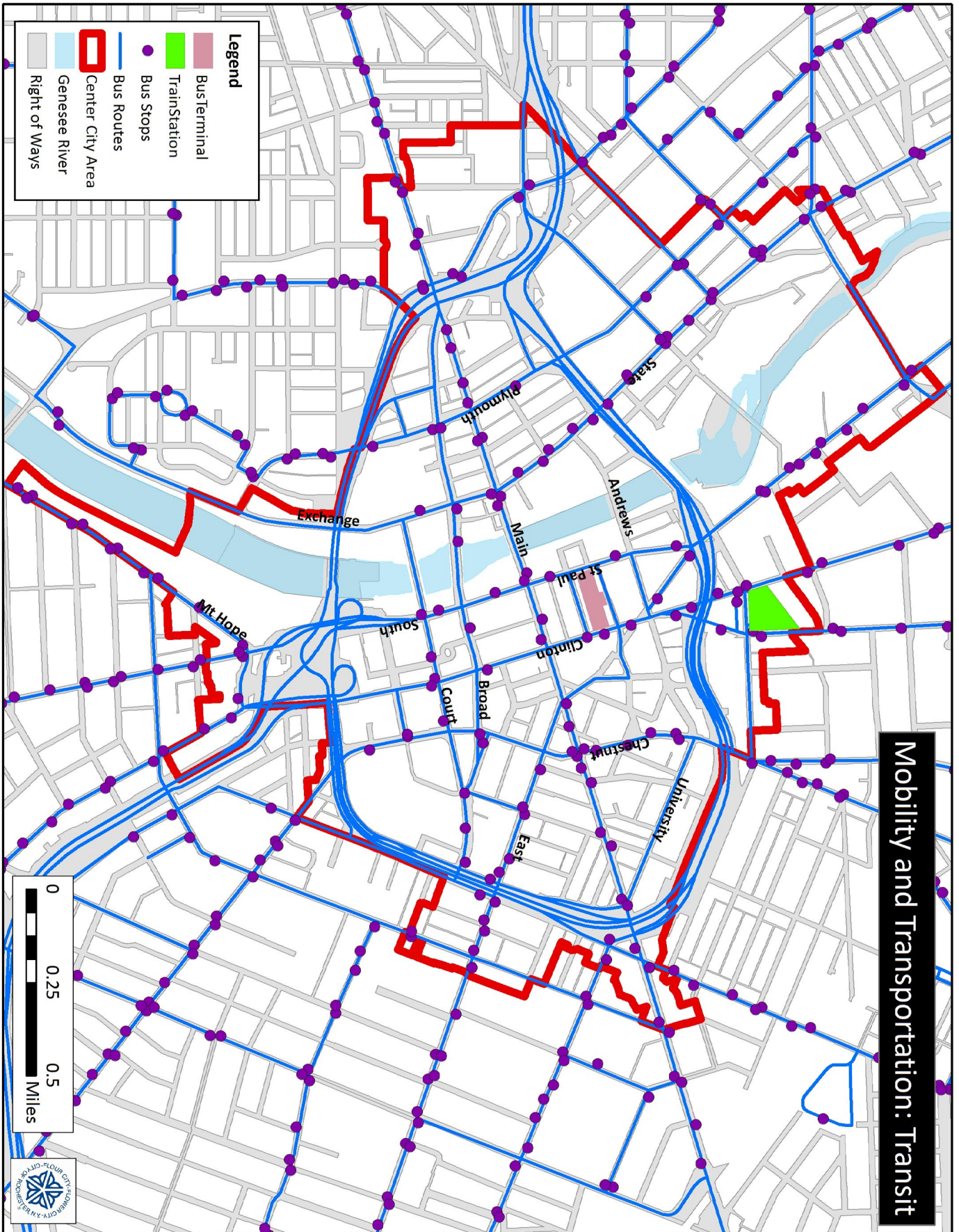
Parking, and the perceptions of parking, remain a critical part of mobility and access. While national trends are beginning to show a decline in automobile use, especially amongst young people, and Rochester needs to move to a more balanced transportation system, the private automobile will remain for the foreseeable future. Effective management of existing on and off-street parking is critical. The location, design, and funding mechanism for additional parking will continue to be a challenge.



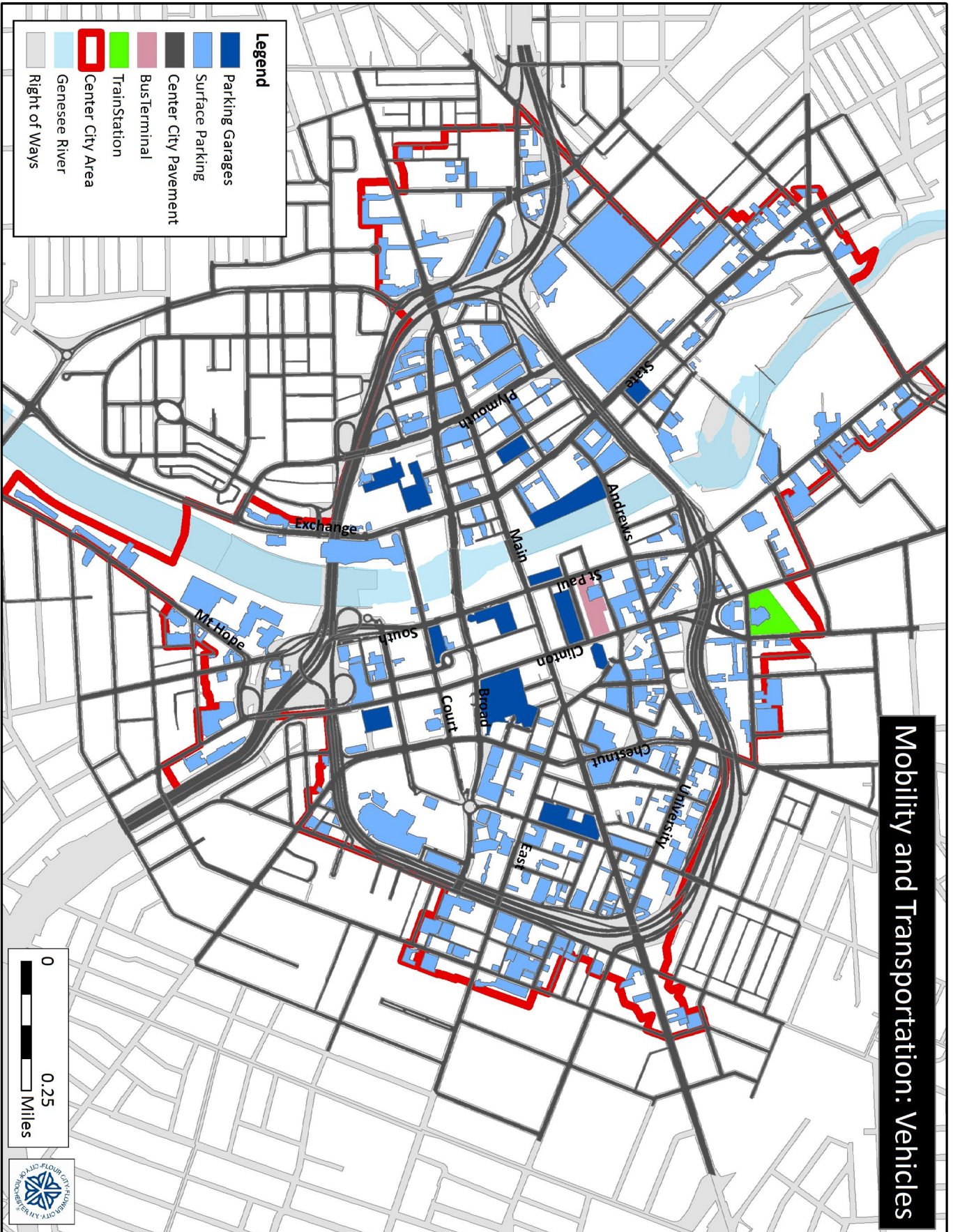
Mobility and Transportation: Pedestrians and Bicycles



Mobility and Transportation: Transit



Mobility and Transportation: Vehicles



6. Places and Neighborhoods

Center City includes all or part of 13 neighborhoods or districts, which were identified in the 2012 *Center City Wayfinding Study*. These areas have unique histories and identities. Center City also includes 40 ‘key intersections and gateways’ that have been identified in the *Center City Wayfinding Study*, the 2003 *Center City Master Plan*, the *Vision 2000 Plan*, and additional research by the Bureau of Planning and Zoning.

These intersections and gateways are the specific points where people often experience a ‘sense of place.’ People walking or driving will arrive at an intersection and consciously or subconsciously think, “Ah, I am now I am here.” Similarly, gateways are points where people tend to perceive a change from one district to another. The identification of these 40 places draw on this typical human thought process.

East and Alexander is an example of this. For over 80 years, the Hiram Sibley and the Fitch buildings have faced each other across East Avenue and create a gateway into Center City for travelers arriving from the east. Other gateways, such as State Street and the Inner Loop, are created by railroad or highway bridges and enhanced with signage and artwork.

For both key intersections and gateways, any new infill development should reinforce the sense of place or sense of arrival with architectural features. This concept was implemented more recently at Monroe and Alexander, where the Earthlink building included an architectural feature that specifically addressed the intersection.

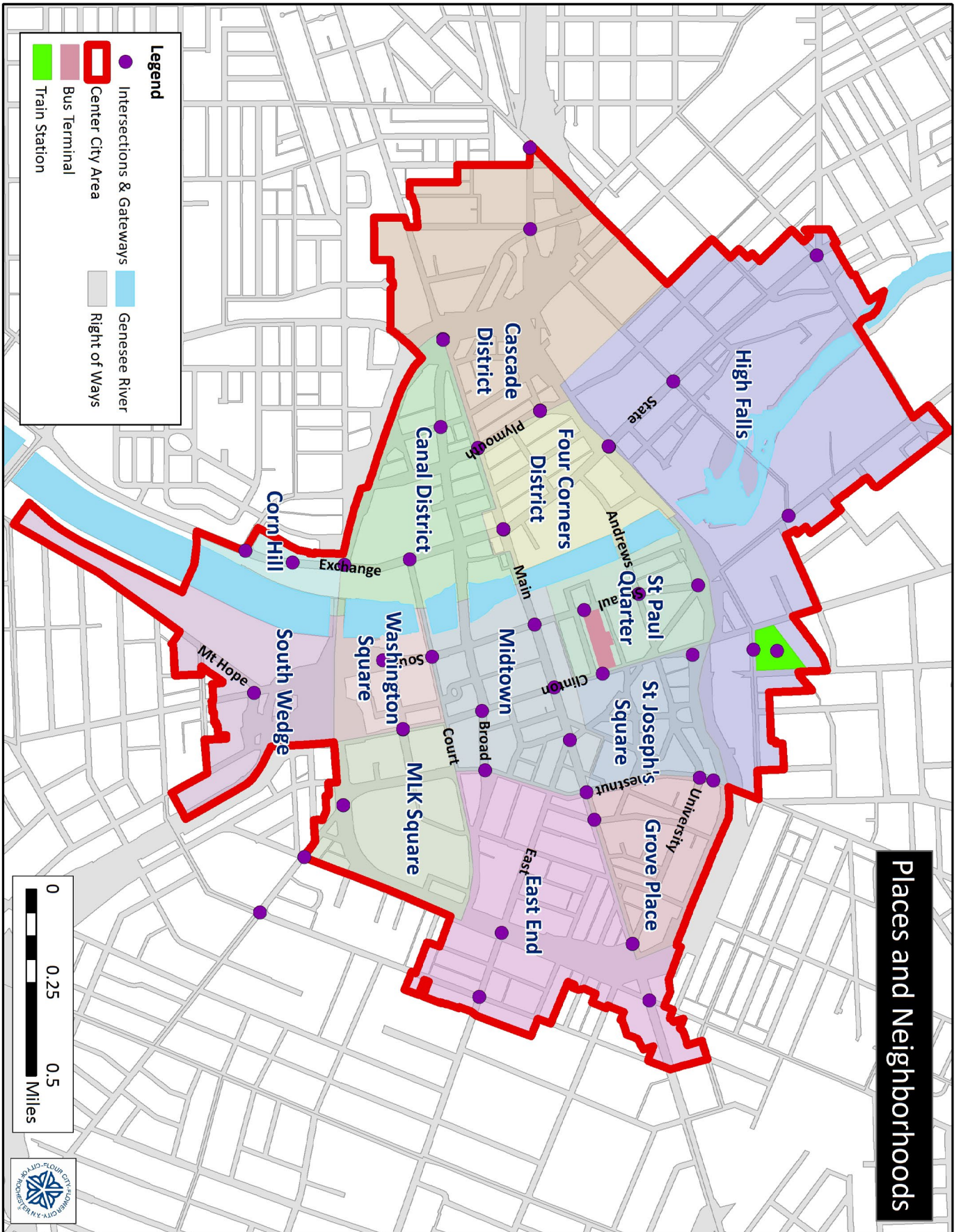


East and Alexander



Monroe and Alexander

Places and Neighborhoods



7. Arts and Culture

Art and culture is a significant part of the region's quality of life and contribute to its economy. The arts have a long history in Center City. Today there is a long and diverse group of arts and cultural groups within Center City, from venerable institutions like the Eastman School of Music to new grassroots initiatives like Wall Therapy.

The city should support the arts and culture wherever possible, including requirements for public art as part of public infrastructure projects, seeking creative ways to make unused city space available for artists, and reviewing various regulations to ensure they are not placing unnecessary obstacles on artists and art spaces.



Rochester Philharmonic Orchestra



Rochester Contemporary Art Center



Public Art: 'Genesee Passage' by Albert Paley



Wall Therapy

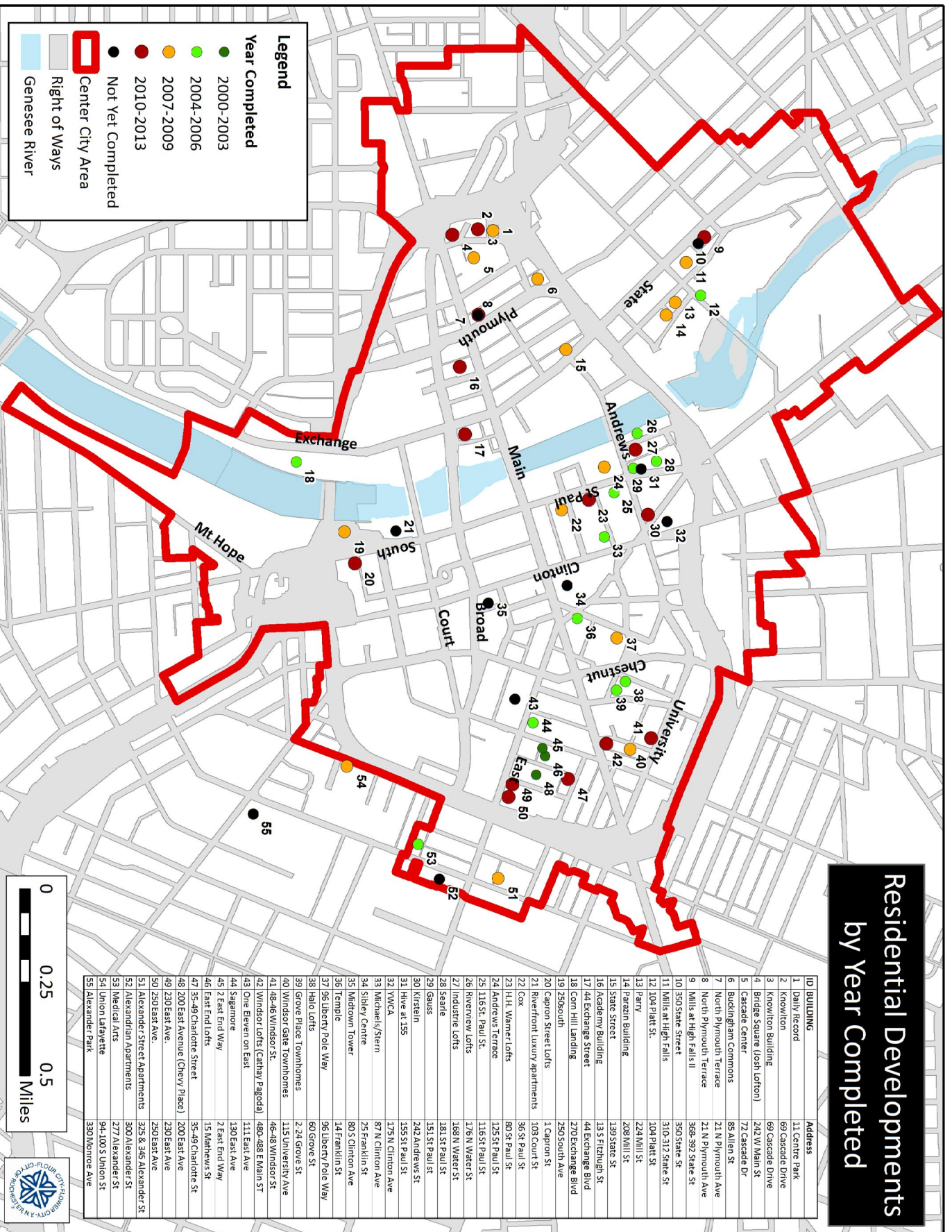
8. Living

Center City is a vibrant, mixed use place that depends on an active, diverse community of residents in its various neighborhoods and districts. Residential development should accommodate different levels of income *within* each development. The construction of owner-occupied residential units should be a priority. As much as possible, cluster residential developments so that a critical mass of residents is created to support retail businesses within an easily walkable distance. When it comes to downtown residential development, the whole is greater than the sum of its parts. The continued and sustained growth of the downtown residential population needs quality retail. Real and perceived issues of safety must be continually addressed.



The increasing downtown residential population has meant more activity, both two legged and four legged, on the streets after 5PM

Residential Developments by Year Completed



9. Working

Center City is a vibrant, mixed use place that depends on broad base of gainful and creative employment. With approximately 50,000 workers, downtown continues to be the region's single largest employment center. Center City will be part of the solution to unemployment and underemployment in the city and the region. A portion of new jobs in Center City will come from small businesses, the arts and cultural sector, and educational institutions and their related initiatives. The needs of these organizations must be addressed.

Part of working downtown is the labor needed to build and rebuild our public infrastructure and private developments. Focus efforts to ensure city residents can access these job opportunities downtown are critical.

Issues related to mobility and access, including but not limited to parking, as well as real and perceived issues of safety must be continually addressed.

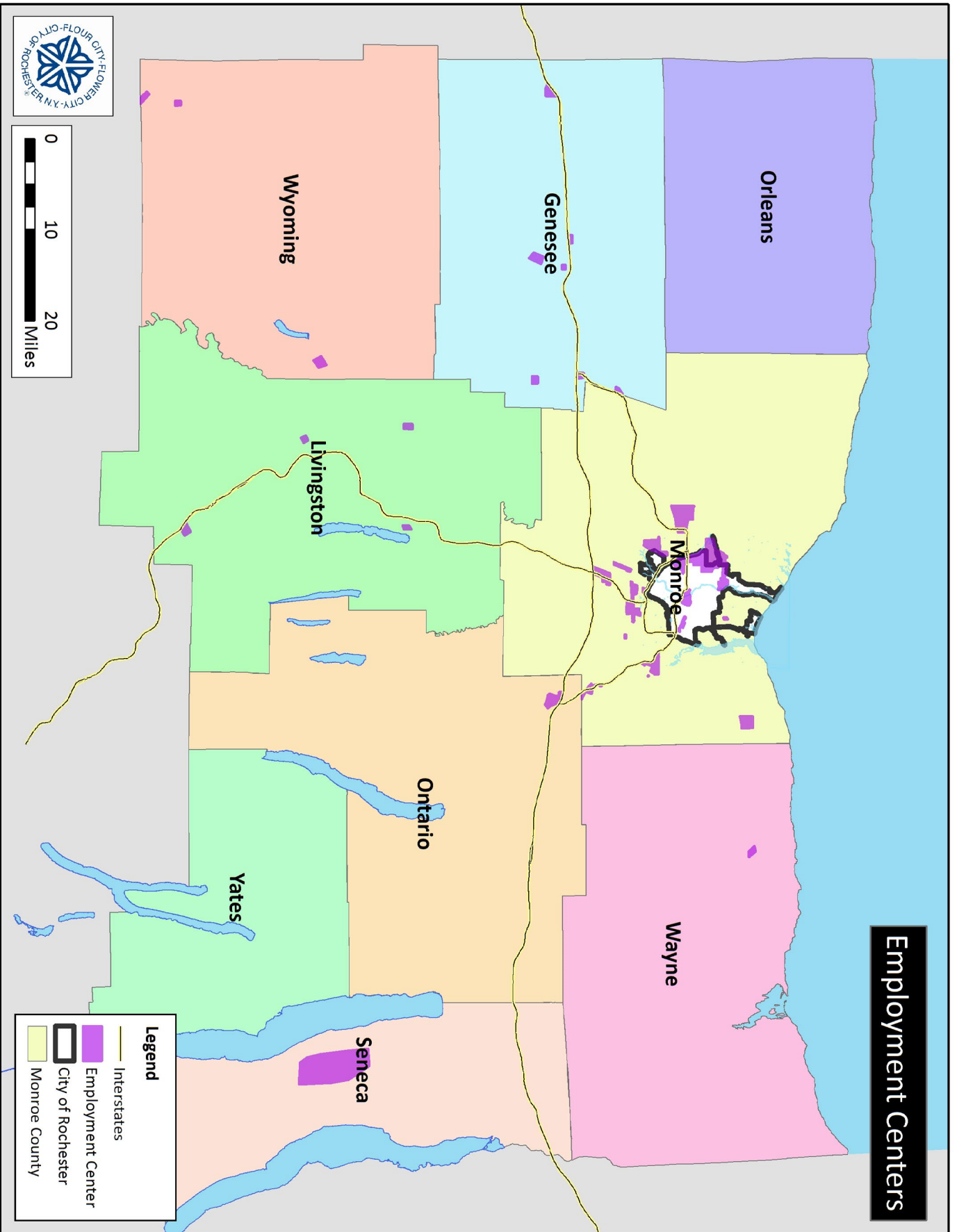


Downtown workspace in historic surroundings, impossible to replicate in newly built office parks.



Downtown workers enjoying lunch

Employment Centers



10. Retail

Center City is a vibrant, mixed use place where continued growth and success depends on the re-establishment of basic retail services, such as a grocery store and pharmacy. Additional retail will depend on market demand and might include niche and destination retail. Any retail development should be located strategically. Successful urban retail depends on a critical mass of continuous, or near continuous, highly transparent, street frontage in a walkable environment.

Downtown retail is a challenge in most mid-sized American cities. However, as retail was one of the highest priorities identified in the Center City Master Plan survey in early 2013, the city must develop a detailed, pragmatic, and actionable retail strategy. This strategy should include near-term retail approaches such as temporary retail structures, farmer's markets, and food trucks.

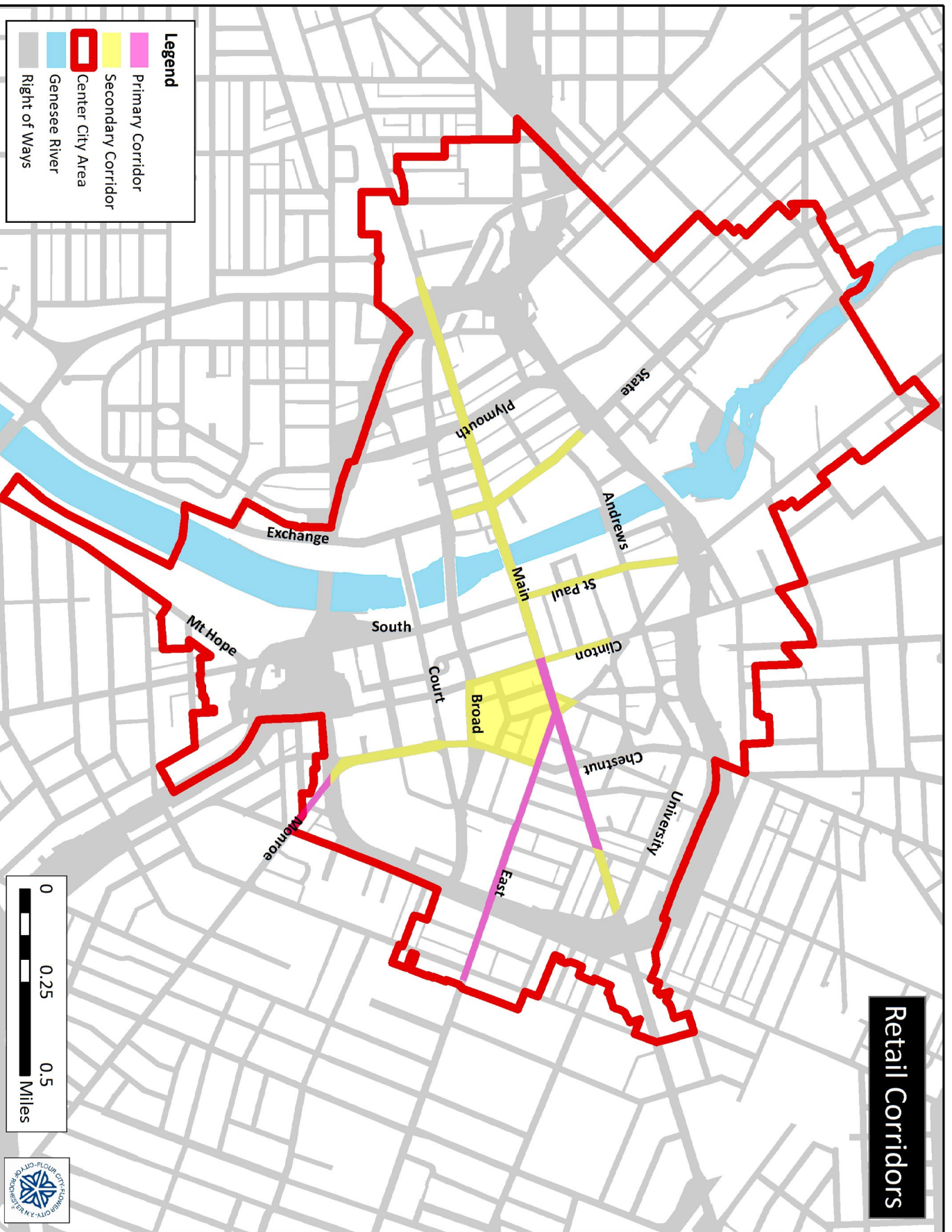
Center City must have quality retail to continue to attract and retain downtown residents, employers, and visitors.



Downtown retail, Rochester



Urban grocery store, Cleveland



11. Visiting

Center City is a vibrant, mixed use place that benefits greatly from visitors from near and far. Decision-makers need to view downtown through the eyes of a visitor and consider the “first impression” that downtown creates. All projects, whether public infrastructure projects or private development projects, should be viewed with this perspective.

Downtown marketing efforts need to be robust and current. A single general marketing campaign may no longer be adequate in this age of targeting specific demographics.

Quality retail options, especially basic retail services such as a grocery store and pharmacy, are critical to improving the visitor perceptions of downtown. Issues related to mobility and access, including but not limited to parking, as well as real and perceived issues of safety must be continually addressed.



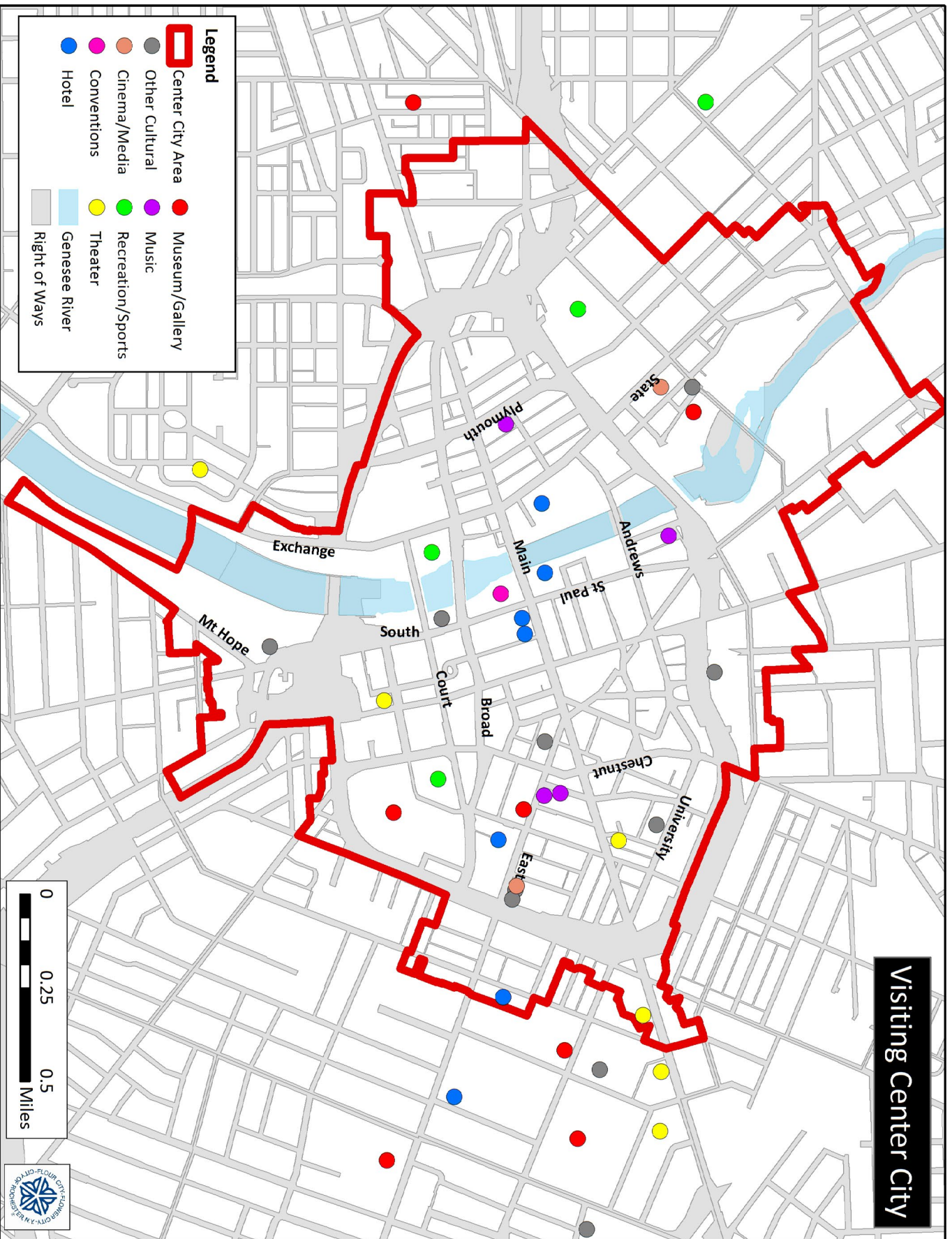
Rochester Riverside Convention Center



National Museum of Play at the Strong



Blue Cross Arena



12. Reconnecting

Community building and development changed dramatically in the mid-20th century in the United States. Centuries of traditional building patterns that focused, by necessity, on a human scaled pedestrian environment, were rejected in favor of building patterns that focused on large scale landscapes designed more around the needs of the automobile. By the end of the 20th century, communities realized the negative aspects of this pattern of building and began to repair the damage to historic, more human scaled areas.

Center City is one of these areas, initially built and developed in the 19th century in a generally dense, compact, walkable, human scaled pattern. After 1945, the new larger format, auto-oriented development patterns were imposed on Center City. Large scale land clearance, surface parking lots, street closures, the creation of “superblocks,” expressway construction, the construction of large buildings and parking garages with blank walls along the street all caused great damage to the traditional urban fabric.

Now, Rochester is seeking to repair this damage and reconnect the urban fabric. A variety of projects large and small ranging from the Inner Loop Transformation to the new street grid at the Midtown site, to individual infill buildings on surface parking lots like 116 West Main Street, to the restoration of storefront transparency like 480 East Main Street, all help repair and reconnect Rochester’s Center City.

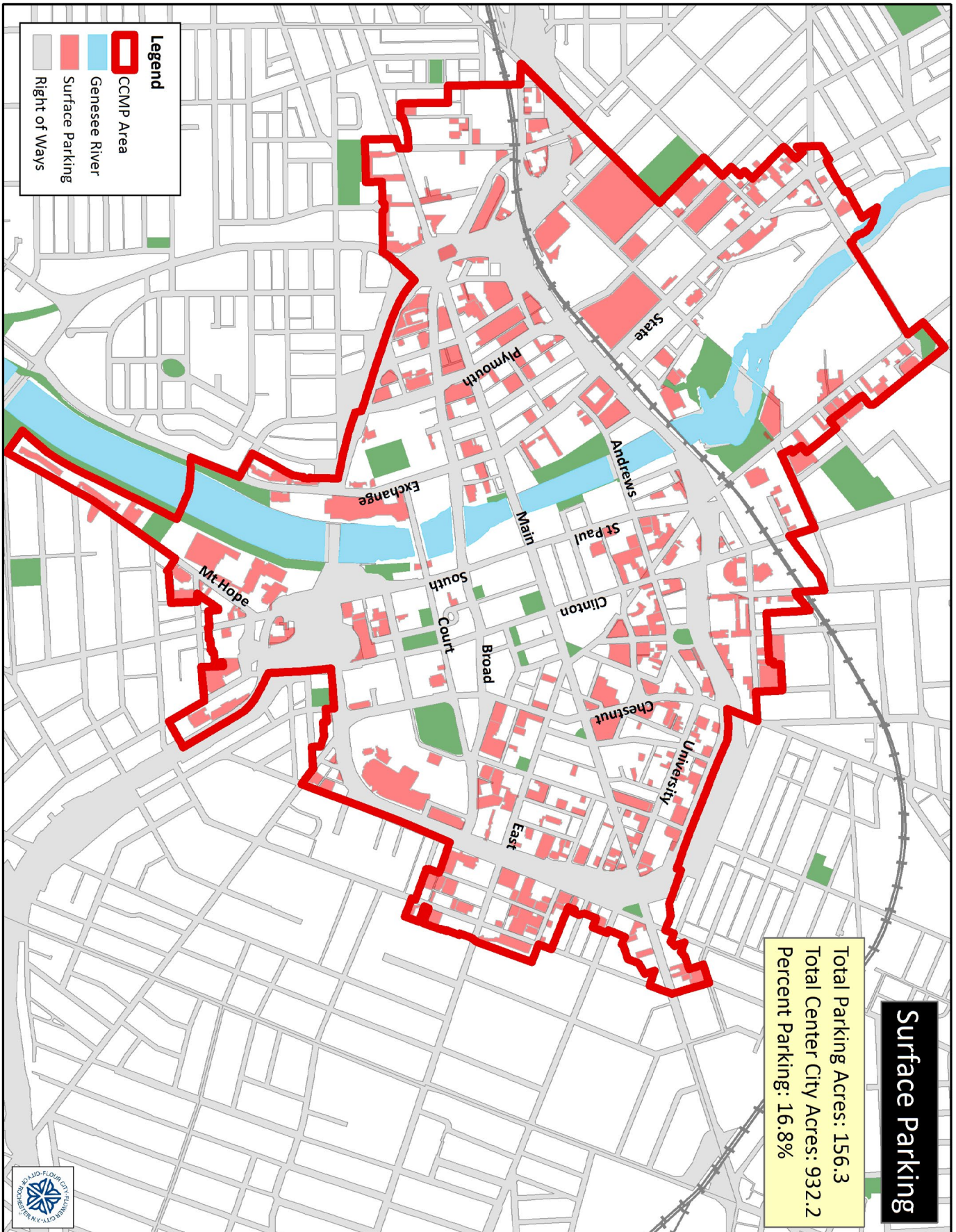
The city has a role in advancing and supporting both large and small scale repair projects. Funding for large projects may be difficult to obtain and small scale, incremental infill projects by small developers will be part of the continued repair of Center City.



116 West Main Street. This infill development on what had been a surface parking lot greatly enhances this key intersection



The barrier created by the moat-like Inner Loop is clear



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Actions

The actions are arranged into categories based generally on what entity would have the main responsibility for advancing the action.

A1: City Projects

Street and Sidewalk Infrastructure

Capital improvements to city-owned infrastructure within the public right-of-way

A2: City Projects

Park, trail, and pedestrian pathway infrastructure

Capital improvements to city-owned or city-controlled infrastructure within parks, trails, or public access easements on private land

A3: City Projects

City owned space or land that should be made available for development or re-occupancy to support and more vibrant downtown

City owned buildings, such as the ground floor space in parking garages, or city owned land such as vacant parcels or surface parking lots

A4: City Studies

A subject that requires additional study by city staff or city-funded consultant

A5: City Policy Changes

City regulatory or other policy change

Changes to existing code language, laws, or other city policies

B: Other Public Projects

County, State, or other Public Entity project

Projects undertaken by other levels of government or public authorities

C: Utility Project

Projects undertaken by utility companies regulated by the Public Service Commission

Projects undertaken by utility companies, which are privately owned but subject to certain Federal licensing and oversight by the State Public Service Commission

D: Private Development

Development of surface parking lots and vacant sites or redevelopment of existing buildings

Projects undertaken by the private sector based on market demand. These projects may include some level of public support in the form of grants, loans, tax abatements or other incentives

E: Broad Based Initiatives

Projects that require multiple areas of support

Projects requiring a combination of public and private sector initiatives

A1: City Projects

Street and Sidewalk Infrastructure

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
A1	1	Complete Inner Loop reconfiguration between Monroe and Charlotte Streets, including cycle track with westward extension to South Avenue and Riverway Trail. Ensure that new roadways, including the reconfigured Howell and Union Streets, do not themselves become pedestrian barriers. Any new pedestrian crossing more than 36 (?) feet wide shall have a raised pedestrian refuge island. Use this opportunity to remove the term "Inner Loop" from the city's iconography and re-name remaining stretch of highway between 490 and East Main Street.												
A1	2	Fund and implement action items from Center City Wayfinding Study												
A1	3	Improve Broad Street Bridge/Erie Canal Aqueduct with new lighting, railings, sidewalks, cycle track, etc. Continue to pursue long term options for Aqueduct and subway tunnel.												
A1	4	Construct Church Street on city-owned land between Scott Alley and Plymouth as a pedestrian only or vehicular street.												
A1	5	Extend Church Street west of Scott Alley to Washington Street as a pedestrian only or vehicular street												
A1	6	Reconstruct Bragdon Place with alternate paving, possible shared ped/vehicular space, locations for food trucks, to better support underutilized parkland on east bank of Genesee River												
A1	7	Aqueduct Street area												

A2: City Projects

Park, trail, and pedestrian pathway infrastructure

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
A2	1	Complete gaps in Genesee Riverway Trail, especially between Broad and Main												
A2	2	Complete all phases of Erie Harbor Park improvements, including trail connection behind Dinosaur BBQ to Court Street												
A2	3	Complete all phases of Martin Luther King Park improvements.												
A2	4	Redevelop Charles Carroll/Genesee Crossroads Park to repair worn infrastructure (paving material), reconfigure park to eliminate blind spots and make it more usable. Potential location for skate park. Include better connections to State Street via Federal Building walkway and Corinthian Street.												
A2	5	Restore Wadsworth Square to Olmsted Design												
A2	6	Construct pedestrian bridge crossing Genesee River south of Douglass-Anthony Bridge to connect Corn Hill and South Wedge neighborhoods.												
A2	7	Restore/revitalize Washington Square with new furniture, lighting												
A2	8	Expand/enhance Heritage Trail												
A2	9	Construct pedestrian bridge at High Falls												

A3: City Projects

City owned space or land that should be made available for development or re-occupancy to support and more vibrant downtown

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
A3	1	Make city owned vacant land available for development. Construct new structures on vacant land. These parcels are gaps in the urban fabric. These gaps are areas of inactivity or "dead zones" along the public sidewalk that discourage walking and increase perceptions of unsafe areas. New construction with active first floors will fill these gaps and help reconnect the urban fabric, create continuous corridors of activity, encourage walking, and reduce perceptions of unsafe areas. First floors not used for residential units should be designed to accommodate future retail space. Gaps along pedestrian corridors are especially important to infill with new development.												
A3	1.1	Short term, experimental infill retail development at Midtown Parcel 5. This development would be temporary structures such as shipping containers, sheds, and/or food trucks.												
A3	1.2	Infill development at Midtown Parcel 5. This development should be a minimum of 5 stories tall and include ground level retail.												
A3	1.3	Infill development at Midtown Parcel 2. This site has constraints related to ground level floor height. First floor uses must present an active façade on all sides of the site.												
A3	1.4	Infill development at Midtown Parcel 6. Explore innovative land disposition/funding options for a critical parcel facing the public open space, but one that will likely be difficult to develop due to size, configuration, and constraints.												
A3	1.5	Infill development at 15 Manhattan Square and 47 Savannah Street (tennis bubble site)												
A3	1.6	Infill development on old bus station site on Andrews Street. Short to medium term use will likely be surface parking. Long term use is infill development with active street frontage on Andrews that buffers Inner Loop.												
A3	1.7	Infill development at 151 Mount Hope Avenue (waterfront parcel south of Time Warner)												
A3	1.8	Infill development on Inner Loop Lands. Parcels created fronting on East Avenue are highest priority												
A3	2	Redevelop Court/Exchange site as permanent festival site. Include raised boardwalk or promenade at eastern edge to allow users to see the river. Add park-like amenities such as permanent public restrooms and electric and water hook-ups for vendors. Make physical, operational, and programming connection to Blue Cross Arena (outdoor events, pre-game street hockey, etc.)												
A3	3	Make under-utilized city owned spaces (vacant retail space in parking garages) available for artists, retail, or other active uses												
A3	4	Support food trucks with on-street locations. Continue to monitor these locations to ensure there are no impacts to public safety												
A3	5	Study future use of Centers at High Falls space												

A4: City Studies

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
A4	1	Conduct detailed study of the Main Street corridor to determine the street layout once transit operations change, and details of additional changes to sidewalks, curbs, streetlights, trees, benches, crosswalks, and other public realm details.												
A4	2	Advance Inner Loop Transformation Phase 2. Study options for reconfiguring expressway between Joseph and East Main Street.												
A4	3	Conduct detailed study of the University/Andrews corridor to determine details of future changes to sidewalks, curbs, streetlights, trees, benches, crosswalks, and other public realm details.												
A4	4	Map and publicize all levels of CCD heritage buildings and structures, from DBHV to National Register to Local Landmark and everything in between.												
A4	5	Study gateways and key intersections and develop physical plans and customized zoning regulations for each one												
A4	6	Study views and termination points and write enhanced design standards for these areas												
A4	7	Study options for street network and pedestrian connections north of the Sibley Building, including former Bittner Street alignment												
A4	8	Study where planted medians and/or pedestrian refuge island would calm traffic, enhance walkability, and improve aesthetics. Potential locations include Plymouth between Main and Allen and East Avenue between Scio and Pitkin												
A4	9	Mobility/parking: study additional garages (Main Plymouth, Kodak Lot C, East End) and how to fund												
A4	10	Mobility/parking: study funding mechanism for west end parking garage. Any garage constructed must have street related retail/office space on the first floor.												
A4	11	Study the expansion of the Special Services District to pay for enhances services such as snow removal												
A4	12	Study the possibility of a new National Register Historic District along West Broad Street (Erie Canal)												
A4	13	Develop market-based pro formas and development concept plans for priority development sites. Perform GEIS and conceptual site plan approval to streamline development.												
A4	14	Review all Center City Urban Renewal Districts, map districts, compile Urban Renewal Plans												

A5: City Policy Changes

City regulatory or other policy change

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
A5	1	Revise Chapter 120 (Zoning) to streamline and simplify land use codes, provide greater regulatory protection where necessary such as gateways and key intersections, support a critical mass of retail uses through code requirements, allow flexibility where appropriate for temporary uses such as food trucks and temporary retail, review Center City zoning boundaries in areas such as the east side of Union Street, East Main Street, South Plymouth/South Fitzhugh area in Corn Hill, and Alexander Park (former Genesee Hospital)												
A5	2	Revise and update Chapter 78 of the City Code, related to parking lots downtown, in what had been known as the C4 Central Business District Zone and MUG Mixed Use Gateway Zone in the 1975 Zoning Code												
A5	3	Write and adopt street design policy so that elected officials, members of the public, and non-DES city staff understand the design templates for downtown street projects. This policy and design standards in it shall include a stated transportation hierarchy for downtown: walking, biking, transit, goods movement, private automobile.												
A5	4	Revise Chapter 128 (Subdivision) so that street design standards in it are consistent with street design policy.												
A5	5	Correct ROW issues where needed, particularly in the Clinton-Andrews-Bittner area, the Joseph-Cumberland area, and Broadway-Lawn area												
A5	6	Develop Center City Public Art Program, such as requiring a percentage of public project funding to be devoted to art, or developing funding mechanisms through RDDC and/or a future entity such as a BID												

B: Other Public Projects

County, State, or other Public Entity project

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
B	1	Ensure that new Intermodal Transit Center (train and long distance bus station) has clear, direct, and efficient pedestrian and transit connections to the downtown core												
B	2	Redevelop former Kodak Lot C (bounded by State, Morrie Silver, Plymouth, and the railroad). Options range from short term/interim uses (e.g. perimeter food trucks or "pop-up" retail) to long term full development of the block. Any redevelopment of former Kodak Lot C should include an east-west pedestrian and bike link between State Street and Plymouth Avenue in the southern portion of the site to better connect High Falls with Frontier Field and the Cascade District.												
B	3	Better marketing and promotion of transit. This is part of addressing parking issues as well.												
B	4	Relocate regional state offices (NYSDOT, NYSDEC, etc. to downtown so that public entities are located in the most accessible spot in the region and to support the downtown office space market												

C: Utility Project

Projects undertaken by utility companies regulated by the Public Service Commission

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
C 1		Redevelopment/demolition of the Beebe Station must result in a positive contribution to High Falls and the <u>Genesee River Gorge</u>												
C 2		New infill development on RG&E Front Street site												

D: Private Development

Development of surface parking lots and vacant sites or redevelopment of existing buildings

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
	D 1	Redevelop and/or repurpose existing buildings. There are several buildings downtown that are vacant or partially vacant. Many of these are obsolete for the purpose they were originally built for. Redevelopment of existing buildings should restore historic patterns of transparency. Redevelopment of more recent buildings that lack transparency should increase first floor transparency.												
	D 1.1	Redevelop NW corner of Main and Clinton (key intersection). Retention of existing buildings should be a priority; one of the few blocks of small scale urban row buildings left on Main Street in the downtown core.												
	D 1.2	Redevelop United States Hotel building on West Main Street												
	D 1.3	Redevelop Journal-American Building at SE corner of St Paul and Andrews (key intersection)												
	D 1.4	Redevelop 196 North Water Street												
	D 1.5	Redevelop Cadillac Hotel												
	D 1.7	Redevelop of Rochester Savings Bank building (RIT Center for Urban Entrepreneurship)												
	D 2	Construct new structures on surface parking lots and vacant lots. Many of these parking lots and vacant lots are gaps in the urban fabric. These gaps are areas of inactivity or "dead zones" along the public sidewalk that discourage walking and increase perceptions of unsafe areas. New construction with active first floors will fill these gaps and help reconnect the urban fabric, create continuous corridors of activity, encourage walking, and reduce perceptions of unsafe areas. First floors not used for residential units should be designed to accommodate future retail space. Gaps along pedestrian corridors are especially important to infill with new development.												
	D 2.1	Infill development at Midtown Parcel 1 (Pike Company parcel) at corner of Main and Clinton. This development should include active ground floor uses and the structure be able to accommodate a minimum of 5 stories.												
	D 2.2	New infill development on Block F.												
	D 2.3	New infill development along East Avenue Corridor: East and Chestnut, East and Mathews, WHEC parking lot, Inner Loop Lands, NE corner of East and Union.												
	D 2.4	New infill development at SE and SW corner of Main and Plymouth.												
	D 2.5	New infill development at NE corner of St Paul and Andrews												
	D 2.6	New infill development on Charlotte Street between Scio and Pitkin												
	D 2.7	New infill development on Scio between East Main and University												
	D 2.8	New infill development on north side of Church between Plymouth and Fitzhugh												
	D 2.9	New infill development at SW corner of Court and Chestnut												
	D 3	Work with Carlson YMCA to explore options for a more active façade along Main and Gibbs Street												
	D 4	Work with Radisson Hotel to enhance waterfront gathering space/outdoor seating												
	D 5	Continue to eliminate second floor skyways on primary pedestrian corridors as buildings are redeveloped and replace with ground level crossings or tunnels												

E: Broad Based Initiatives

Projects that require multiple areas of support

Category	Item #	Action Item	Genesee River waterfront	Main Street corridor	Heritage	Public Spaces	Mobility and Transportation	Places and Neighborhoods	Arts and Culture	Living	Working	Retail	Visiting	Reconnecting
	E 1	Develop a detailed and pragmatic retail strategy												
	E 2	Create entity such as a BID or development authority for maintenance, programming, marketing, real estate development												
	E 3	Update existing parking studies to develop a detailed and pragmatic strategy to address real and perceived parking issues. Reinforce that parking is only one aspect of mobility and access. The strategy must acknowledge that surface parking lots have a negative impact on downtown and structured and underground parking needs a reliable funding mechanism. Begin to move Rochester towards a more balanced transportation system, especially as national trends show young people favoring transportation other than the private automobile												
	E 4	Partner with the Garden Aerial organization and develop further public access to the Genesee River Gorge floor and High Falls												
	E 5	New public open space and building addition at NW corner of State and Church and/or reconfiguration of Church Street between Fitzhugh and State as shared space that would act as a civic square for City Hall												
	E 6	Continue to engage RGRTA on supporting center city access and development with transit. Reinforce downtown's place as the most transit-accessible place in the region. As generational transportation preferences shift to favor public transit, continue to study enhanced transit options such as bus rapid transit, streetcars, and light rail												
	E 7	Work to support continued Historic Tax Credits at both State and Federal level.												
	E 8	Address real and perceived issues of public safety												
	E 9	Advance legislation requiring public art inclusion in all public projects												