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# Purpose of the Master Plan

The 2014 Center City Master Plan will update the 2003 plan to help decision makers, citizens, investors, and visitors understand downtown Rochester. It will compile basic data on the current state, provide goals, and list specific projects that, if implemented, can help the community reach those goals.

The 2014 Center City Master Plan is a strategic document, not a detailed physical plan, although it calls for further detailed physical planning for certain areas. It

will help prioritize city work tasks, and inform other public entities involved in downtown Rochester. It will help in efforts to secure funding, both public and private, for the city’s priorities. It will cross-reference the City’s Capital Improvement Plan (CIP). It will suggest where investment, both public and private, will best leverage existing assets. The Master Plan will achieve this in a clear, concise, easy to understand document and website.

# About this Document - Volume 1

*The Living City: A Center City Master Plan for Rochester, New York*, was prepared by the City of Rochester Bureau of Planning and Zoning of the Department of Neighborhood and Business Development (NBD), in coordination with the Architecture and Engineering Bureau of the Department of Environmental Services (DES). 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, identify further research and analysis, prioritize projects, and help secure funding to implement these priorities.

The plan’s foundation is the history and geography of downtown Rochester as the urban center of the region, the core of the city, and the organizing axes of the

Genesee River and Main Street. The plan is based on the concept that downtown is a place for living, working, and visiting. The plan is organized around seven leverage points and 80 specific actions. Many actions will make use of more than one leverage point. The actions are organized by whether the action is generally a public sector responsibility, a private sector responsibility or a broad-based initiative requiring public and private support.

Volume 1 is intended to be concise, easy-to-read, user-friendly document that is frequently read and referenced. Volume 2 is intended to be a longer, more detailed compendium of background information and other data.

# About the Process

The update process began in earnest in late 2012. The public engagement was kicked off in January 2013 with focus group meetings that included downtown residents, business associations, and professional groups. A general open house was held at City Hall. An online survey received over 3,000 responses.

Over the course of 2013, the public input was compiled and the first draft of a document prepared. This was re-

leased in November 2013 when another round of public meetings was held. This included open houses in each of the four quadrants as well as an open house downtown at the Martin Luther King Park Lodge.

This plan should be a living document and undergo regular updates. A suggested schedule would be every two years for minor revision and corrections, every 10 years for a major update.

# Previous Downtown Plans

Rochester’s recent downtown planning initiatives, going back 25 years, include two previous documents: the current Center City Master Plan, adopted in 2003, and the Vision 2000 plan, adopted in 1990. To evaluate the success of these planning efforts, the action items from each one were reviewed. Project implementation is a complicated effort, often dependent on available funding. That Rochester was able to move forward on over half the actions from the 1990 plan and well over one third of the actions from the 2003 plan is commendable, particularly in an era of slow economic growth across the region.

## Center City Master Plan (2003)

89 Actions

| Action item status  | Count (out of 89 actions) | Percentage   |
|---|---------------------------|--------------|
| Completed   | 11                        | 12.4%        |
| Completed, but not as proposed in this plan                 | 4                         | 4.5%         |
| Underway  | 10                        | 11.2%        |
| Partially completed   | 10                        | 11.2%        |
| <b>Completed, partially completed, or underway subtotal</b> | <b>35</b>                 | <b>39.3%</b> |
| <b>Not completed</b>  | <b>51</b>                 | <b>57.3%</b> |
| No longer applicable  | 3                         | 3.4%         |

## Vision 2000: A Plan for Downtown (1990)

51 Actions

| Action item status  | Count (out of 51 actions) | Percentage   |
|---|---------------------------|--------------|
| Completed   | 15                        | 29.4%        |
| Completed, but not as proposed in this plan                 | 3                         | 5.9%         |
| Underway  | 3                         | 5.9%         |
| Partially completed   | 5                         | 9.8%         |
| <b>Completed, partially completed, or underway subtotal</b> | <b>26</b>                 | <b>51.0%</b> |
| <b>Not completed</b>  | <b>19</b>                 | <b>37.3%</b> |
| No longer applicable  | 5                         | 9.8%         |
| Unknown   | 1                         | 2.0%         |

# Other Plans

In addition to the prior downtown plans listed above, there 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, its consultants, and other government entities:

- Midtown Site redevelopment, Midtown Urban Renewal District Plan, and public realm planning and design
- Inner Loop East Transformation Project
- Two Way Conversion Study
- Center City Circulator Study
- Rochester Bicycle Master Plan (2011)
- Main Street Streetscape and Pedestrian Wayfinding Enhancement Project (2014)
- Intermodal Transportation Center planning and design (New York State)
- RTS Transit Center and related transit stop and route planning and design (RGRTA)
- RTS Bus Stop Optimization Study (RGRTA)
- Pedestrian Circulation and Wayfinding Study (2012)
- Local Waterfront Revitalization Program (LWRP) Update Project (ongoing)
- Waterfront Health Impact Assessment (HIA)
- High Falls Pedestrian Access Improvement Study
- Downtown parks and trails planning and design:
  - Erie Harbor Park
  - Martin Luther King Memorial Park (formerly Manhattan Square Park) Renovation
  - Cornerstone Park
  - Trail improvements: Brown Street to Bausch Street
- Historic Erie Canal Aqueduct & Broad Street Corridor Master Plan (2009)
- Brown Square Neighborhood Circulation, Access, and Parking Study

There have also been community planning efforts:

- Rochester, NY A Vision for the Future (2007)
- Corn Hill Charette
- Rochester Garden Aerial
- Roc City Skatepark

Other historical planning efforts related to downtown include, but are not limited to:

- 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 Brothers’ 200 Acre Tract on the west side of the river at High Falls

# 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 including Intersections and Gateways Plan
- Revisions to the Subdivision Code
- Priority Development Pre-Approval
- Downtown Views Analysis
- Center City Heritage Plan
- Main Street Public Realm Plan (extension of Main Street Streetscape & Pedestrian Wayfinding Enhancement Project)
- University-Andrews Public Realm Plan
- St. Joseph’s Square Circulation and Access Study
- Inner Loop Transformation, Phase 2
- Downtown Median and Pedestrian Crossing Study
- Shared Street Analysis
- Downtown Parking Study

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.

# Geography: Regional Center

Rochester’s Center City is the hub and urban core for the 1.2 million people living in the nine-county Genesee-Finger Lakes Region.

A 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.

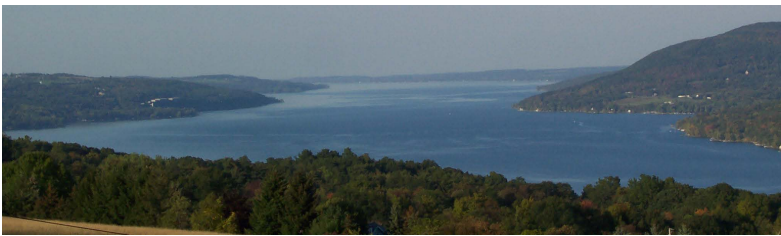
Center city’s success is a key part of a sustainable region. The Finger Lakes Regional Sustainability Plan, completed in May 2013, includes a goal to “increase the sustainability and livability of the Finger Lakes Region by revitalizing the region’s traditional centers, concentrating development in areas with existing infrastructure and services, and protecting undeveloped lands from urban encroachment.”

The region’s Metropolitan Planning Organization, Genesee Transportation Council (GTC) has also identified Rochester and its center as the regional urban core in the Long Range Transportation Plan, adopted in June 2011. The regional urban core “includes the densest neighborhoods, the largest central business district, and major civic, cultural, and sports venues. The largest number of infill and redevelopment opportunities exists in the Regional Urban Core and the strength of this place is critical to the success of the overall region.”

With a built environment of dense urban neighborhoods, a compact, walkable street pattern, and easy access by transit, Center City is inherently sustainable. Development in the region’s urban core rather than its farmland or forests, is in the best long term interests of environmental and economic sustainability.



*Rochester is the metropolis of the Genesee-Finger Lakes and is the urban core for the small towns, farms, lakes, and forests of the 4,600 square mile region.*





# Geography: City Center

Center City is the dynamic cultural, economic, governmental, and institutional center for over 200,000 Rochesterians. It is the 1.1 square mile heart of the 36 square mile city and focus of the city’s street pattern and transit network. Like the region, a successful city depends on a vibrant center.

in” neighborhoods immediately adjacent to downtown have a special relationship due to proximity, history, and the potential for downtown projects to have an impact on these areas.

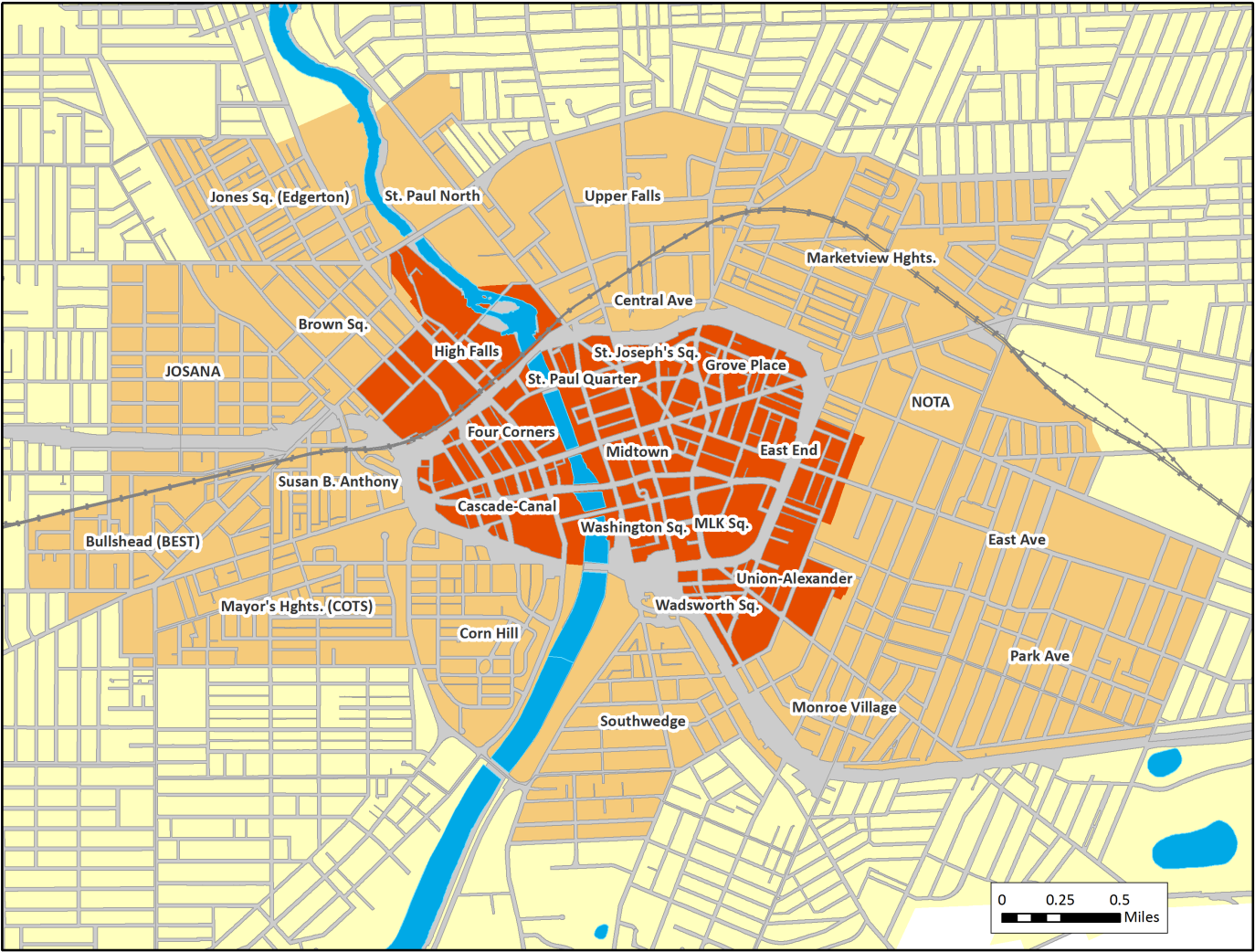
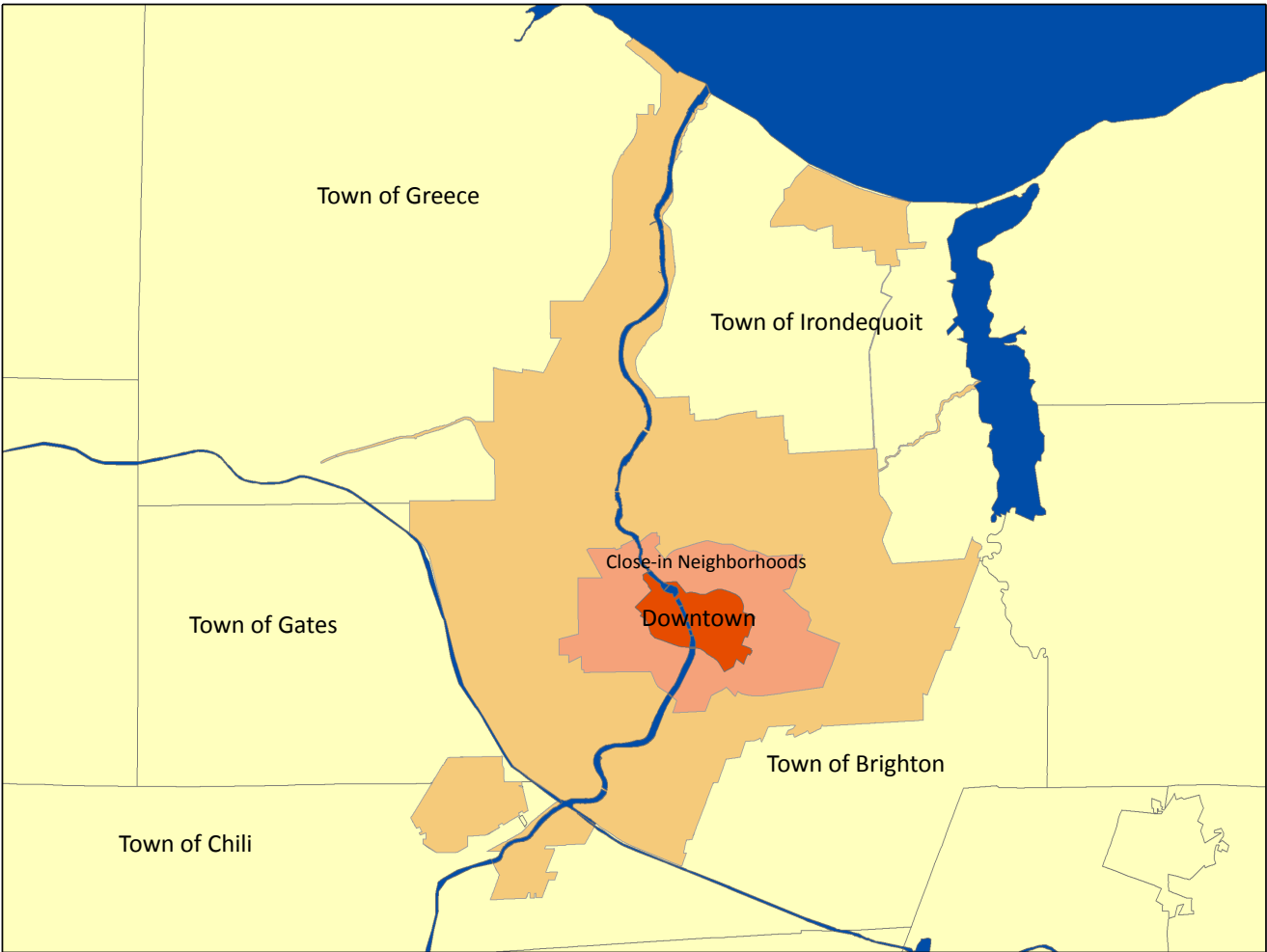
Downtown belongs to everyone. However, the “close-

Center City, also commonly known as downtown, has many meanings to different people and organizations. For the purposes of this plan, Center City is defined geographically by the map above. 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 Union-Alexander.

The close-in neighborhoods immediately adjacent to downtown extend in all directions.

**A note about terminology:**

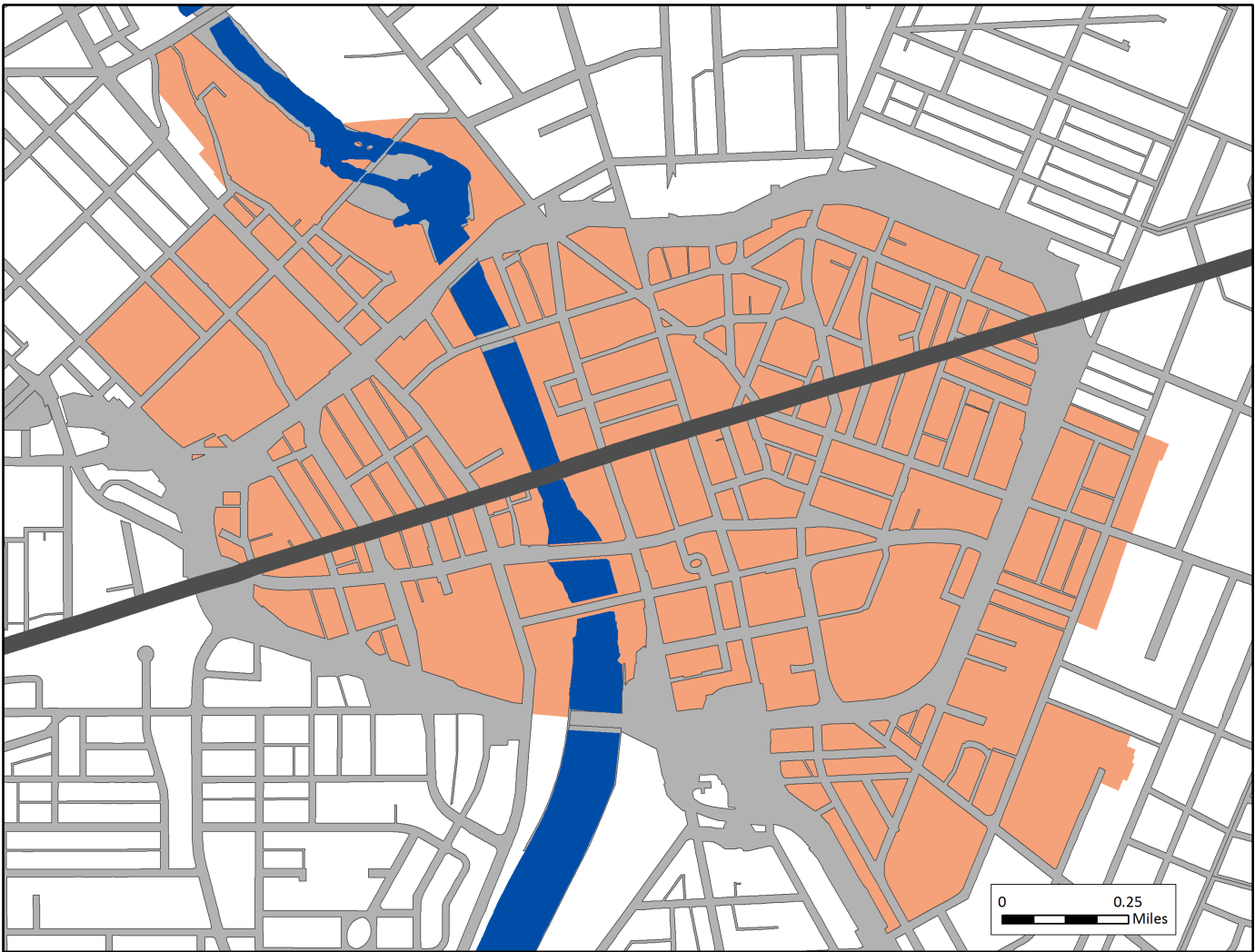
*The terms ‘center city’ and ‘downtown’ are used interchangeably in most cases. For most of its history, the Rochester community, like most American cities, referred to its core as “downtown.” In the 1990s, the term ‘center city’ began to come into use locally. Either term is correct and, for the purposes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



# Geography: River and Street

There are two fundamental geographic 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)



High Falls



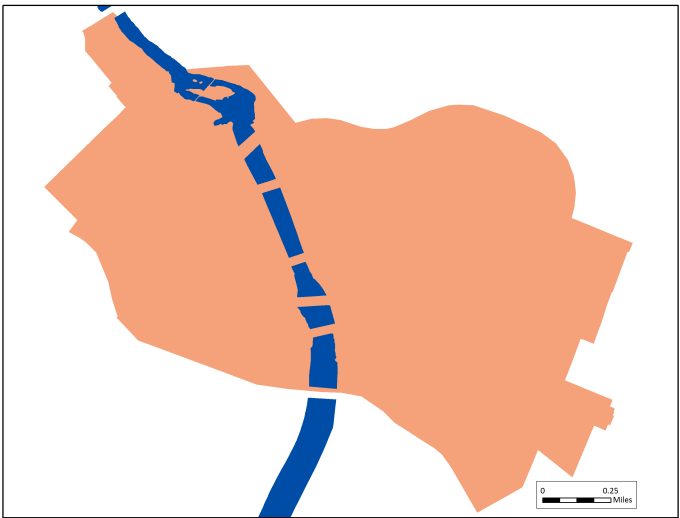
Main Street looking west at Genesee River

## River

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. Many of these gaps are downtown. It is priority 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 adjacent to a surface parking lot or blank wall, does not take full advantage of the river as an asset.



### Local Waterfront Revitalization Plan (LWRP)

*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.*

## Main Street

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 filled in 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 street-based retail.

With the recent opening of the RTS Transit Center, 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 will be reconfigured. The Main Street Streetscape and Pedestrian Wayfinding Enhancement Project will update the street between the Genesee River and Liberty Pole.



### Main Street Streetscape and Pedestrian Wayfinding Enhancement Project

*[Narrative to be inserted]*



# Vision: Lively Streets

The fundamental vision for Rochester’s Center City is an urban community of lively streets and public spaces that is a desirable place to live, a desirably place to work, and because of that, a desirable place to visit. Projects, public and private, will be evaluated on how much they add life to streets and public places.

## Live - Work - Visit

### Living

The future of Center City depends on an active, diverse community of residents in various neighborhoods and districts. Residential developments are best clustered so that a critical mass of people is created to support retail businesses within an easily walkable distance.

The continued and sustained growth of the downtown residential population needs basic, quality, retail services. In turn, successful, sustainable retail will primarily serve the needs of residents and downtown workers. Ad-

### Working

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. Many 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.

### Visiting

Visitors are attracted to authentic, vibrant, attractive communities where people live and work. Center City will do best at attracting visitors by focusing on residents and workers. A downtown of lively streets, especially into the evening hours, will create a better impression for visitors, and be the most effective marketing, than any one-off “tourist attraction” or “promotional campaign.”

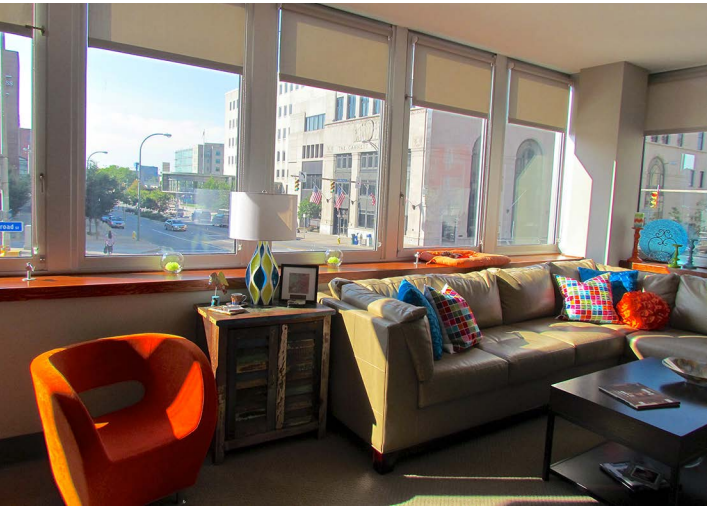
ditional retail will depend on market demand and may include niche and destination retail. Successful urban retail must be clustered to create a critical mass rather than scattered operations across wider area.

While Center City is beginning to see some tentative interest by retailers, downtown retail is a challenge, as it is in most mid-sized American cities. However, retail was one of the highest priorities identified in the Center City Master Plan public survey. Working with private and non-profit partners, the city must develop a detailed, pragmatic, and innovative retail strategy.

Part of working downtown is the labor needed to build and rebuild our public infrastructure and private developments. Focused 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.

A focus on residents and workers should not mean accepting mediocre results. Decision-makers need to view downtown through the eyes of a visitor and consider the “first impression” that is created. All projects, whether public infrastructure projects or private development projects, should be viewed with this perspective.



Downtown living. Steps from restaurants, entertainment, and the office. Photo credit: Landmark Society of WNY



Downtown working. Steps from restaurants, entertainment, and home. Photo credit: Partners + Napier



Lively streets at the Four Corners. Photo credit: RocPX (Rochester Downtown Development Corporation)



Lively streets include four legged friends as well! The increasing numbers of dog walkers and joggers on downtown streets after 5PM are indicators of the growing residential population.



Food trucks contribute to lively streets.



A wide variety of restaurants and bars are places where residents, workers, and visitors can meet. Photo credit: RocPX



Urban life on Gibbs Street, perhaps downtown’s liveliest street. Photo credit: Rochester Downtown Development Corporation



# Lively Streets: Defined

The fundamental vision of this plan is lively streets. But what exactly does that mean? It is important that everyone reading and using this plan have the same idea of what is meant by concepts like “lively streets,” “active uses,” “human-scaled,” and “public space.”

## Lively Streets

[narrative definition and description to be inserted]

## Active Uses

[narrative definition and description to be inserted]

## Human Scaled

[narrative definition and description to be inserted]

## Public Space

[narrative definition and description to be inserted]

# Basic Services

This plan is intended to clearly communicate a positive future for downtown Rochester and provide specific actions on how to move towards that future. The plan assumes a base level of government services, including but not limited to: public safety, public education, maintaining public buildings in a state of good repair, encour-

aging economic development and entrepreneurial opportunities for all, street and sidewalk maintenance and plowing, building and property code administration and enforcement. These are only a few examples, although very important ones, of the broad, basic, assumed level of municipal services.



# Leverage Point 1: Public Spaces

People often think of public parks and squares when they think of “public spaces.” However, the public right-of-way – streets and sidewalks – are the community’s largest amount of public space. Because of that, it is important to include streets and sidewalks as public space. Only 23 of downtown Rochester’s 722 acres (3.3%) are devoted to public or semi-public parkland. But 231 acres (32.4%) of downtown’s 722 acres is devoted to public right-of-way.

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 gathering spaces, and must be carefully designed as such. Public investment in well designed, human-scaled, street enhances these spaces as public spaces. Good design makes the street a place more attractive for private investment. Small details such as vehicular lane width, sidewalk width, length of crosswalks, pedestrian refuge islands, placement and type of street trees and lighting, can make the difference between an average street and a great street.

The street pattern of downtown Rochester is a unique mix of three competing grid patterns laid out by the original three early 19th century development teams, the early 20th century conversion of the Erie Canal to Broad Street, and later Urban Renewal era interventions that continued into the 1980s. The result is an almost medieval street pattern, especially in the northeast quadrant of downtown, with quirky angles and curves. This legacy should be celebrated and leveraged when new projects are constructed- the careful siting of new buildings can help enclose a street and help fix past errors.

Around the world, narrow streets are often the most memorable and charming places in a city. Gibbs Street, North Water Street, and Selden Street are perhaps the best examples of this in downtown Rochester. There were once many places like this. There are opportunities to create more of these charming, intimate urban places: Aqueduct Street, Front Street, and the Church Street Extension, to name a few. As the downtown street pattern continues to evolve with the Midtown Redevelopment and the Inner Loop Transformation Project, additional

opportunities to create well designed, memorable street, whether narrow and charming, or wide and elegant, will arise.



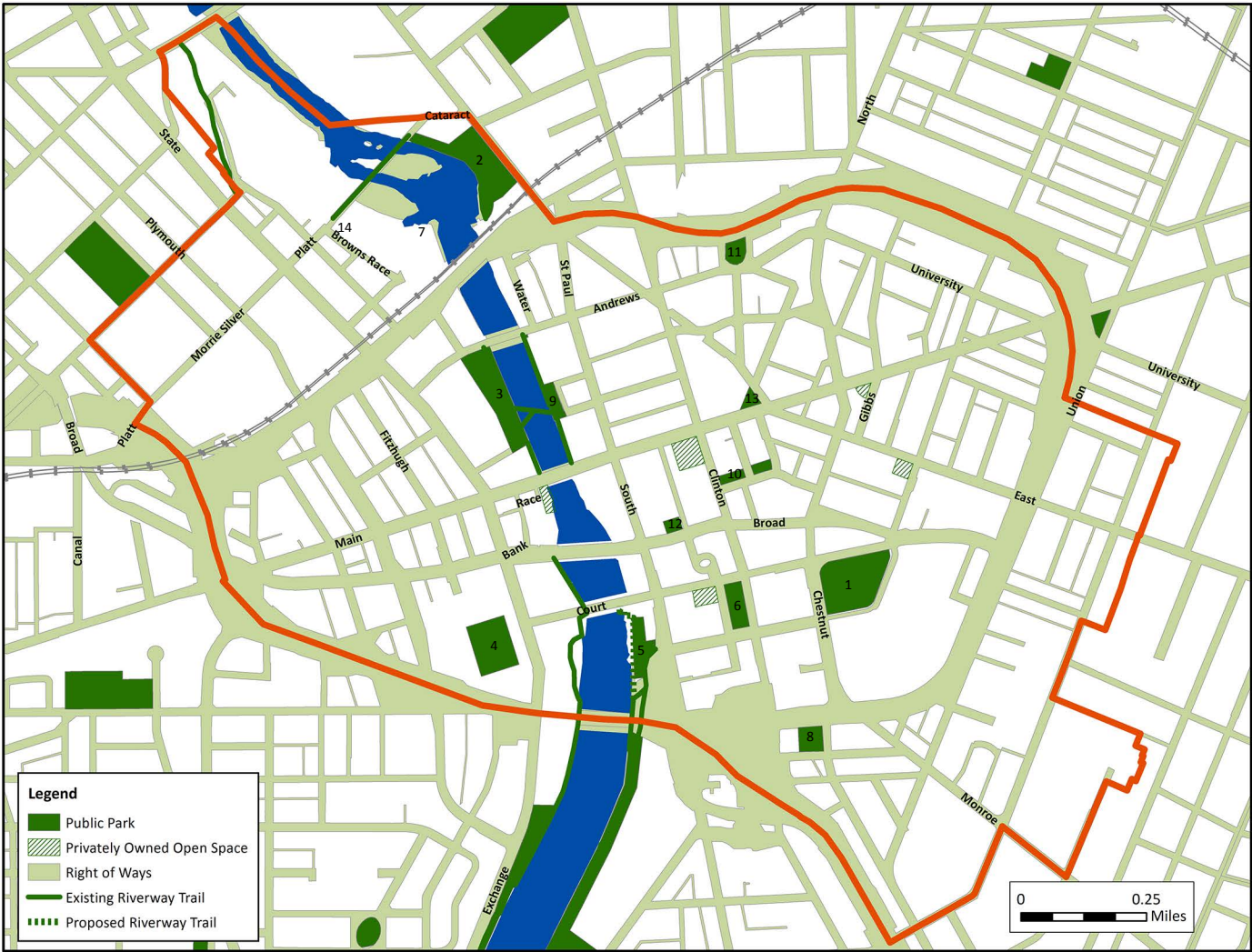
Streets are an important part of public open space. Sidewalk, Gibbs Street

Center City has 14 public parks and squares, five privately owned open spaces, and 1.5 miles of the Genesee Riverway Trail. A key priority is to complete the remaining gaps in the Riverway Trail, and upgrade existing segments to full accessibility (eliminate stairs). Further investments in parks, trails, and green spaces should focus on maintaining and enhancing existing parks. As the downtown residential population grows, mostly living in apartments and condominiums with limited private outdoor space, public open space (parks and streets) will become even more important.



There is fun all year long in downtown parks. Ice skating, Martin Luther King Memorial Park. Photo credit: RocPX (RDDC)

This map provides a sense of the amount of public land devoted to street and expressway right-of-way, and the amount of public land devoted to parks. Places that are used as parks, but are privately owned, are also shown.



Aqueduct Park



Genesee Riverway Trail Downtown. Photo credit: Rochestersubway.com

|    | Public Parks  | Acres | Owner             |
|----|---|-------|-------------------|
| 1  | Martin Luther King Jr. Square                       | 4.2   | City of Rochester |
| 2  | Upper Falls Terrace Park                            | 3.7   | City of Rochester |
| 3  | Genesee Crossroads Park West/ Charles Carroll Plaza | 3.4   | City of Rochester |
| 4  | Civic Center Plaza                                  | 2.7   | Monroe County     |
| 5  | Erie Harbor Park                                    | 1.2   | City of Rochester |
| 6  | Washington Square                                   | 1.1   | City of Rochester |
| 7  | High Falls Festival Site                            | 0.9   | City of Rochester |
| 8  | Wadsworth Square                                    | 0.8   | City of Rochester |
| 9  | Genesee Crossroads Park East                        | 0.8   | City of Rochester |
| 10 | Midtown Commons                                     | 0.6   | City of Rochester |
| 11 | Schiller Park                                       | 0.6   | City of Rochester |
| 12 | Cornerstone Park                                    | 0.3   | City of Rochester |
| 13 | Liberty Pole Plaza                                  | 0.3   | City of Rochester |
| 14 | Granite Mills Commons                               | 0.2   | City of Rochester |



# Leverage Point 2: Engagement

The urban experience – city life - is more than just the ease of mobility or the beauty of a park or the convenience of a store. It is about human interaction- the engagement with others. Much like interaction with the physical environment, these human experiences can be positive or negative and affect how one perceives the city. From the bus driver to the parking garage attendant to the waiter to the police officer on the street, everyone that people interact with downtown provides the human interaction that has formed the basis for city life for over 5,000 years. Whether these interactions are positive or negative can form at least part of the perceptions about a place and influence whether a person choses to make it their home, come back for another visit, or invests.

Engagement begins with clear signage, whether navigating by car, bus, bicycle, or on foot. It extends to things like clean and safe streets, clean and safe public restrooms, easy access to information about stores and restaurants, and staffed visitor information centers.

While engagement is important in all parts of the community, it is especially important downtown. Center City is often the first impression that visitors have of the community. Residents from the City of Rochester, as well as the whole region, provide the best engagement when they can speak with pride about the positive things happening and positive experiences that they have had downtown.



Parking attendant



Waiter



Retail clerk. Photo credit: Hart’s Local Grocers



Downtown Red Shirt. Photo credit: Rochester Downtown Development Corporation (RDDC)



Hotel clerk



Bus driver



Downtown Red Shirt and Rochester Police Officer. Photo credit: Rochester Downtown Development Corporation (RDDC)



# Leverage Point 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, the built environment dating back to the early 19th century is a unique asset for Center City. This asset is already leveraged by the many developers who have utilized State and Federal Historic Tax Credit programs to renovate historic buildings and return them to productive use. Heritage is leveraged by the City with projects like the Heritage Trail and interpretive signage throughout downtown. Heritage is leveraged by organizations like the Landmark Society of Western New York with events like ‘Architecture for Lunch’ and the annual ‘Inside Downtown’ tour.

- As one of downtown’s most important assests, more can be done, including:
- consistent code enforcement to prevent historic buildings from ‘demolition by neglect’
  - enhancement of the Heritage Trail with paving materials and additional promotion
  - reimagining the Centers at High Falls
  - forging new partnerships with non-profit heritage organizations

Heritage is not limited to historic buildings and bridges. There are 298 Designated Buildings of Historic Value (DBHV) downtown, 127 of which are located with Preservation Districts. However, there are 1,240 total properties downtown. Many of these properties contribute to the urban form and pattern of downtown development, unique within the region. They may be additional assets that are worthy of protection.

Redeveloping and re-purposing existing buildings furthers the city’s goals of sustainability. The wood, steel, bricks, concrete, etc. that make up existing structures took a lot of energy to produce. Reusing these structures takes advantage of this “embodied energy,” and prevents demolished building materials from entering the waste stream and filling landfills. Although many newly constructed building tout their environmental credentials, the “greenest” building is the one that already exists, especially if it exists in the dense, walkable, transit-served center of the region.



44 Exchange Street. This project won preservation awards for the adaptation and restoration of a mid-century modern building. Photo credit: Richard Margolis (Landmark Society of Western New York (LSWNY))

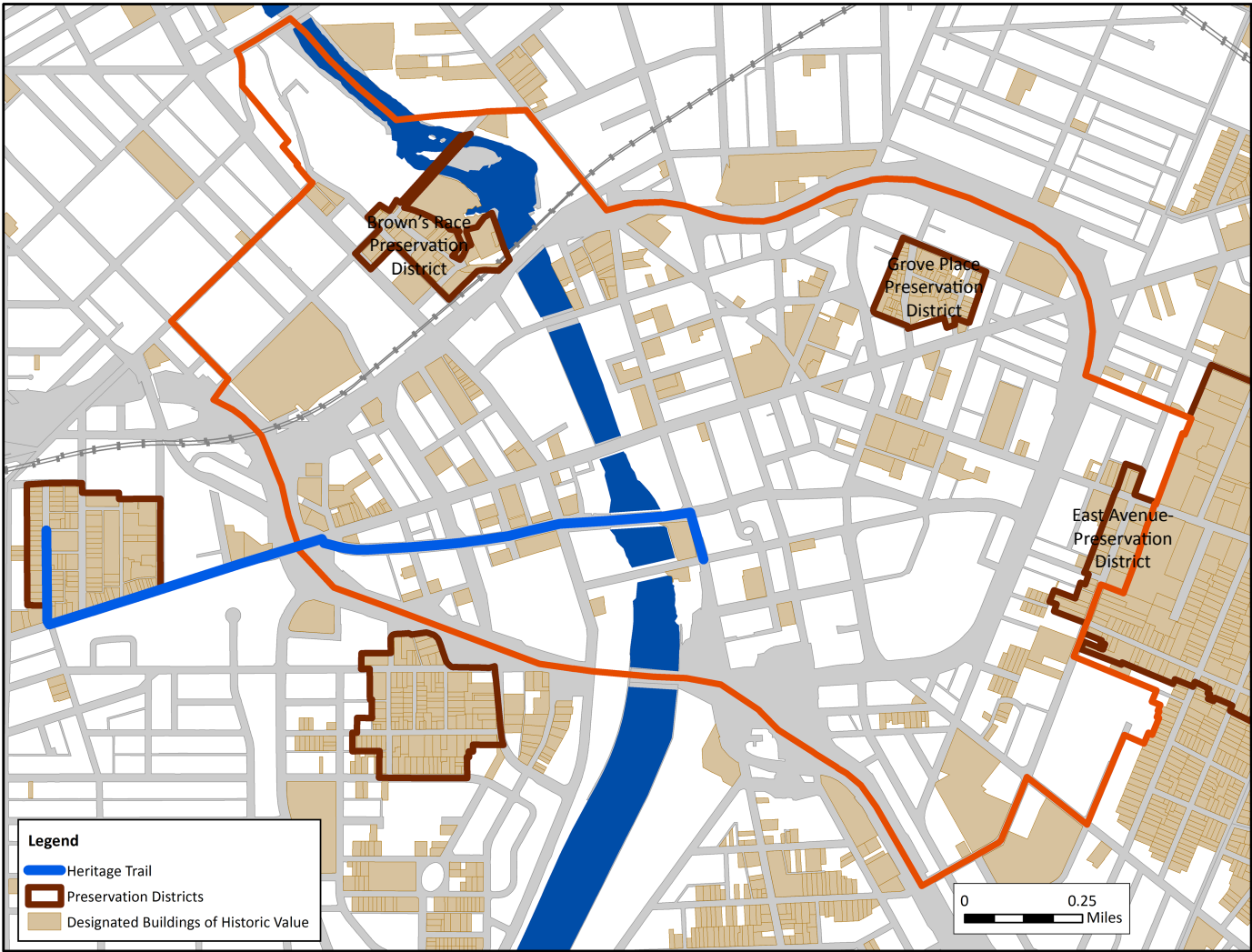


Bridge Square Building, 242 West Main Street. Modern office space in an historic building. Photo credit: Richard Margolis (LSWNY)



Brown's Race Preservation District

This map shows the Designated Buildings of Historic Value (DBHV), as well as Preservation Districts. The Brown’s Race and Grove Place Districts lie completely within downtown, as does a portion of the East Avenue District. The Susan B. Anthony and Corn Hill/Third Ward Districts lie just outside of downtown, although the Heritage Trail connects Susan B. Anthony with the downtown core.



Academy Building. Photo credit: Richard Margolis (LSWNY)



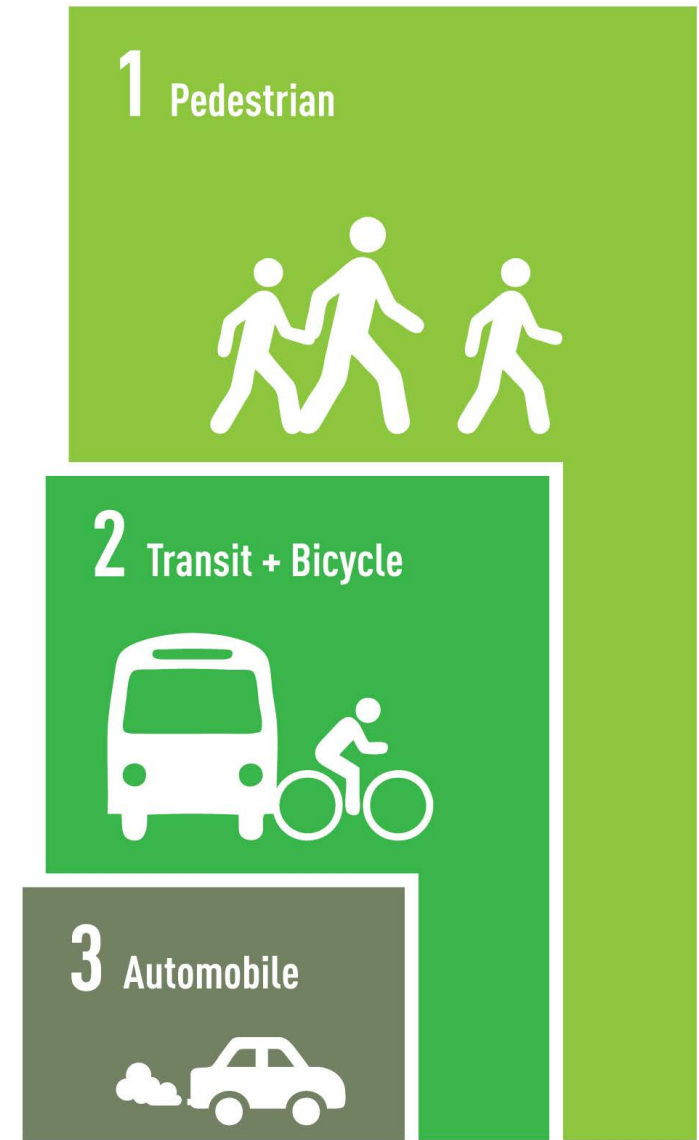


# Leverage Point 4: Mobility & Transportation

Transportation changed dramatically in the 20th century in the United States. Centuries of traditional patterns that focused, by necessity, on a human scaled pedestrian environment, were rejected in favor of transportation systems that increasingly focused on the needs of the automobile at the expense of other methods of transportation. By the end of the 20th century, communities realized the negative aspects of this unbalanced approach to mobility and began to re-balance their approaches to transportation.

Downtown Rochester was initially built and developed in the 19th century in a generally compact, walkable, human scaled pattern. The first horse-drawn streetcars began operating around 1860, electric streetcars in the 1890s, buses and the Rochester Subway in the 1920s. However, by the 1920s, and especially after 1945, attempts were made to impose a new auto-oriented transportation system on the old walkable, transit-served city. Building demolition for surface parking lots, street widening, one way streets, parking garages, and expressway construction caused great damage to downtown.

In the 21st century, Rochester’s downtown 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 and Urban Bikeway Design Guide. It is imperative that the city and its partners at Monroe County and New York State, move away from using vehicular level of service (LOS) and other vehicle-based measures as the primary metrics for evaluating urban street projects. A more holistic method that assesses all users must be developed and utilized.



Graphic credit: Reconnect Rochester

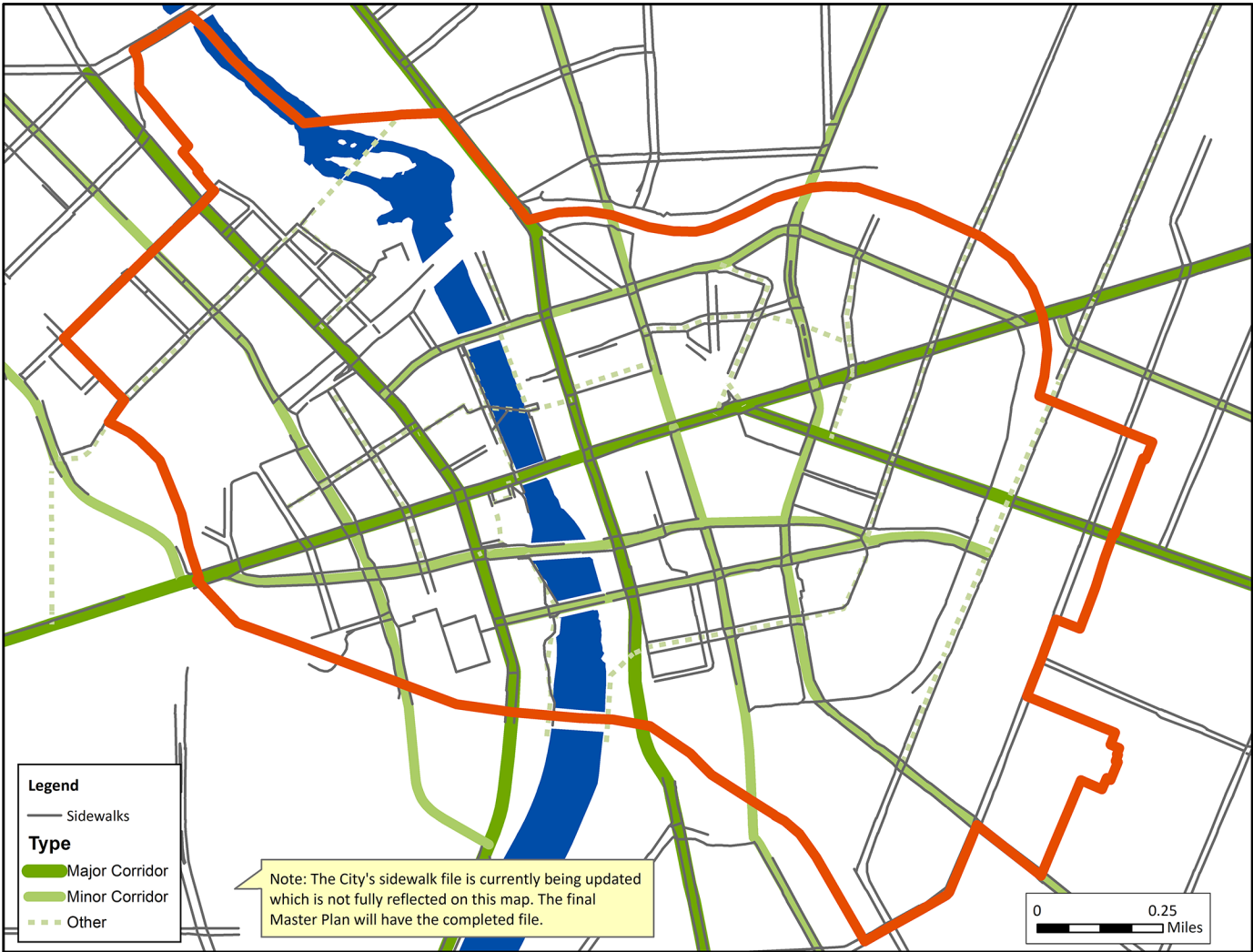
*Cities, especially densely built downtown areas must prioritize pedestrians, then transit and bicyclists, then automobiles in planning and building transportation infrastructure.*

## Walking

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. There are XX miles of sidewalk downtown and an average block size of XX. This makes it an inherently walkable area. However, expressway and railroad corridors, some 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, sidewalks, and trails is critical for year-round vehicular and pedestrian mobility in Rochester, one of the snowiest large cities in country.



*This map shows the sidewalk network, the major and minor pedestrian corridors identified in the 2012 Rochester Center City Circulation and Pedestrian Wayfinding Study, as well as other pedestrian corridors identified through the Center City Master Plan update process.*

*A frontage analysis was conducted for all the Pedestrian Corridors, assessing the quality of the adjoining parcels. Active first floor uses scored highest, blank walls and surface parking lots scored lowest.*

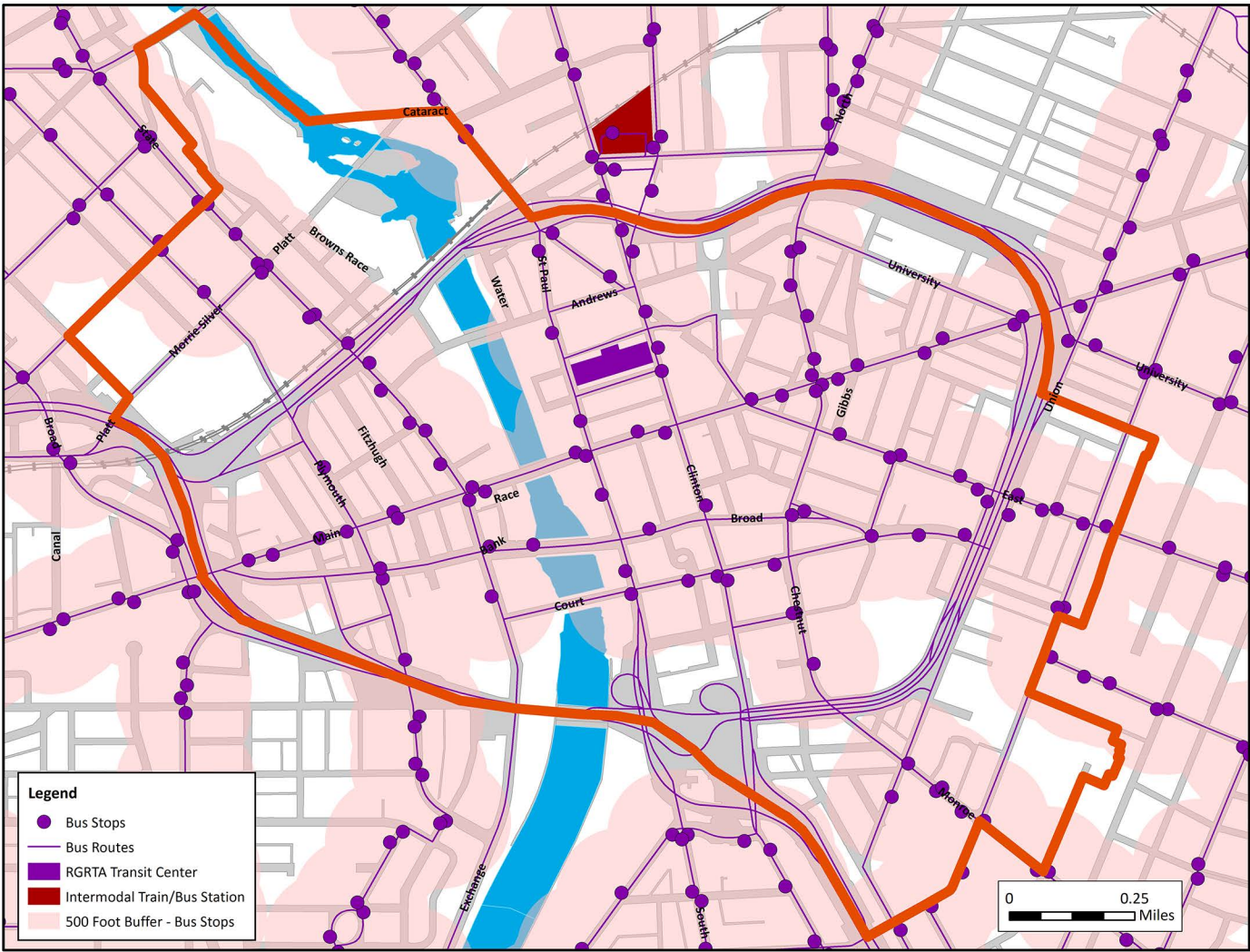
| Pedestrian Corridors and Scores: |                               |
|----------------------------------|-------------------------------|
| East Av. (7.5 out of 10)         | Andrews St. (5.1)             |
| Court St. (7.4)                  | North Clinton Av. (4.9)       |
| East Main St. (7.3)              | St. Paul St. (4.9)            |
| South Clinton Av. (6.5)          | Chestnut St./Monroe Av. (4.5) |
| West Main St. (6.2)              | South Ave. (4.5)              |
| East Broad St. (6.2)             | University Av. (4.4)          |
| Exchange St. (5.9)               | Plymouth Av. (3.8)            |
| State St. (5.5)                  | West Broad St. (3.4)          |



Transit

As the Rochester-Genesee Regional Transit Authority (RGRTA) completes its Route Optimization Study and assesses the new Transit Center, the city and RGRTA must work closely and collaboratively to continue to provide the transit options that allow for true mobility choices. This is especially critical in Center City where walking, bicycling and transit are best suited to serve

a dense urban environment. A downtown circulator, regardless of what entity might operate it, is also a key piece of mobility from both a transit and parking perspective. A circulator route, coordinated with satellite parking lots on the edges of downtown, is one way to address the challenges of parking private automobiles in a dense urban environment.

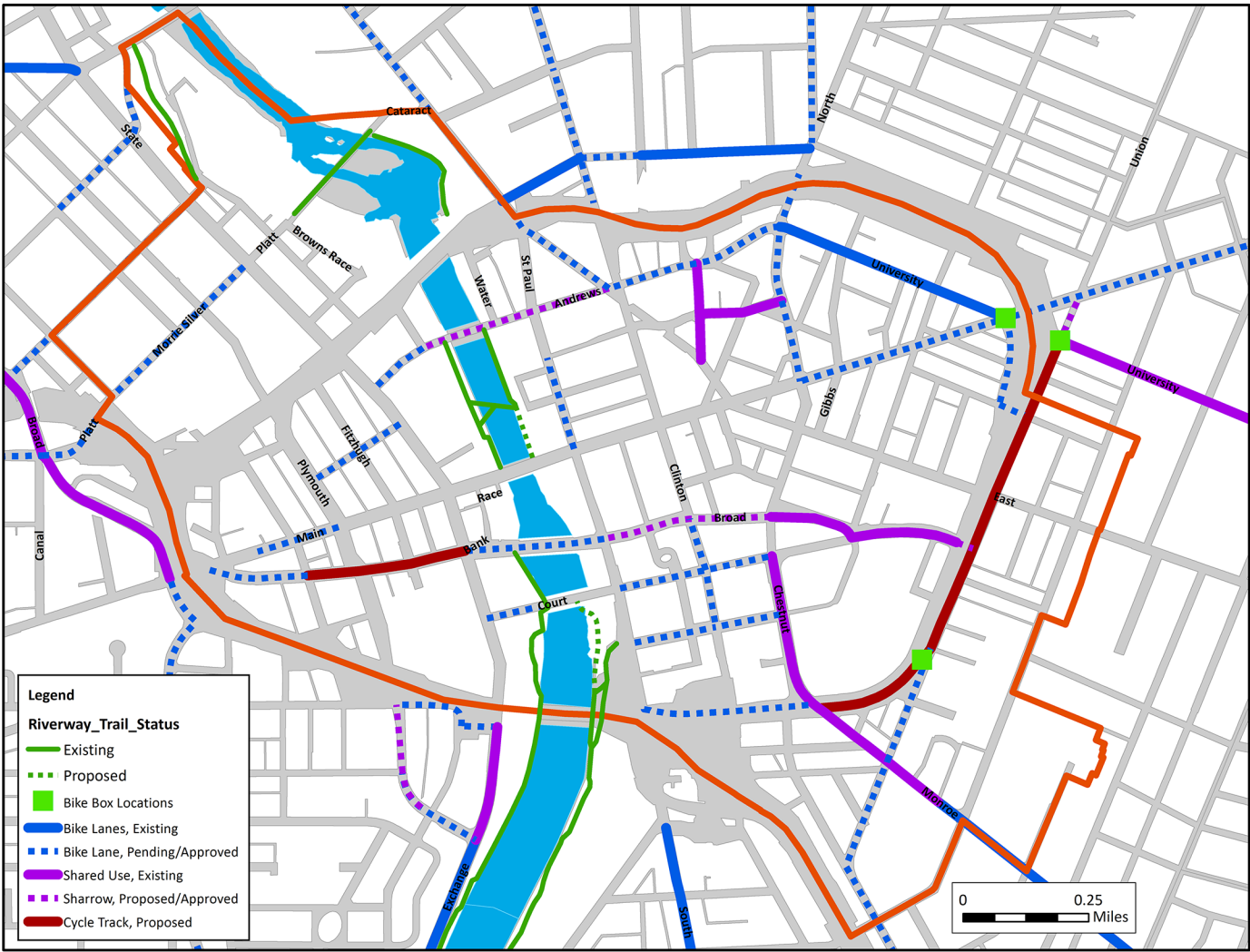


This map shows current (as of October 2014) bus stops and bus routes. The 500 foot distance from each bus stop (indicated by the pink circles) shows that almost all of downtown is within a short walk of a bus stop. The new RTS Transit Center, and the proposed Rochester Intermodal Transportation Center, at the site of the current train station, are also shown.

Bicycling

Downtown is situated on the Genesee Riverway Trail, one of the main corridors of the regional bicycling network. However, gaps in the trail in the downtown area remain and some existing trail segments downtown include stairs, creating greater for bicyclists than pedestrians. Closing these gaps is a priority, as is assuring full accessibility on existing sections (e.g. elimination of

stairs). The Riverway Trail is only one part of downtown bicycling infrastructure. The fully separated cycle track being built as part of the Inner Loop East Transformation Project should be a model for additional physically separated bicycle lanes. Bicycle corridors across downtown have been identified in the city's Bicycle Master Plan.



This map shows the existing Riverway Trail through downtown, as well as currently proposed segments. It also shows the growing network of on-street bike lanes, shared use lanes, and the two sections of proposed cycle track: two way bicycle paths running on streets but physically separated from vehicular traffic.



Vehicles

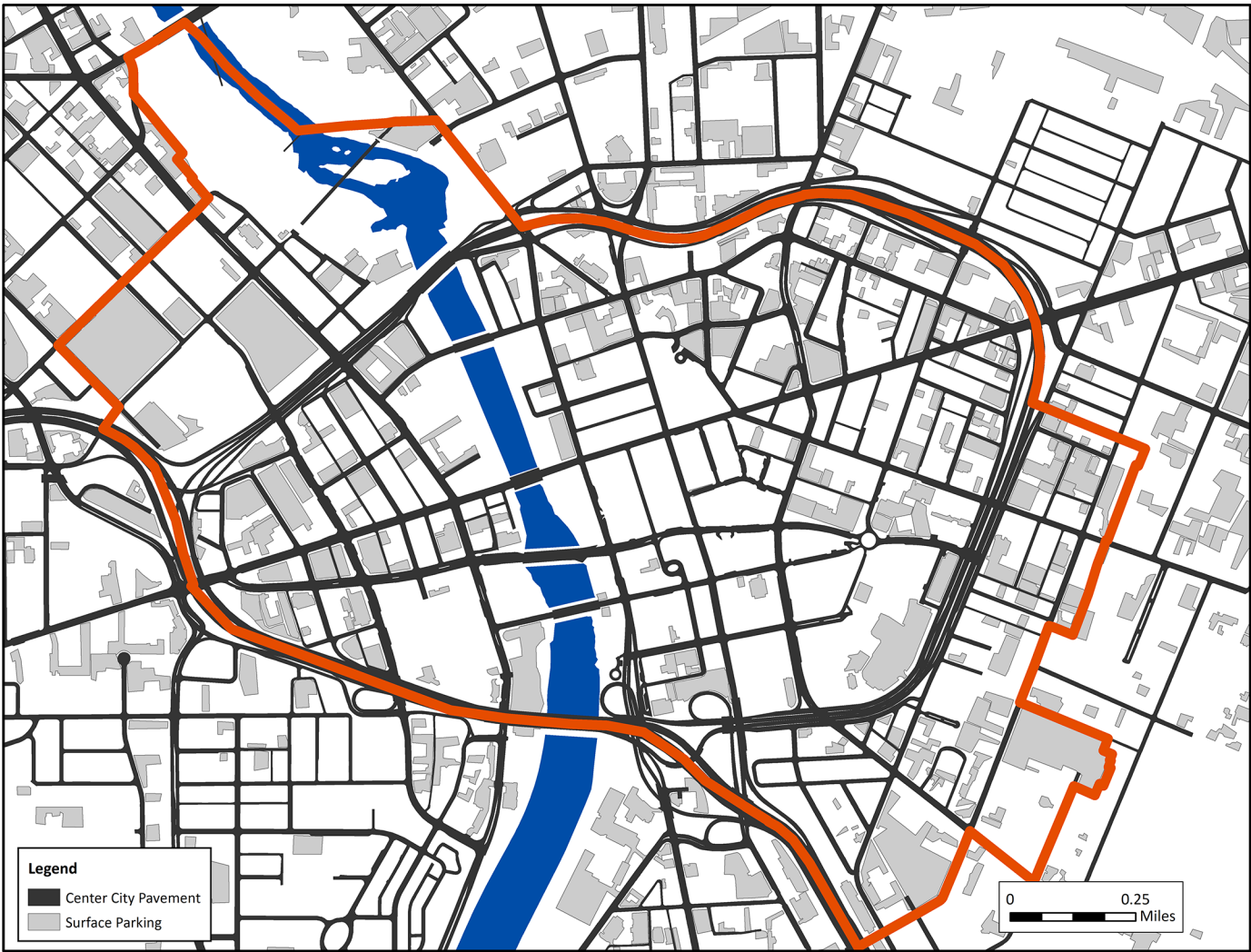
While national trends are beginning to show a decline in automobile use, especially amongst young people, and Rochester needs to move to a more balanced transportation system, the private automobile will remain for the foreseeable future. Accommodating vehicles in a way that does not negatively impact the urban fabric of downtown is critical. Streets should be low speed, and in some “shared use streets” such as Brown’s Race, very low speed. Narrow lanes, on-street parking, medians, and other elements can modify driver behavior with resorting to ticketing. First responders should assess their vehicles to ensure that large emergency vehicles are not

impacting street design with regard to lane widths and turning radii. As noted, street projects need a new, more balanced metric, to assess their utility.

Parking, and the perceptions of parking, remains a critical part of mobility and access. This must be balanced against the situation in Rochester where over 20% of the land area downtown is devoted to surface parking. A 2008 study counter approximately 24,600 off-street and 1,600 on-street parking spaces. This study only evaluated the area within the Inner Loop and a few areas immediately adjacent. Significant changes have occurred

since 2008, and with a portion of the Inner Loop being transformed into a city street, the geographic idea of what is downtown parking and what is not, is changing. Effective management of existing on and off-street parking is critical and this cannot be done without a comprehensive, updated analysis of downtown parking.

There is no one solution to the parking issue. Addressing it will take a variety of forms, from some new parking structures to more effectively utilizing parking on the downtown fringe, to employer paid transit passes, car sharing services, and even employer assisted, location-efficient housing purchases. Each of these solutions, however, has its own challenges, from financial to cultural, to address.



This map shows the network of streets and expressways (pavement) as well as surface parking lots. It shows the pattern of surface parking clustered around the periphery of downtown.



# Leverage Point 5: Places & Neighborhoods

Center City includes 12 neighborhoods or districts, identified in the 2012 Center City Wayfinding Study, each of which has a unique history and identity. Center City also includes 39 ‘intersections and gateways’ that have been identified in the Center City Wayfinding Study, the 2003 Center City Master Plan, the Vision 2000 Plan, and analysis by the Bureau of Planning and Zoning.

These intersections and gateways are the specific points where people often experience a ‘sense of place.’ As people move about the larger world, they will use, almost always subconsciously, points or nodes to navigate and form ‘mental maps’. Despite being a subconscious activity, these points form a person’s impressions of a place. Therefore, the quality these 39 points on the map is important for this human thought process.

East and Alexander is one example of this. For nearly 90 years, the Hiram Sibley and the Fitch buildings have faced each other across East Avenue and create a gateway where the mixed use buildings of Center City, built up to the sidewalk, transition to large residential and institutional structures with front lawns.



East Avenue and Alexander Street, looking west towards the Liberty Pole

Other gateways, such as State Street and the Inner Loop, are created by railroad or highway bridges and enhanced with signage and artwork.

As the city continues to evolve, the design of new de-



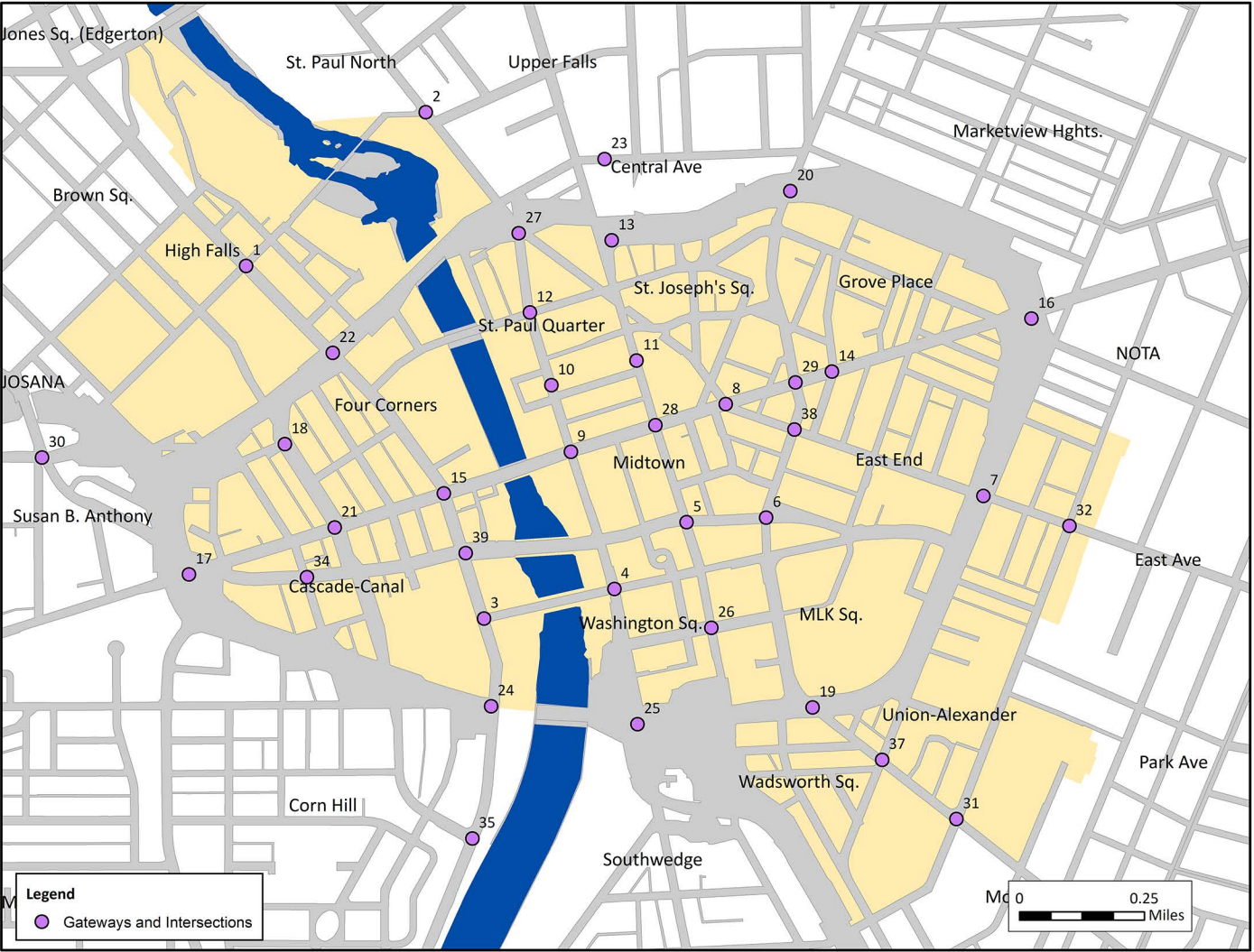
View looking southeast at the Liberty Pole, one of downtown’s key intersections where Main Street, East Avenue, and Franklin Street come together. Photo credit: Rochestersubway.com



Windsor Street in Grove Place, one of downtown’s twelve unique neighborhoods.

velopment at these gateways is particularly important. Detailed plans for these places should be developed and adopted as part of the revised zoning code. For both key intersections and gateways, any new infill development should reinforce the sense of place or sense of arrival with architectural features and very carefully address the public street at the ground floor level with entrances, transparency, and active uses. This concept was implemented recently at Monroe and Alexander, where the Earthlink building included an architectural feature that specifically addressed the intersection and first floor retail spaces to ensure activity along the street.

This map shows the 12 neighborhoods and districts within Center City, as well as some of the adjacent close-in neighborhoods. It also shows 37 of the 39 gateways and intersections (Allen/Brown and Goodman/Broadway are just off the map).



|                           |   |                           |    |                        |    |                   |    |
|---------------------------|---|---------------------------|----|------------------------|----|-------------------|----|
| Name                      |   | Transit Center/St. Paul   | 10 | Monroe/Chestnut/Howell | 19 | Allen/Broad       | 30 |
| State/Platt/Morrie Silver | 1 | Transit Center/Clin-ton   | 11 | North/Inner Loop       | 20 | Monroe/Union      | 31 |
| St. Paul/Cataract         | 2 | St. Paul/Andrews          | 12 | Main/Plymouth          | 21 | East/Alexander    | 32 |
| Exchange/Court            | 3 | Clinton/Joseph/Inner Loop | 13 | State/Inner Loop       | 22 | Allen/Brown       | 33 |
| South/Court               | 4 | Main/Gibbs                | 14 | Intermodal Station     | 23 | Washington/Broad  | 34 |
| Clinton/Broad             | 5 | Four Corners              | 15 | Exchange/490           | 24 | Exchange/Plymouth | 35 |
| Chestnut/Broad            | 6 | Anderson Park             | 16 | South/490              | 25 | Goodman/Broadway  | 36 |
| East/Union                | 7 | Main/490                  | 17 | Clinton/Woodbury       | 26 | Monroe/Alexander  | 37 |
| Liberty Pole              | 8 | Allen/Plymouth            | 18 | St. Paul/Inner Loop    | 27 | East/Chestnut     | 38 |
| Main/St. Paul             | 9 |                           |    | Main/Clin-ton          | 28 | Exchange/Broad    | 39 |
|                           |   |                           |    | Main/Chestnut          | 29 |                   |    |



# Leverage Point 6: Arts & Culture

Arts and culture are a significant part of the region’s quality of life and contribute to its economy. The arts have a long history in Center City: the first public art exhibit took place at the Ensworth Tavern at the Four Corners in 1820. Later, downtown would benefit greatly from George Eastman’s love of art and generous philanthropy with the establishment of the Rochester Philharmonic Orchestra, the Eastman School of Music, and the construction of Eastman Theater. Today there is a long and diverse group of arts and cultural organizations within Center City, from venerable institutions like the Rochester Philharmonic Orchestra to new grassroots initiatives like Wall\Therapy.

- Art is a valued part of the community for its own sake. But it contributes added benefits, especially downtown. Artists, art teachers, artisans, and designers are a key part of the downtown employment base. In addition, the art and cultural amenities of

downtown are often cited by visitors and residents as one of the reasons for visiting or moving downtown.

- The city should continue its support for arts and culture and actively seek additional ways to do so. This includes:
  - supporting, seeking, and providing financial support for arts and cultural organizations
  - supporting, seeking, and providing financial support for art venues and performance spaces of all sizes, both existing and proposed
  - requiring a percentage of public infrastructure spending be used for public art
  - seeking creative ways to make unused city space (e.g. underutilized parking garage retail spaces) available for artists
- regularly reviewing city regulations to ensure they are not creating obstacles on artists, art spaces, and performance venues



Rochester Philharmonic Orchestra. Photo credit: Kurt Brownell Photography (WXXI)



Exhibit at RoCo (Rochester Contemporary Art Center)



Trombone Shorty at the Xerox Rochester International Jazz Festival. Photo credit: Upstatelive.com



Downtown inspires all forms of artistic expression. Photo credit: RocPX (RDDC)



Public Art: Mural by HERAKUT that is part of “The Giant Storybook Project.” Completed with help by the Wall\Therapy team.



Public Art: ‘Genesee Passage’ by Albert Paley



Matthew Witten at Greentopia Festival, High Falls. Photo credit: hardhittinmattwitten.com



# Leverage Point 7: Connecting

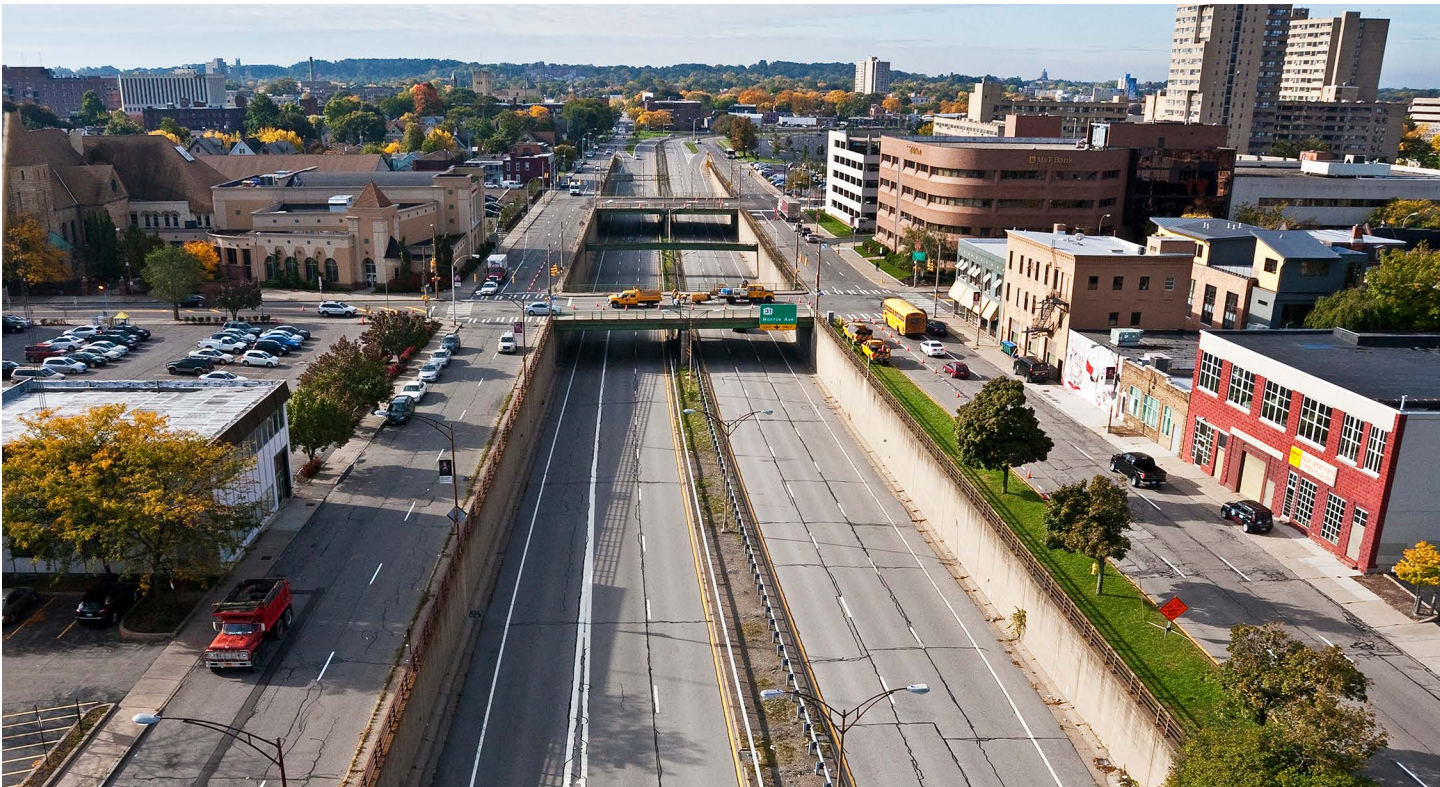
Community building and development changed dramatically in the mid-20th century in the United States. Centuries of traditional building patterns that focused, by necessity, on a human scaled pedestrian environment, were rejected in favor of building patterns that focused on large scale landscapes designed 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 re-connect the urban fabric. A variety of projects, ranging in size and scope, are furthering that goal:

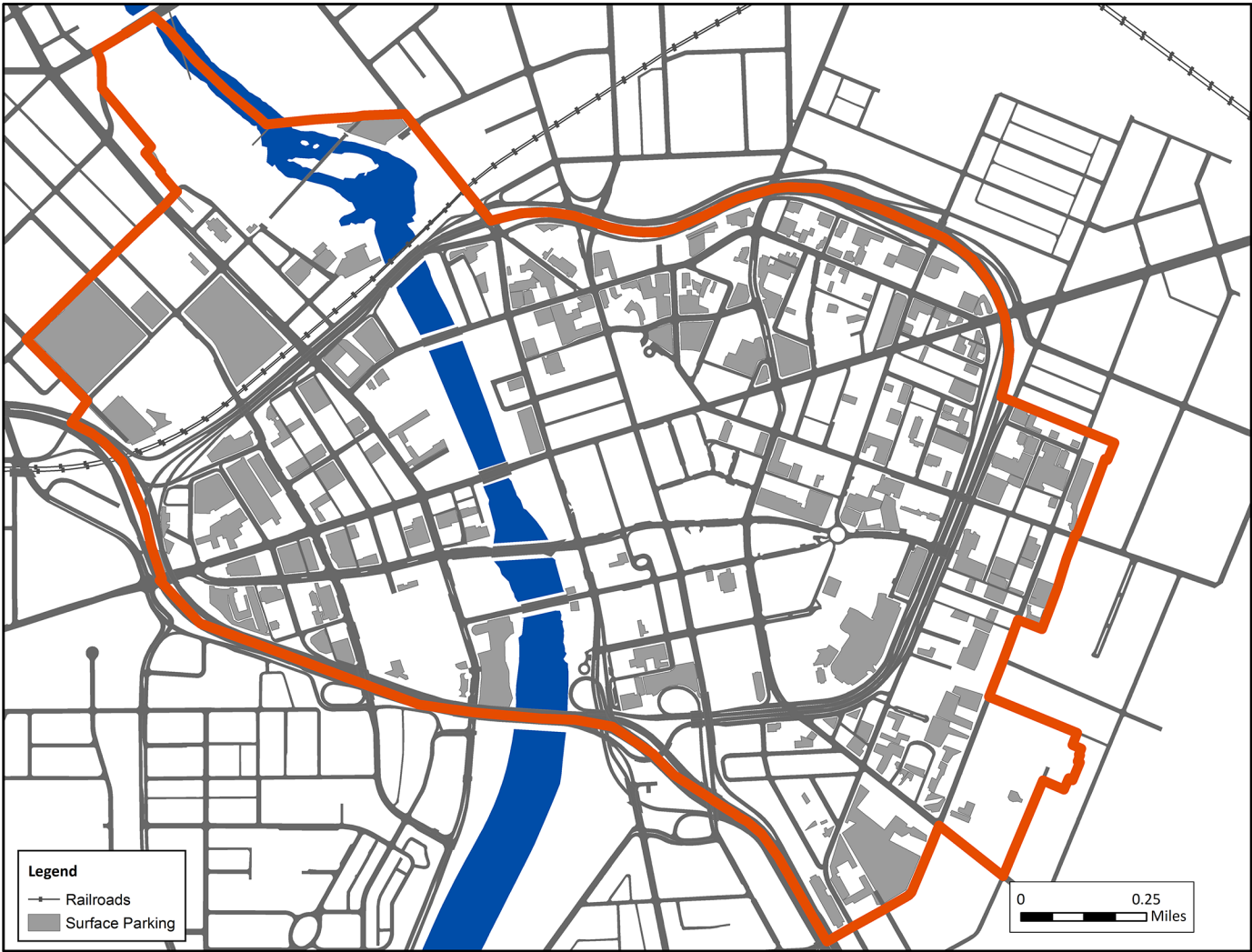
- the Inner Loop East Transformation Project
- the new street grid at the Midtown site
- renovation of Genesee Crossroads Park West/ Charles Carroll Plaza
- individual infill buildings on surface parking lots like 116 West Main Street
- the restoration of active first floors like 480 East Main Street

The city has a role in advancing and supporting both large and small scale repair projects, and ensuring that projects under its review authority further the goal of repairing the urban fabric. Funding for large projects may be more difficult to obtain. Small scale, incremental infill projects by small developers will be part of the continued repair of Center City.

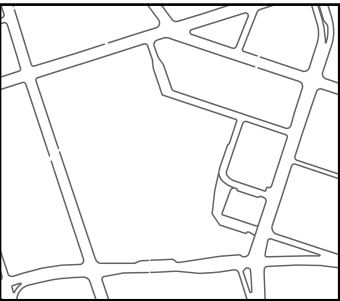


The Inner Loop looking south, showing the East Avenue and Broad Street bridges. This shows the moat-like impact of the Inner Loop Expressway and the barrier it creates in the urban landscape. The Inner Loop East Transformation Project will soon replace this expressway with a new Union Street and 8 acres of new development lands, reconnecting the neighborhoods on either side. Photo credit: Stantec

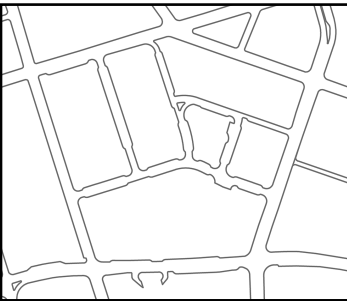
This map shows the 12 neighborhoods and districts within Center City, as well as some of the adjacent close-in neighborhoods. It also shows 37 of the 39 gateways and intersections (Allen/Brown and Goodman/Broadway are just off the map).



116 West Main Street. This infill development on what had been a surface parking lot greatly enhances this key intersection and helps connect parts of downtown by repairing a hole in the urban fabric.



Midtown Site before: A superblock of over 6 acres creates a barrier in the center of downtown.



Midtown Site after: The superblock is broken down into four smaller blocks with a new street grid, providing greater connectivity and reducing the barrier to movement, especially pedestrian movement.



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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.

**A: City Projects**

Street and Sidewalk Infrastructure  
*Capital improvements to city-owned infrastructure within the public right-of-way*

**B: 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*

**C: 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*

**D: City Studies**

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

**E: City Policy Changes**

City regulatory or other policy change  
*Changes to existing code language, laws, or other city policies*

**F: Other Public Projects**

County, State, or other Public Entity project  
*Projects undertaken by other levels of government or public authorities*

**G: Utility Projects**

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*

**H: 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*

**I: Broad Based Initiatives**

Projects that require multiple areas of support  
*Projects requiring a combination of public and private sector initiatives*

Note: Actions in **bold** are also in the City’s 2014-2015 Capital Improvement Plan (CIP) and are cross referenced.

Actions: Category A

City Projects: Street and Sidewalk Infrastructure

|   | Geography                           |                                     |                                     | Fundamental Concept                 | Leverage Points                     |                                     |                                     |                                     |                                     |                          |                                     |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|   | Regional Center                     | City Center                         | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement                       | 3. Heritage                         | 4. Mobility and Transportation      | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 1. Complete Inner Loop East Transformation Project. (E-1, 2014-2015)  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Main Street Streetscape and Pedestrian Wayfinding Enhancement Project. (E-1, 2015-2016)  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. South Union and Broadway reconstruction, Monroe to South Goodman (T-1, 2018-2019)  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 4. Woodbury Boulevard/Park Avenue connector   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5. Center City Pedestrian Wayfinding System   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 6. Complete Two-Way Conversion of St. Paul/South and Clinton south of Main Street   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 7. Improve Broad Street Bridge/Erie Canal Aqueduct with new lighting, railings, sidewalks, cycle track, etc. [need final wording from DES]    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| 8. Construct Church Street on city-owned land between Scott Alley and Plymouth Avenue (either as a full street or a pedestrian only corridor) | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 9. Extend Church Street west of Scott Alley to Washington Street (either as a full street or a pedestrian only corridor)                      | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 10. Aqueduct Street area improvements [need project status/final wording from DES]  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Actions: Category A

City Projects: Street and Sidewalk Infrastructure

|   | Geography                |                          |                                     | Fundamental Concept                 | Leverage Points                     |                          |                                     |                                |                                     |                          |                                     |
|---|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|--------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|   | Regional Center          | City Center              | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement            | 3. Heritage                         | 4. Mobility and Transportation | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 11. Improve Main Street/I-490 gateway with aesthetic improvements to I-490 bridge. These can be stand alone features adjacent to the bridge.  | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 12. Renovate Blue Cross Arena. Renovations should provide active uses, such as food service, along the east side and allow the building to better leverage its waterfront location.                                 | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 13. Renovate/Expand Riverside Convention Center. Renovations should ameliorate the blank wall along the South Avenue side and provide for continuous public waterfront access between Main Street and Broad Street. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Actions: Category B  
City Projects: Park and Trail Infrastructure

|   | Geography                |                                     |                                     | Fundamental Concept                 | Leverage Points                     |                          |                                     |                                     |                                     |                          |                                     |
|---|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|   | Regional Center          | City Center                         | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement            | 3. Heritage                         | 4. Mobility and Transportation      | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 1. Complete gaps in Genesee Riverway Trail, especially between Broad and Main and Inner Loop and High Falls area  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Complete all phases of Erie Harbor Park improvements, including trail connection behind Dinosaur BBQ to Court Street (O-3, 2014-2015, 2015-2016)   | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Renovate Riverway trail between Upper Falls Terrace Park and Pont de Rennes/Platt Street Bridge (S-1, 2015-2016, 2016-2017)  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 4. Downtown park improvements. Continue/completed improvements to Martin Luther King Memorial Park, Charles Carroll/Genesee Crossroads Park and Cornerstone Park (S-4, 2015-2016, 2016-2017) (M-7, 2014-2015, 2015-2016). Initiate improvements to Washington Square and Wadsworth Square improvements. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5. Construct pedestrian bridge crossing Genesee River south of Frederick Douglass-Susan B. Anthony Bridge to connect Corn Hill and South Wedge neighborhoods  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 6. Reconfigure/expand St. Joseph’s Park to better utilize the historic church ruin structure  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |
| 7. Expand/enhance Heritage Trail  | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |

Actions: Category B  
City Projects: Park and Trail Infrastructure

|  | Geography                |                          |                                     | Fundamental Concept                 | Leverage Points                     |                          |                                     |                                     |                                     |                          |                                     |
|--|--------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|  | Regional Center          | City Center              | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement            | 3. Heritage                         | 4. Mobility and Transportation      | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 8. Enhance access to the river in the High Falls District, including a new pedestrian bridge at the brink of the falls. Implement recommendations of the High Falls Pedestrian Access Improvement Study. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 9. Construct bicycle/pedestrian connection from the Monroe/Chestnut/Howell intersection to the Riverway Trail.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> |



Actions: Category C  
City Projects: City Owned Land or Space

|  | Geography<br>Regional Center<br>City Center<br>River and Street |   |   | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |   |   |   |   |   |   |
|--|---|---|---|--|--|---|---|---|---|---|---|
| 1. Make city owned vacant land available for development.  | ■   | ■ | ■ | ■  | □  | □ | □ | □ | ■ | □ | ■ |
| 2. Ameliorate the blighting influence that parking garage exterior walls have on the adjacent public realm. (M-7, 2014-2015)   | □   | □ | □ | ■  | ■  | □ | □ | ■ | ■ | □ | ■ |
| 3. Short term, temporary development at Midtown Parcel 5. This development would be in temporary structures such as shipping containers, sheds, and/or food trucks. (E-1, 2014-2015) | □   | □ | ■ | ■  | ■  | □ | □ | □ | ■ | □ | ■ |
| 4. Determine how to make under-utilized city owned spaces (vacant retail space in parking garages) available for artists, retail, or other active uses                               | □   | □ | □ | ■  | ■  | □ | □ | □ | ■ | ■ | ■ |
| 5. Support food trucks with on-street locations. Continue to evaluate food truck and other forms of temporary retail and revise regulations as necessary.                            | ■   | ■ | □ | ■  | ■  | □ | □ | □ | ■ | □ | ■ |

Actions: Category D  
City Studies

|  | Geography<br>Regional Center<br>City Center<br>River and Street |   |   | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |   |   |   |   |   |   |
|--|---|---|---|--|--|---|---|---|---|---|---|
| 1. Conduct detailed study of the Main Street corridor to determine the street layout (lane widths and configuration), and details of additional changes to sidewalks, curbs, streetlights, trees, benches, crosswalks, and other public realm details. | □   | ■ | ■ | ■  | ■  | □ | □ | ■ | ■ | □ | ■ |
| 2. Advance Inner Loop Transformation Phase 2. Study options for reconfiguring expressway in two sections: between Charlotte Street to North Clinton Avenue and North Clinton Avenue to North Plymouth Avenue.  | □   | ■ | □ | ■  | ■  | □ | □ | ■ | ■ | □ | ■ |
| 3. Intersection and Gateway Plans. Study and key intersections and gateways. Develop regulating plans (adopted into the zoning code) for each one  | □   | □ | ■ | ■  | ■  | □ | □ | □ | ■ | □ | ■ |
| 4. Priority Development Pre-Approval. Develop market-based development concept plans for priority development sites. Perform GEIS and conceptual site plan approval to streamline future development process   | ■   | ■ | ■ | ■  | ■  | □ | □ | □ | ■ | □ | ■ |
| 5. Center City Heritage Plan. Definitively identify, map and highlight all levels (Designated Buildings of Historic Value (DBHV), National Register, Local Landmark, etc.) of heritage buildings in Center City  | ■   | ■ | ■ | ■  | □  | □ | ■ | □ | ■ | ■ | ■ |
| 6. Study the possibility of a new National Register Historic District along West Broad Street (Erie Canal)   | □   | □ | □ | ■  | □  | □ | ■ | □ | ■ | □ | □ |

Actions: Category D  
City Studies

|  | Geography<br>Regional Center<br>City Center<br>River and Street |                                     |                                     | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |                                     |                                     |                                     |                                     |                                     |                                     |
|--|---|-------------------------------------|-------------------------------------|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 7. Downtown Views Analysis. Study views and termination points and adopt enhanced design standards for these areas   | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 8. University-Andrews Public Realm Plan. 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. | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 9. St. Joseph’s Square Circulation and Access Study. Research options for the street and sidewalk network north of the Sibley Building, including former Bittner Street alignment  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 10. Downtown Median and Pedestrian Crossing Study. Identify locations where planted medians and/or pedestrian refuge island would calm traffic, enhance walkability, and improve aesthetics.   | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 11. Shared Street Analysis. Study which downtown streets would be candidates for eventual reconstruction as shared use spaces  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 12. Update 2008 Downtown Parking Study   | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 13. Review all Center City Urban Renewal Districts, map districts, and compile Urban Renewal Plans   | <input type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 14. Study future use of Centers at High Falls space  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

Actions: Category E  
City Policy Changes

|   | Geography<br>Regional Center<br>City Center<br>River and Street |                                     |                                     | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |                                     |                                     |                                     |                                     |                                     |                                     |
|---|---|-------------------------------------|-------------------------------------|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1. Revise Chapter 120 (Zoning) to streamline and simplify land use codes, provide greater regulatory protection where necessary, support a critical mass of retail uses, allow flexibility where appropriate for temporary uses, review Center City zoning district boundaries. | <input type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Revise, update, and utilize Chapter 78 of the City Code, to more effectively regulate downtown parking lots  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 3. Create an Active Transportation Advisory Committee   | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 4. Adopt and publicize a street design policy so that elected officials, members of the public, and all city staff understand the design process for street projects.   | <input type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 5. Develop a new metric for evaluating street projects that prioritizes users based on the type of street and type of neighborhood and ends the use of vehicular Level of Service (LOS) as the dominant metric by which street projects are evaluated.                          | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 6. Revise Chapter 128 (Subdivision) so that street design standards in it are consistent with street design policy.   | <input type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 7. Correct ROW mapping issues where needed, particularly in the Clinton-Andrews-Bittner area, the Joseph-Cumberland area, and Broadway-Lawn areas   | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 8. Develop Center City Public Art Program   | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

Actions: Category E  
City Policy Changes

|  | Geography<br>Regional Center<br>City Center<br>River and Street | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |
|--|---|--|--|
| 9. Utilize Tax Increment Financing (TIF) or PILOT financing for public improvements  | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 10. Build on the public interest in commemorating notable Rochesterians by naming currently unnamed or indistinctively named places                | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 11. Enhance the existing Neighborhood Service Center (NSC) structure and create a fifth NSC service area to focus on the unique needs of downtown. | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 12. Re-establish coordination between the development of the city’s Capital Improvement Plan (CIP) and other planning initiatives                  | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 13. Establish a regular, periodic review schedule for the Center City Master Plan.   | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |

Actions: Category F  
Other Public Projects

|   | Geography<br>Regional Center<br>City Center<br>River and Street | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |
|---|---|--|--|
| 1. The new Intermodal Transit Center (train and long distance bus station) must have clear, direct, and efficient pedestrian, local transit, and bicycle connections to the downtown core | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 2. Renovations for former Kodak office building and parking area for Monroe Community College should create an active uses along both sides of Morrie Silver Way                          | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 3. Continue to enhance marketing and promotion of transit. Implement Transportation Demand Management (TMD) Program for Center City   | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 4. Establish Center City Circulator (initially bus, but study options for conversion to streetcar)  | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |
| 5. Relocate regional state offices (NYSDOT, NYSDEC, etc.) to downtown   | <div><div></div><div></div><div></div></div>                    | <div><div></div></div>                   | <div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>   |



Actions: Category G  
Utility Projects

|  | Geography                           |                                     |                                     | Fundamental Concept                 | Leverage Points                     |                          |                                     |                                     |                                     |                          |                                     |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|  | Regional Center                     | City Center                         | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement            | 3. Heritage                         | 4. Mobility and Transportation      | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 1. Redevelopment of the Beebe Station site must result in a positive contribution to High Falls and the Genesee River Gorge. Public access to the gorge floor and Genesee River is a high priority (see also High Falls Pedestrian Access Improvement Study) | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. New infill development on RG&E Front Street site, including extension of Genesee Riverway Trail   | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Add district cooling to Rochester District Heating cooperative services   | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/> | <input type="checkbox"/>            |

Actions: Category H  
Private Development

|  | Geography                           |                                     |                                     | Fundamental Concept                 | Leverage Points                     |                                     |                                     |                                |                                     |                          |                                     |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------|-------------------------------------|--------------------------|-------------------------------------|
|  | Regional Center                     | City Center                         | River and Street                    | Live. Work. Visit                   | 1. Public Spaces                    | 2. Engagement                       | 3. Heritage                         | 4. Mobility and Transportation | 5. Places and Neighborhoods         | 6. Arts and Culture      | 7. Connecting                       |
| 1. Redevelop and/or repurpose vacant buildings.  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2. Construct new infill structures on surface parking lots and vacant lots, especially along pedestrian corridors. New construction with active first floors will fill these gaps and help reconnect the urban fabric, create continuous corridors of activity.                          | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Reconfigure/renovate existing buildings with inactive first floors (blank walls) to create new, active facades  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 4. Work with Radisson Hotel to enhance waterfront gathering space/outdoor seating  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5. Continue to eliminate second floor skyways on primary pedestrian corridors as buildings are redeveloped. Exception: hotel connections to Convention Center. However, as buildings are renovated, underground connections should be explored, especially for the Main Street crossing. | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>       | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            |

Actions: Category I  
Broad Based Initiatives

|   | Geography<br>Regional Center<br>City Center<br>River and Street |                                     |                                     | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |                                     |                                     |                                     |                                     |                                     |                                     |                                     |
|---|---|-------------------------------------|-------------------------------------|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 1. Develop a detailed and pragmatic retail strategy   | <input type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 2. Support the formation of the downtown business improvement district (BID)  | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Continue to pursue support for 2009 Historic Erie Canal Aqueduct and Broad Street Corridor Master Plan as a long term vision.  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| 4. Partner with the Garden Aerial organization and develop further public access to the Genesee River Gorge floor and High Falls. (see also High Falls Pedestrian Access Improvement Study) | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 5. Create an appropriate setting for City Hall with a new building and public open space at the corner of State and Church  | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 6. Continue to engage the development community and RGRTA on supporting center city development and mobility with transit   | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 7. Continue to engage the development community to address parking concerns, and support center city development and mobility with alternatives to dedicated parking spaces                 | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 8. Work to support continued Historic Tax Credits at both State and Federal level.  | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |

Actions: Category I  
Broad Based Initiatives

|  | Geography<br>Regional Center<br>City Center<br>River and Street |                                     |                                     | Fundamental Concept<br>Live. Work. Visit | Leverage Points<br>1. Public Spaces<br>2. Engagement<br>3. Heritage<br>4. Mobility and Transportation<br>5. Places and Neighborhoods<br>6. Arts and Culture<br>7. Connecting |                                     |                                     |                                     |                                     |                                     |                                     |
|--|---|-------------------------------------|-------------------------------------|--|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| 9. Advance legislation requiring public art inclusion in all public projects   | <input type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| 10. Support efforts to establish a youth hostel  | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/>      | <input type="checkbox"/>   | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 11. Engage Chase regarding the revitalization and re-configuration of the open space and underground retail space at the southwest corner of Main and Clinton    | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input type="checkbox"/>            | <input type="checkbox"/>            | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |
| 12. Establish a “small starts” program: three to five grants on the order of \$10,000-\$20,000 each to small developers and/or non-profits to kickstart projects | <input checked="" type="checkbox"/>                             | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 13. Engage building owners and encourage the exterior illumination of downtown structures  | <input type="checkbox"/>  | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/>      | <input checked="" type="checkbox"/>  | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input checked="" type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/>            |



## **Acknowledgements:**

Mayor Lovely A. Warren

Rochester City Council

Commissioner Delmonize Smith

Current and former staff of the Bureau of Planning and Zoning

Center City Master Plan Update, City-wide interdepartmental review committee

Neighborhood Service Center Administrators

### **Other Organizations:**

*Community Design Center-Rochester*

*Genesee/Finger Lakes Regional Planning Council*

*Genesee Transportation Council*

*Landmark Society of Western New York*

*Reconnect Rochester*

*Rochestersubway.com*

*Rochester Downtown Development Corporation*

*Rochester Genesee Regional Transportation Authority*

*RocPX (photography)*

*SUNY Geneseo*

*SWBR Architects*

*Visit Rochester*

*Winn Development*

The thousands of interested citizens who took the time to answer surveys, attend meetings, and provide input for this plan