

EAST MAIN ARTS & MARKET INITIATIVE



NOVEMBER 2015



Financial assistance for the preparation of this report was provided by the Federal Highway Administration through the Genesee Transportation Council. The City of Rochester is solely responsible for its content and the views and opinions expressed herein do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

GTC's Commitment to the Public

The Genesee Transportation Council assures that no person shall, on the grounds of race, color, national origin, disability, age, gender, or income status, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. GTC further assures every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

En Español

El Consejo Genesee del Transporte asegura completa implementación del Título VI de la Ley de Derechos Civiles de 1964, que prohíbe la discriminación por motivo de raza, color de piel, origen nacional edad, género, discapacidad, o estado de ingresos, en la provisión de beneficios y servicios que sean resultado de programas y actividades que reciban asistencia financiera federal.

Prepared For:
City Of Rochester Department Of
Neighborhood & Business Development



City of Rochester, NY
Lovely A. Warren, Mayor

Prepared By:

Sam Schwartz Engineering D.P.C.

_INTERFACE STUDIO LLC



H2

ACKNOWLEDGEMENTS

Erik Frisch | Project Manager

City Representatives

Jason Haremza | Planning & Zoning

Kevin Kelley | Business & Housing Development

Project Advisory Committee

Thomas Polech | Monroe County DOT

Richard Perrin | Genesee Transportation Council

Crystal Benjamin-Bafford | Regional Transit Service

John Urlaub | Market District Business Association

Aaron Metras | Neighborhood of the Arts (NOTA) Business Association

Martin Pedraza | Collective Action Project

Corean Finn | Garson-Peck-4th-Hayward Association (GP4H)

Dorothy Parham | East Main - Mustard Association (EMMA)

Larry O'Heron | NOTA Neighborhood Association

Evan Lowenstein | Public Market / NOTA

Annmarie Van Son | Prince-Alexander-Champeney-Kenilworth (PACK)

Joe DiFiore | Beechwood

Consultant Team

Sam Schwartz Engineering

Mike Flynn, AICP

Ben Rosenblatt, CFA

Rachel Beer

Po Sun

Interface Studio

Mindy Watts, AICP

Ashley DiCaro, LEED AP

EDR

Jane Rice, AICP, JD

Andrew Obernesser, AICP

Andrew Britton, RLA

Joseph Falco, RLA

H Squared Marketing & Communications

Helen Hogan

Thank you to the participants in the Focus Group interviews and one-on-one interviews, and to the many members of the public who attended the Public Workshops and participated online.

A special thanks to the hosts for the Project Advisory Committee meetings and Public Workshops: Rohrbach Brewing, Southeast Neighborhood Service Center, Cross of Christ Deliverance Temple, and School of the Arts.

EAST MAIN ARTS & MARKET INITIATIVE

TABLE OF CONTENTS

	EXECUTIVE SUMMARY _____	1
I.	PROJECT PURPOSE, BACKGROUND & PROCESS _____	7
II.	EXISTING & FUTURE CONDITIONS _____	21
III.	GUIDING PRINCIPLES FOR ALTERNATIVES ANALYSIS _____	47
IV.	ALTERNATIVES: TRANSPORTATION _____	55
V.	ALTERNATIVES: DEVELOPMENT _____	71
VI.	ALTERNATIVES: NEIGHBORHOOD BRANDING _____	79
VII.	FINAL RECOMMENDATIONS _____	85
	A. TRANSPORTATION _____	85
	B. DEVELOPMENT _____	95
	C. NEIGHBORHOOD BRANDING _____	98
VIII.	IMPLEMENTATION & NEXT STEPS _____	107
IX.	APPENDIX _____	111

EXECUTIVE SUMMARY

PROJECT INTRODUCTION

The purpose of the East Main Arts & Market Initiative and the resulting plan, as specified by the City of Rochester, is to “identify multi-modal circulation, access, and parking improvements along with recommendations for land use development, streetscape enhancements, and community branding, as well as strategies to promote housing opportunities in the areas immediately east of Rochester’s Center City, which adjoin both the Neighborhood of the Arts and the Public Market/Marketview Heights.” In this sense it is a truly multi-disciplinary effort, comprehensive in scope but not a formal comprehensive plan or master plan.

The project’s Study Area spans several diverse neighborhoods that all have strong proximity to Downtown Rochester, transit connections, and a multitude of local and regional cultural destinations, from the Rochester Public Market to theaters, art galleries, and creative production spaces. However, those neighborhoods and destinations are poorly connected to each other due to the physical and psychological barriers presented by East Main Street and the railroad tracks, and much of the Study Area has not harnessed the value of all of these assets, whether for existing residents or in terms of attracting new economic development. The fundamental goal of this project, then, is to improve connectivity in the area in tandem with thoughtful development so as to realize the neighborhood’s potential as a vibrant live/work/create community and destination within the Rochester region and beyond.

EXISTING CONDITIONS

The spine of the Study Area is East Main Street, an arterial roadway that begins approximately 1.5 miles east of the Study Area and continues west to downtown Rochester and beyond. It typically features two to three travel lanes in each direction along with a center turn lane. The speed limit on East Main Street is 30mph, however motorists routinely exceed the posted speed limit due in part to the street’s geometry. East Main Street includes little to no traffic calming, streetscape enhancements, or dedicated bicycling facilities.

The intersection of East Main Street and North Goodman Street was identified as one of the most problematic within the Study Area. It is heavily traveled by motorists and features double right-turn lanes from North Goodman Street southbound (to East Main Street westbound) and double left turn lanes from East Main Street eastbound (to North Goodman Street northbound). The intersection sits at the base of a bridge over railroad tracks that cut through the Study



Project Elements
Source: Interface Studio

Area. Further north, North Goodman Street’s intersection with Webster Avenue and Garson Avenue is a complex, five-legged layout operating with three signal phases. It possesses a good deal of excess roadbed and an existing triangular traffic island, as well as a small park on its northern edge.

Today, vehicular traffic is generally well accommodated given the urban context, with all key intersections currently operating at a vehicular level of service (VLOS) of C or better. However, while the Study Area possesses a number of generally walkable side streets, most of the main streets – i.e. the key streets that people want to walk along or across – are less friendly to pedestrians. The Study Area also faces a shortage of bicycle facilities and bicycle connections within and outside of it are limited. East Main Street and parts of North Goodman Street are multi-lane arterials that lack any markings or physical protection for bicyclists, rendering them off-limits to a majority of users. The Study Area faces a relative lack of quality open space and there are limited opportunities to use sidewalks and streets for anything but through movement. Streets do not have much, if any, public seating or plazas to offer passive social and recreational opportunities, and the road network is geared almost exclusively toward the automobile. While there is generally a large amount of off-street surface parking in the Study Area, regional attractions like the Public Market and Main Street Armory still cause parking shortages on local streets while nearby private lots sit underused.

Many arts and cultural destinations, creative production spaces, and public art amenities are located within the Study Area. The Rochester Public Market has operated at its current location since 1905, and is surrounded by the larger Market District, which is home to an exciting array of local businesses. Other neighborhoods such as the Neighborhood of the Arts, EMMA, GP4H, PACK, Marketview Heights, and Beechwood feature various small- and large-scale arts and cultural destinations.

Approximately 60% of the properties in the East Main Arts & Market Initiative Study Area are residential. The second most common land use in the Study Area is vacant land, comprising 15% of all parcels (180 properties). Outside of the Public Market, commercial, auto, and mixed use properties are located predominantly along the Study Area's main corridors,

East Main Street and North Goodman Street. Together, the commercial, auto, and mixed use properties account for 11% of all properties (133) and 22% of total parcel area. Most large industrial properties abut the railroad tracks, contributing to the barrier that they create between neighborhoods and amenities in the Study Area. The six neighborhoods that meet in the vicinity of East Main Street and North Goodman Street each have their own sense of identity, and some, like NOTA and Beechwood, have established graphic identities or brands as well. In addition to the many neighborhoods that call the Study Area home, the area's regional destinations such as the Rochester Public Market and host of arts and cultural venues also contribute to the local vibe, but at present, there is no unifying thread to connect the unique mix of neighborhoods and destinations within the East Main Arts & Market Initiative area.



Figure 1. Study Area Boundaries
Source: Interface Studio

PUBLIC AND STAKEHOLDER ENGAGEMENT PROCESS

The East Main Arts & Market Plan was developed over the course of a yearlong process, beginning in November 2014. The effort took place in three overall phases: Current & Future Conditions Analysis; Formation of Alternatives; and Draft and Final Plans. A robust, multifaceted public and stakeholder involvement strategy was woven throughout the process. A critical objective of the planning process was to create an open and transparent platform for the public and other stakeholders – from residents to businesses, artists and visitors – to provide meaningful input into the direction of the project and the ultimate recommendations. This was accomplished through a three-stage process: 1) Early guidance from the Project Advisory Committee and Focus Groups on the key issues, challenges and opportunities that the project should explore; 2) A first round of public input leading directly to the Alternative Concepts that were developed and the criteria by which they were evaluated; and 3) A second round of public input to rank the alternatives, prioritize the evaluation criteria, and provide more detailed feedback on the specific features of the alternatives. Through this process, public input very directly and transparently shaped the final plan.



Public meeting input process. Source: Interface Studio

PROJECT GOALS AND ALTERNATIVES SCORING

Through a combination of input from the Project Advisory Committee, focus groups, and the general public, ten project goals were formulated to guide the analysis of potential alternatives (see list below). Then, a series of alternative concepts for transportation, development, and branding

were developed based on the first phase of research and public input, which included: a review of existing plans and projects; the first two Project Advisory Committee meetings; the first Public Open House meeting, several Focus Group meetings, and a review of existing best practices in live/work/create neighborhoods.

See Chapters 4, 5, and 6 for a comprehensive look at all of the alternatives considered for transportation, development, and community branding, respectively.

- I. TAME EAST MAIN STREET BY REDUCING ITS WIDTH AND ENCOURAGING VEHICLES TO SLOW DOWN
- II. FOSTER MULTI -MODAL TRANSPORTATION (WALKING, BIKING, AND TRANSIT) ALONG THIS GATEWAY TO THE CITY
- III. COMPLEMENT EXISTING ICONIC ARCHITECTURE WITH PUBLIC REALM IMPROVEMENTS THAT CREATE A MORE BEAUTIFUL, URBANIZED BUILT ENVIRONMENT ON EAST MAIN AND ON GOODMAN
- IV. IMPROVE CONNECTIVITY THROUGH INVESTMENTS IN PLACEMAKING AT KEY INTERSECTIONS THAT TRANSFORM THE EAST MAIN ARTS & MARKET AREA INTO A PLACE WHERE PEOPLE WANT TO GATHER AND SPEND TIME
- V. MANAGE EVENT -RELATED PARKING
- VI. DEVELOP A MIX OF HOUSING TYPES (INCLUDING FLEXIBLE LIVE -WORK SPACES) FOR HOMEOWNERSHIP AND FOR RENT AND MAINTAIN A MIXED INCOME COMMUNITY
- VII. SUPPORT CREATIVE PRODUCTION THROUGH THE BUILT ENVIRONMENT, PROGRAMS, AND BRANDING
- VIII. BALANCE NEW DEVELOPMENT AND THE DESIRE TO ATTRACT NEW RESIDENTS WHO WILL ADD VITALITY AND HELP SUPPORT NEW RETAIL AND SERVICES WITH THE NEEDS OF EXISTING RESIDENTS
- IX. INVEST IN PUBLIC SPACE ON EAST MAIN AT THE INTERSECTION OF MULTIPLE NEIGHBORHOODS
- X. CREATE A PEDESTRIAN AND BICYCLE CONNECTION OVER THE RAIL BETWEEN EAST MAIN AND THE PUBLIC MARKET

FINAL RECOMMENDATIONS

Overarching themes of the final recommendations are to build off of the neighborhood's existing strengths; to focus limited resources on key corridors, intersections, and subdistricts; to bridge the most critical gaps dividing neighborhoods and cultural destinations; and to equitably support existing residents while creating the potential for additional economic investment. Recommendations across transportation, development and community branding are designed to be complementary, mutually reinforcing each other in supporting a cohesive neighborhood design and identity that meets project goals.

Transportation Recommendations

The vision for transportation in the Study Area is to leverage streets and other infrastructure to not only provide higher quality transportation options to residents, businesses and visitors, but through those connections support creative production and economic investment in the neighborhood and Rochester as a whole. For walking, bicycling and transit, a primary goal is to provide a user experience that goes beyond the bare minimum to be safe, accessible, and comfortable – ultimately making them the easy, convenient and fun choices.

Recommendations for the East Main Street corridor include: reductions in the number of vehicle travel lanes; a 2-way separated bike lane on the south side of the street; wider sidewalks and corner curb extensions; upgraded bus stops with boarding islands on the south side of the street; and construction of center medians (initially painted, and built out with landscaping in the future).

Recommendations for the East Main Street and North Goodman Street intersection include: lane reductions and establishment of a yield-controlled right-turn lane for southbound North Goodman Street; median islands to shorten pedestrian crossing distances and facilitate bicycle connections; and construction of pedestrian plazas on the northwest and northeast corners.

On North Goodman Street between East Main Street and Webster Avenue/Garson Avenue, a reduction in vehicle lanes is recommended, along with on-street bike lanes and the preservation of curbside parking. The intersection with Webster Avenue / Garson Avenue is recommended for a redesign to create a large pedestrian plaza on the southeast corner of the intersection, with different configurations in the short- and long-term in order to accommodate traffic in the context of an existing triangle island.

Other components of transportation recommendations include: a pedestrian and bicycle bridge over the railroad tracks to connect the Public Market area with the Main Street Armory; another potential bridge to reconnect North Goodman Street on either side of the tracks (in the long-term); a shared-use parking scheme to better handle event traffic, with the potential use of shuttle buses during periods of peak demand; the installation of green infrastructure in long-term buildouts of transportation elements; traffic calming treatments on Scio Street similar to Union Street; and a kickoff event in the form of an "open street" festival on East Main Street to build further support for the Initiative.

The project team analyzed how these transportation recommendations would likely affect vehicular flow and congestion. In the proposed design, all intersections studied are projected to operate at a vehicular level-of-service (LOS) of D or better, an acceptable level for peak periods in urban areas. The trade-off for modestly reduced vehicular traffic capacity during peak periods (keeping in mind that capacity is generally more than adequate at all other times of day and on weekends) is a dramatic series of improvements for those walking, biking, and in many cases using transit, as well as in terms of safety.

Development Recommendations

Recommendations for development include creating new hubs for commercial and mixed-use development and to create and support local initiatives on neighborhood housing. North Goodman Street is envisioned as a revitalized walkable, mixed-use retail corridor with concurrent investments in the streetscape and public realm. Meanwhile, East Main Street's development is envisioned through a catalytic project at the existing Otis Lumber site, along with a revitalization of lawns and parking lots of existing cultural sites fronting the corridor. In the long-term, a recommendation is made to consider downzoning sections of East Main Street to encourage walkable development. In the interim, the City should utilize the development review process to further this project's goals and adopt design guidelines that inform future development.

Housing recommendations include working with the Collective Action Project to further redevelopment along Lewis Street; creating a mixed-use, mixed-income development along East Main Street east of the railroad tracks; launching a creative district concept around GP4H to promote selective infill and artist-in-residency programming; and complimenting any investments in new housing with programs and resources to benefit existing residents.

Branding Recommendations

Numerous branding alternatives were discussed in preparation of this Plan through public and stakeholder outreach, and a recommendation is to use these concepts to hold a local design competition to finalize a brand for the Study Area. The brand should feature prominently in all streetscape, design, and infrastructure improvements recommended for the Study Area. It should also play a role in one or more "signature" art projects. In conjunction with moving the branding along with transportation and development recommendations, a web presence should be maintained to continue the momentum of this planning effort.

IMPLEMENTATION

Recommendations are divided into short, medium, and long-term, and can be phased over time as funding becomes available. Conceptual cost estimates indicate total costs of approximately \$47 million for all recommendations, split almost evenly between transportation and development/branding. Additional study is required on these costs as project development occurs. A wide range of funding sources could be considered due to the varying nature of the recommendations. These include numerous federal and NY State programs traditionally used for transportation and economic development, along with others that leverage the private sector and local non-profits. See Chapter VIII for additional details on potential funding sources.

East Main Street corridor rendering. Recommendations feature a 2-way separated bike lane, a reduction in vehicle travel lanes, a new center median, wider sidewalks and landscaping, and targeted redevelopment including the Otis Lumber site.



East Main Street at North Goodman Street rendering. Recommendations feature traffic calming through a reconfigured intersection and median island, and pedestrian plazas to serve as a gateway to North Goodman Street's mixed-use and walkable retail corridor.



Source: EDR

I. PROJECT PURPOSE, BACKGROUND & PROCESS

A. PROJECT PURPOSE

The purpose of the East Main Arts & Market Initiative and the resulting plan, as specified by the City of Rochester, was to “identify multi-modal circulation, access, and parking improvements along with recommendations for land use development, streetscape enhancements, and community branding, as well as strategies to promote housing opportunities in the areas immediately east of Rochester’s Center City, which adjoin both the Neighborhood of the Arts and the Public Market/Marketview Heights.” In this sense it is a truly multi-disciplinary effort, comprehensive in scope but not a formal comprehensive plan or master plan.

Put more generally, the project’s Study Area spans several diverse neighborhoods that all have strong proximity to

Downtown Rochester, transit connections, and a multitude of local and regional cultural destinations, from the Rochester Public Market to theaters, art galleries, and creative production spaces. However, those neighborhoods and destinations are poorly connected to each other due to the physical and psychological barriers presented by East Main Street and the railroad tracks, and much of the Study Area has not harnessed the value of all of these assets, whether for existing residents or in terms of attracting new economic development. The fundamental goal of this project, then, is to improve connectivity in the area in tandem with thoughtful development so as to realize the neighborhood’s potential as a vibrant live/work/create community and destination within the Rochester region and beyond.

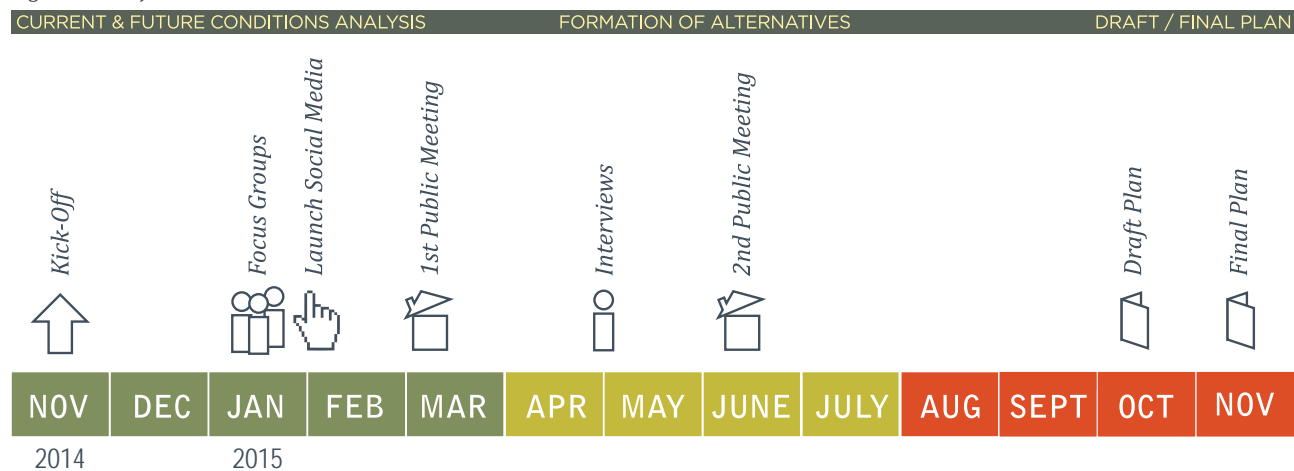


Figure 2. Multi-disciplinary Effort
Source: Interface Studio

PROJECT TIMELINE

The East Main Arts & Market Plan was developed over the course of a yearlong process, beginning in November 2014. The effort took place in three overall phases: Current & Future Conditions Analysis; Formation of Alternatives; and Draft and Final Plans. As described later in this chapter, a robust, multifaceted public and stakeholder involvement strategy was woven throughout the process. While this report represents the culmination of the plan development, implementation of the plan will roll out in phases over the coming years.

Figure 3. Project Timeline

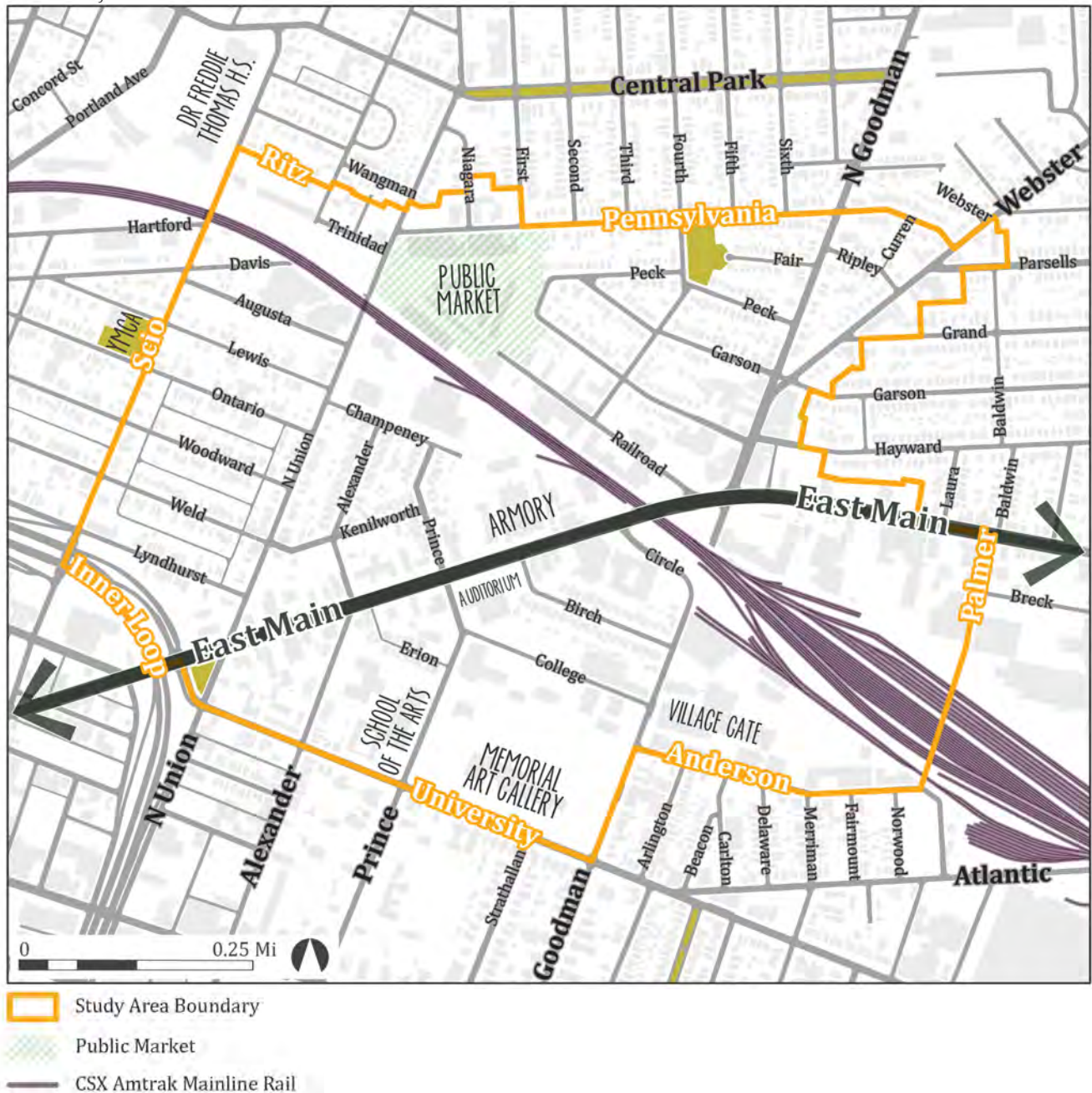


B. STUDY AREA

The 0.5 square mile study area for the East Main Arts & Market Initiative is home to roughly 3,500 residents. The boundaries, illustrated in Figure 4, generally follow Scio Street to the west, Ritz Street and Pennsylvania Avenue to the north, Webster Avenue and Palmer Street to the east, and Anderson and University avenues to the south.

East Main Street and the CSX Amtrak mainline railroad bisect the study area, which is immediately east of Rochester's Center City and hosts numerous regional attractions, including the Rochester Public Market, the Main Street Armory, Auditorium Theatre, Memorial Art Gallery, and Village Gate Square.

Figure 4. Study Area Boundaries
Source: Interface Studio



ARTS & CULTURE ASSETS

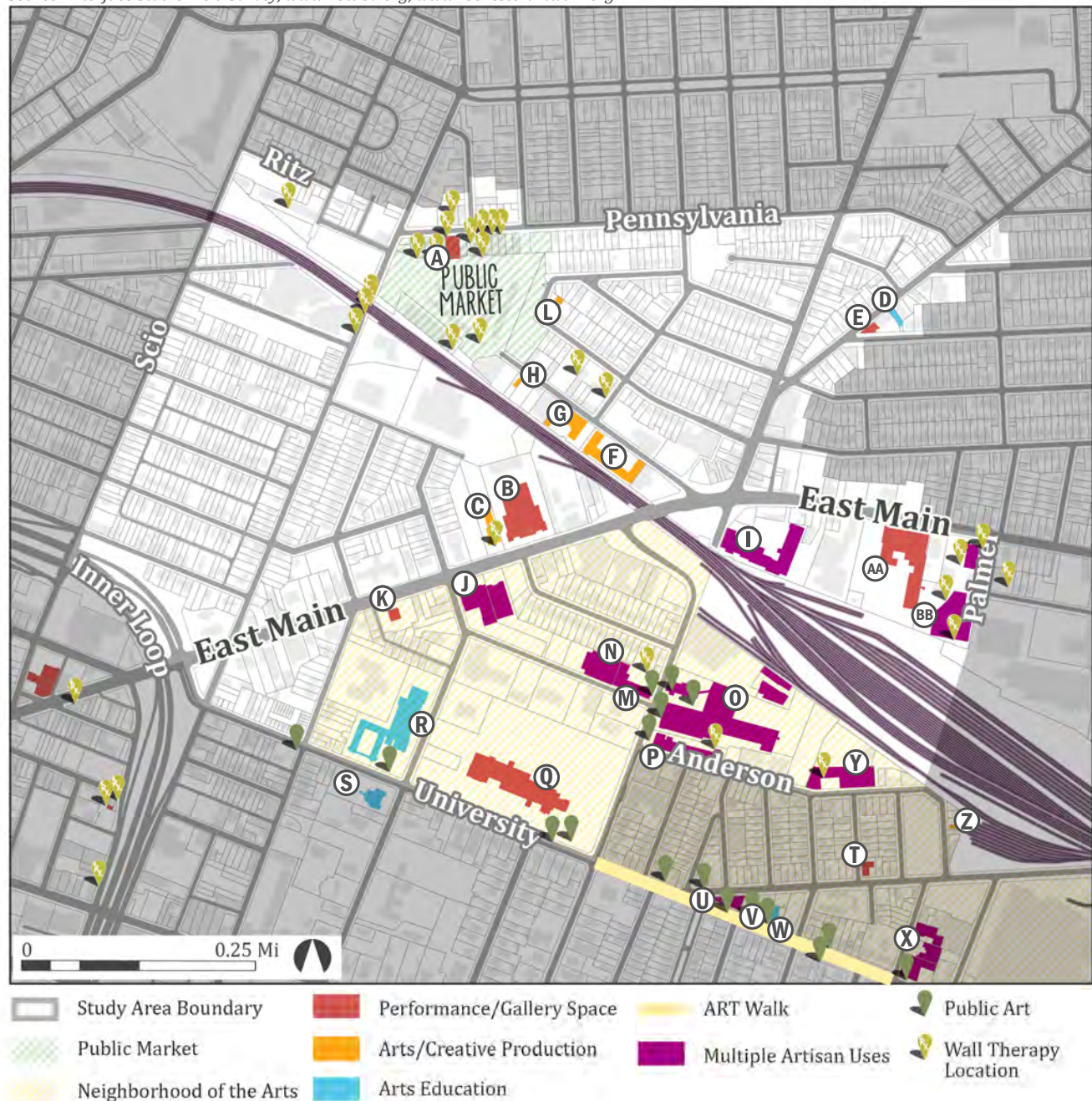
Many arts and cultural destinations, creative production spaces, and public art amenities are located within the East Main Arts & Market Initiative study area.

During 2013, the Memorial Art Gallery welcomed 217,000 visitors with a permanent collection of 11,000 works spanning 50 centuries of world art. The Rochester Broadway Theatre League presents a full season of touring Broadway shows at the Auditorium Theatre each year. The Main Street Armory has been repurposed as a live music venue with a capacity of 6,500.

The area hosts many arts events throughout the year, including Second Saturday open studios in Anderson Alley and the Hungerford Buildings; Clothesline, the largest and longest running fine art and crafts festival in Rochester, and Artists Row at the Public Market, to name a few. Neighborhood of the Arts (NOTA) has 15 artistic benches, mosaic light poles, artful bus shelters, and 18 sculptures, many of which line University Avenue.

Figure 5. Arts & Cultural Assets in the Study Area

Source: Interface Studio Field Survey, www.notaba.org, www.rochesterartwalk.org



Since 2011, more than 25 Wall Therapy murals have been painted in the Study Area by street art artists from Rochester and around the world, and the painting continues:

- > **2011 Artists-** DAleast, Faith47, Freddy Sam
- > **2012 Artists-** Mr. Prvrt, Faith47, Liqen, Case, Thievin' Stephen, Cern
- > **2013 Artists-** Know Hope, Chris Stain, Icy and Sot
- > **2014 Artists-** John Perry, Mr. Prvrt, Above, Faring Purth, Omen, Jarus, Addison Karl, Troy Lovegates, Ever, David Walker
- > **2015 Artists-** Jeff Soto & Maxx242, Onur & Wes21, Vexta, Joe Guy Allard & Matthew Roberts

- (A) Public Market: The Yards, Chase the Art
- (B) Main Street Armory
- (C) Market Apartments at Corpus Christi
- (D) Dazzle School of Visual Arts
- (E) Museum of Kids Art
- (F) Station 55
- (G) Rohrbach Brewing, Black Button Distilling
- (H) John Grieco Sculpture
- (I) The Hungerford: Urban Artisans
- (J) The Auditorium Theatre
- (K) Blackfriars Theatre
- (L) Artist's Home Studio & Sculpture Garden
- (M) Arts & Cultural Council for Greater Rochester
- (N) Gallery R/ Lumiere Photo
- (O) Village Gate: Physikos, Mood Makers, The Brainery
- (P) Anderson Alley Arts
- (Q) Memorial Art Gallery
- (R) School of the Arts
- (S) Visual Studies Workshop
- (T) Multi-Use Community Cultural Center (MuCCC)/ Theater
- (U) Flatiron Building
- (V) Imagine Square: Baobab Cultural Center, Image City
- (W) Writers & Books Literary Center
- (X) 34 Elton Street: Studio 34 Creative Arts Center & Gallery
- (Y) The Art & Design Building
- (Z) Interstellar Love Craft Adornment
- (AA) The Space Theater and Gallery, Search Engine Improv
- (BB) Fedder Industrial Park: Saxon Recording, Lost Cat

Wall Therapy Treatments Across the Study Area:
Sources: Interface Studio



OMEN - Fedder Industrial Park



Fatih47 - Union Street/Rochester Public Market



Addison Karl - Fedder Industrial Park



CASE - Public Market



View of East Main Street looking East

EAST MAIN STREET

East and West Main streets together form a critical east-west axis in Rochester. Within the Study Area, from the Inner Loop to North Goodman Street, East Main Street is a major traffic route into downtown from the north and east. It provides access to important regional destinations that attract millions of visitors to the neighborhood annually, and serves as a key Regional Transit Service (RTS) route for five bus lines. East Main Street is typically seven lanes wide through the heart of the Study Area and includes little to no traffic calming, streetscape enhancements, or dedicated bicycling facilities.

THE PUBLIC MARKET

The Rochester Public Market is a Rochester institution. Operating at its current location since 1905, over 300 vendors (on peak days) offer a wide variety of produce, food products, and other merchandise to a broad spectrum of visitors who come from near and far on Tuesdays, Thursdays and Saturdays. It is surrounded by the larger Market District, which is home to an exciting array of local businesses.



C. PRIOR PLANS & STUDIES

The project team undertook a review of relevant plans and studies completed in recent years that impact the study area. Included among these documents are transportation initiatives such as the Inner Loop East Transformation Design Report and the Rochester Bicycle Boulevards Plan; local neighborhood planning documents such as the Rochester Public Market Master Plan, the Marketview Heights Urban Renewal District Plan, and the Bridging Neighborhoods Design Project; along with other relevant policy documents such as the Rochester Bureau of Planning and Zoning's Neighborhood Traffic Calming Manual and the City of Rochester's Complete Streets Policy.

Common themes emerging across the various sources are summarized in this section. Appendix A provides more detailed documentation of each of the sources that was reviewed.

Documented Transportation Issues in Prior Plans and Studies

- > Main Street is over-engineered for vehicle throughput and lacks traffic calming elements
- > Speeding vehicles are a problem, especially on East Main and Goodman
- > Main Street sidewalks are poorly maintained, transit stops are in poor condition, and there is a lack of adequate lighting in the area
- > Main Street is not friendly to pedestrians, bicyclists, children or the elderly
- > Main Street formerly served a streetcar that linked citizens to downtown Rochester; it serves as a trunk line for buses today
- > The width and grade of the East Main /North Goodman intersection is a significant obstacle to developing a pedestrian friendly gateway, contributing to poor pedestrian safety
- > The area has a need for improved and safer bicycle infrastructure, but it has been challenging to install robust bicycle facilities along the City's arterial and collector streets
- > In the past, the designs and functions of streets in the Study Area often favored motorists over all other users
- > Approximately 28% of area households lack access to a vehicle
- > Railroad tracks divide the study area, with few crossings
- > Traffic congestion and parking difficulties are present around the Public Market, especially Saturdays
- > Streets around Public Market have restrictive parking regulations on market days
- > Access to the Public Market is geared toward automobiles and not toward pedestrians, bicyclists, or transit riders

- > Marketview Heights experiences speeding traffic, especially along Lyndhurst for Inner Loop access
- > Alleys are underutilized, attract illicit activities, and serve as dumping grounds
- > Rail underpass at Union Street (just south of Public Market) is under-lit and prone to flooding
- > Streets throughout the Study Area do not adequately handle stormwater runoff and due in part to a lack of green stormwater infrastructure (GSI)
- > Local residents in various neighborhoods in the Study Area have called for traffic calming measures and improved neighborhood walkability in past studies, focus groups, etc.
- > The City of Rochester's Complete Streets policy seeks to better integrate physical activities with transportation to improve public health, reduce traffic congestion, enhance air quality, support local economic development, and accommodate a variety of modes of transportation

Documented Land Use and Housing Issues in Prior Plans and Studies

- > Too many of East Main Street's buildings are in poor condition, and several are vacant, dark, in disrepair, and a haven for crime
- > East Main Street has an abundance of unattractive storefronts and signage, which creates visual blight
- > The intersection at East Main Street and North Goodman Street is no longer the urban village center of the past, and is in need of restoration for renewed vibrancy
- > In Marketview Heights, there is a desire for higher rates of homeownership to spur neighborhood growth, but this would require deep subsidies and there is otherwise limited market demand
- > Housing vacancies are widespread, and any new housing that is built needs to take into account the area's current oversupply; the housing stock may need to be "right-sized"
- > Demolition, while costly, could be more cost-effective than long-term preservation of vacant units, but would need to be done carefully to not further de-stabilize existing neighborhoods
- > Vacant lots, abandoned houses, and vacant commercial buildings create an 'industrial appearance'
- > Public Market space and some adjacent retail shops on Commission Row are generally underutilized (closed Sunday, Monday, Wednesday, Friday)
- > Recent successes such as targeted rehab and development by MVHA and PathStone need to expand
- > There are few well-known amenities in the area aside from the Public Market

Transportation Recommendations from Prior Plans and Studies

- > Implement traffic calming elements (curb extensions, chicanes, medians, partial or full-time street closures, speed humps, raised crosswalks, textured pavement, striping, etc) to curb speeding and dangerous driving, especially targeting through routes that cut through the Study Area (Main Street, Goodman Street, Union Street)
- > Consider installing roundabouts at complex intersections on streets with ADT of over 3,000 (e.g. East Main Street at University Avenue, North Union Street, and/or North Goodman Street) and neighborhood traffic circles on lower volume streets
- > Implement “Green Collector” and “Green Corridor” street improvements to East Main Street, North Goodman Street, Webster Avenue, and North Union Street that feature green stormwater infrastructure (GSI), integrated bicycle and pedestrian facilities, prioritized transit corridors (including potential streetcar or light rail line along East Main Street), street trees and landscaping
- > Increase pedestrian safety and pedestrian access along Main Street through better marked and additional crosswalks, and improve pedestrian conditions to reduce the barrier effect of Main Street between neighborhoods
- > Consider pedestrian countdown timers at major intersections, such as East Main/North Goodman, and at other signalized intersections along East Main Street
- > Create public spaces and integrate them within the transportation network (benches for pedestrians, sheltered transit stops, passive recreational areas, etc.)
- > Create additional pedestrian and bicycle crossing opportunities over railroad tracks
- > Expand the scope of improvements on North Union Street (resurfacing, curb extensions, stamped crosswalks, etc.) to other parts of the Study Area
- > Simplify traffic flow and provide better clarity for pedestrian movements at Main/Goodman intersection
- > Add bicycle facilities to create safe connections within and beyond the Study Area, particularly along East Main Street, and create neighborhood-level bicycle boulevards along Prince Street, Champeney Terrace, and Garson Avenue, among others
- > Integrate an improved bicycle network into a citywide network that connects Study Area destinations such as the Public Market and arts venues to downtown Rochester
- > Improve Public Market access and decrease traffic congestion through shuttle to off-site parking (potentially downtown) and improved pedestrian and bicycle access including potential new bridge(s) over railroad tracks
- > Construct a pedestrian and bicycle ramp along dead space along railroad tracks, and use to connect neighborhoods and solve grade difficulties for pedestrians and bicyclists on Main Street bridge between Circle Street and Railroad Street

- > Consider how the Inner Loop removal project will affect the Study Area, particularly at the East Main/University intersection, and plan for a continuation of the project to remove the Inner Loop north of East Main Street
- > Improve street level lighting, particularly at rail underpass at Union Street
- > Select a pilot alley to be secured and beautified, and replicate to other alleys if successful
- > Follow the City’s Complete Streets guidelines and incorporate bicycle, pedestrian, and transit facilities into all projects (where appropriate)

Land Use and Housing Recommendations from Prior Plans and Studies

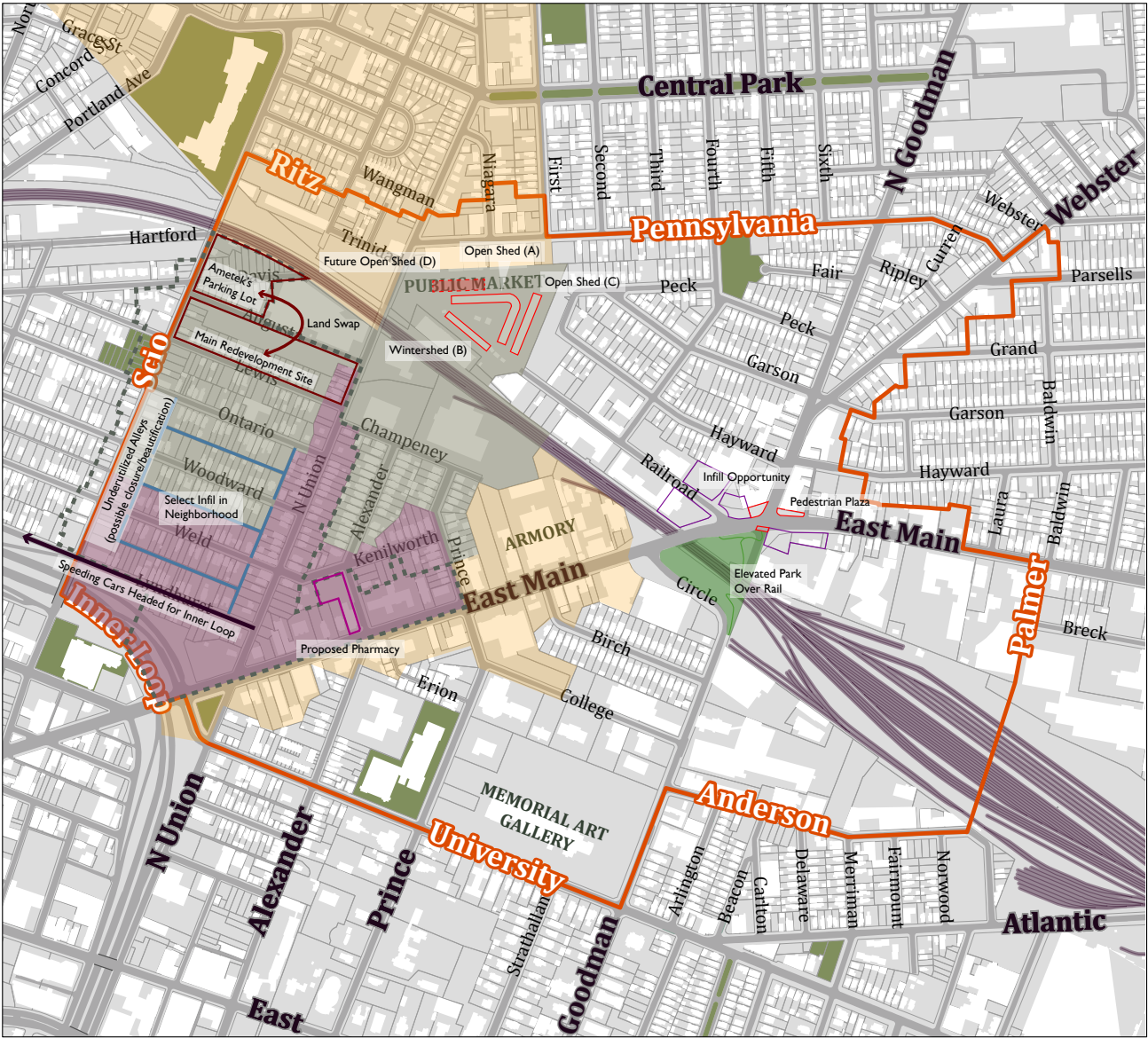
- > Encourage mixed-use development along East Main Street
- > Fill commercial vacancies along East Main Street with essential neighborhood services that meet needs of residents and fit into neighborhood fabric (e.g. pharmacy) and Market-related businesses (e.g. kitchen incubator)
- > Continue residential infill development (30+ homes rehabbed or built) to reinforce stable blocks that have been improved through Marketview Heights’ Focused Investment Strategy (FIS) (e.g. Lyndhurst, Weld, North Union)
- > Consider potential infill development on East Main Street at Railroad Street and on south side of intersection in Hungerford building parking lot
- > Create public plaza space at East Main and North Goodman as part of intersection improvements
- > Catalyze transformative change in Marketview Heights with a large-scale residential redevelopment project near the Public Market
- > Pursue land banking along Davis, Lewis, and Augusta Streets to make room for a larger redevelopment project (within the Marketview Heights Urban Renewal District)
- > Implement a homeownership pilot program such as “rent to own” with incentives to increase ownership rates in the area
- > Incentivize rental repairs by landlords
- > Identify priority properties for acquisition (abandoned, dilapidated, in prominent locations) and either selectively rehabilitate properties for homeownership opportunities or clear for use as parks, play areas, community gardens, urban forests, etc (“green assets”)
- > Consider disposing of vacant properties by giving away at no cost to interested adjacent homeowners as side yards
- > Reduce the dwelling unit vacancy rate from 12% to a target of 5 to 7% (equivalent to removing 3 to 5 substandard units for every 1 unit of affordable housing built)

- Renovate and expand buildings in and around the Public Market to attract more full-time commercial businesses and amenities
- Enforce property maintenance code with owners and landlords
- Encourage development of run-down and vacant properties through grant programs, like façade improvement
- Establish a citywide green infrastructure initiative

Figure 6. Transportation Issues Identified in Prior Studies
Source: SSE



Figure 7. Land Use and Housing Issues Identified in Prior Studies
 Source: SSE



- Study Boundary
- MVH URD Area
- MVH FIS Impact Area
- MVH FIS Area
- MVH FIS Priority Area

0 0.25 Mi

Figure 8. Existing Arts and Cultural Assets
 Source: SSE



D. ROLE OF PUBLIC INPUT IN THIS STUDY

APPROACH

A critical objective of the planning process was to create an open and transparent platform for the public and other stakeholders – from residents to businesses, artists and visitors – to provide meaningful input into the direction of the project and the ultimate recommendations. This was accomplished through a three-stage process:

- > Early guidance from the Project Advisory Committee and Focus Groups on the key issues, challenges and opportunities that the project should explore;

- > A first round of public input leading directly to the Alternative Concepts that were developed and the criteria by which they were evaluated; and
- > A second round of public input to rank the alternatives, prioritize the evaluation criteria, and provide more detailed feedback on the specific features of the alternatives.

Through this process, public input very directly and transparently shaped the final plan.

INPUT SUMMARY

The East Main Arts & Market Initiative created numerous opportunities for the public to weigh in to help craft the plan:

A **Project Advisory Committee (PAC)** convened to oversee project and serve as the sounding board for consultant team met four times over the course of the planning process. The PAC included representatives from the following agencies and organizations:

- > City staff from Environmental Services and Engineering, Business and Housing Development, and Planning and Zoning
- > Monroe County DOT
- > Genesee Transportation Council
- > Regional Transit Service (RTS)
- > Reconnect Rochester
- > Market District Business Association (MDBA)
- > NOTA Business Association
- > Marketview Heights Collective Action Project (CAP)
- > Prince-Alexander-Champeney-Kenilworth Association (PACK)
- > Garson-Peck-4th-Hayward Association (GP4H)
- > Beechwood Neighborhood Coalition
- > East Main – Mustard Association (EMMA)
- > NOTA Neighborhood Association

The planning team conducted **one-on-one interviews** with key stakeholders including RTS, Reconnect Rochester, the Northeast Quadrant Neighborhood Service Center, Rochester Contemporary Art Center, Rochester Broadway Theatre League, and the Main Street Armory.

The team also facilitated four **focus groups** each organized around a topic central to the East Main Arts & Market Initiative:

- > *Transportation*- 8 transportation professionals attended
- > *Land Use & Housing*- 12 neighborhood residents attended
- > *Investors & Funders*- 8 developers, property owners, and granting institutions attended
- > *Arts & Culture*- 2 attendees plus follow up interviews



My Big Idea exercise participants. Source: Interface Studio

And to welcome the broader public to voice their opinions, the East Main Arts & Market Initiative hosted two **Public Open Houses** at the School of the Arts at 45 Prince Street in the study area. The first Open House occurred on March 10th, 2015 from 5-8pm. It was well attended, with 103 people signing in. The goals of Open House 1 were to educate participants about the planning process, learn from resident experts about issues and opportunities in the study area, and collect input to inform a collective vision for the study area. Upon entering the Open House, participants watched a brief presentation providing an overview of the project and existing conditions along East Main Street. After becoming familiar with the project's scope and goals, participants completed a series of activities:

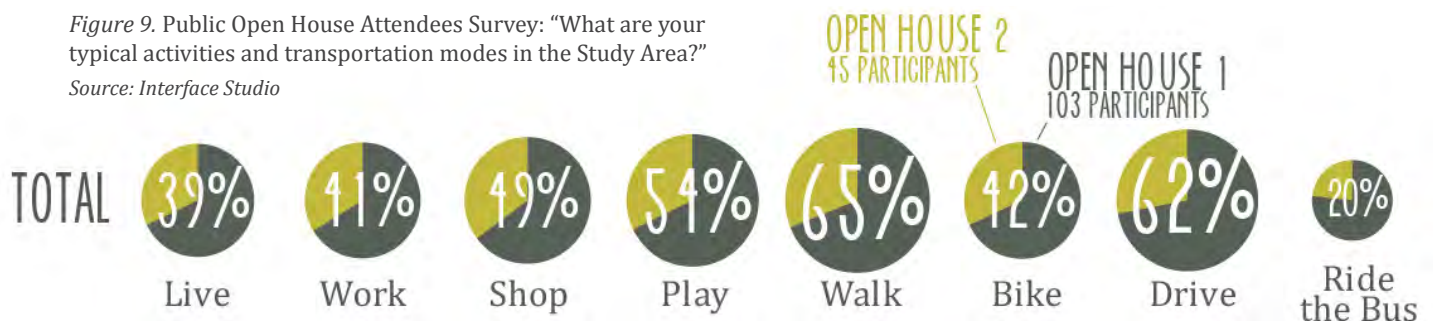
- > *Collaborative Mapping* asked attendees to pinpoint their ideas for improving the area for walking, biking, taking transit, driving and parking
- > *Thumbs Up/Thumbs Down* asked participants to review and rank precedents from other places
- > *Brainstorming Boards* prompted attendees to answer key questions about branding, neighborhood improvements, major intersections, and beautifying the bridge over the rail
- > *Share Your Big Idea* asked people to pose for a photo with their one big idea for transforming East Main Street
- > *Postcards from the Future* asked participants to close their eyes, envision the East Main Street of their dreams, and write a postcard post-marked ten years from now describing what they see

The second Open House occurred on June 17th, 2015 from 5-8pm. While attendance was about half that of the first open house, there was a good mix of visitors who had participated in the first Open House as well as newcomers interested in the project. The activities at Open House 2 invited participants to weigh in on a series of alternatives for roadway redesign, intersection changes, pedestrian crossings over the rail, parking solutions, land use and development scenarios, and branding concepts for the East Main Arts & Market area. Input collected informed the final recommendations included in this plan.



Figure 9. Public Open House Attendees Survey: "What are your typical activities and transportation modes in the Study Area?"

Source: Interface Studio



Finally, throughout the project the East Main Arts & Market Initiative kept the public engaged and up-to-date with posts on the project website (www.cityofrochester.gov/eastmain/) and through various social media outlets, including:

- > *Facebook* (www.facebook.com/EastMainStreetRochester): 266 page likes as of October 20, 2015 and counting, with the largest post reaching 1,360 people!
- > *Twitter* (https://twitter.com/eMAIN_ARTSnMKT): with 112 followers but access to all of #ROC!
- > *Instagram* (<https://instagram.com/eastmainartsandmarket>): with 100 posts presenting a graphic log of all the online outreach

A full record of the public input collected can be found in Appendix B.



<http://www.cityofrochester.gov/eastmain/>



274 page likes



31 posts; 117 followers



100 posts; 25 followers

Figure 10. Collaborative Map Input Locations
Source: Interface Studio



How Would You Improve:



TRANSIT OPTIONS?



DRIVER SAFETY / PARKING?



WALKABILITY?



CYCLIST SAFETY?

YOU SHARED MORE THAN **150** SITE-SPECIFIC INSIGHTS & IDEAS!

II. EXISTING & FUTURE CONDITIONS

A. TRANSPORTATION

I. ROADWAYS AND INTERSECTIONS

The spine of the Study Area is **East Main Street**, an arterial roadway that begins approximately 1.5 miles east of the Study Area and continues west to downtown Rochester and beyond. West of North Goodman Street, where it separates the South Marketview Heights and PACK neighborhoods from Neighborhood of the Arts, East Main Street typically features two to three travel lanes in each direction (depending on the curb-to-curb width and peak-hour curbside parking regulations) along with a center turn lane. (See Chapter 4 for illustrations of all existing conditions). The curbside lane is reserved for buses (there are five routes) and turning vehicles at peak times in the prevailing peak direction of travel (westbound towards downtown from 7-9am and eastbound away from downtown from 4-6pm). This section of East Main Street handles approximately 23,000 vehicles per day. The speed limit on East Main Street is 30mph, like most streets in the City of Rochester, however motorists routinely exceed the posted speed limit due in part to the street's geometry.

East of North Goodman Street, running between the Beechwood and EMMA neighborhoods, East Main Street features one travel lane in each direction along with a center turn lane. It handles a little over half the daily traffic as its portion closer to downtown, including one bus route. There are fewer active land uses along this section but a greater frequency of driveways.

North Goodman Street is a key north-south corridor on the eastern side of the Study Area. North of its intersection with **Webster Avenue** and **Garson Avenue**, adjacent to the GP4H and Beechwood neighborhoods, the road has one travel lane in each direction with intermittent curbside parking lanes, and hosts one bus route. Between Webster Avenue/Garson Avenue and East Main Street, it has two to three lanes per direction, with the curbside lane providing parking outside of peak periods, and three bus routes (two of which continue onto Webster Avenue). It serves about



*One of the five bus shelters within the study area; snow presents a challenge to walkability
Source: Interface Studio*

15,000 vehicles per day in this section. North Goodman Street's intersection with Webster Avenue and Garson Avenue is a complex, five-legged layout operating with three signal phases. It possesses a good deal of excess roadbed and an existing triangular traffic island, as well as a small park on its northern edge.

North Goodman Street does not cross the railroad tracks, and instead dead ends just south of the East Main Street intersection. Street users who want to continue along North Goodman Street must turn onto East Main Street (via **Circle Street**), driving, walking, or biking over the bridge. South of East Main Street, in the vicinity of Village Gate, North Goodman Street reverts to one travel lane per direction with occasional curbside parking lanes.

The intersection of East Main Street and North Goodman Street was identified as one of the most problematic within the Study Area. It is heavily traveled by motorists and features double right-turn lanes from North Goodman Street southbound (to East Main Street westbound) and double left turn lanes from East Main Street eastbound (to North Goodman Street northbound). The intersection sits at the base of a bridge over railroad tracks that cut through the Study Area. As a result, traffic along East Main Street heading eastbound over the bridge has the opportunity to treat the road as a speedway with its highway-like geometry. A specific issue, raised multiple times by members of the public and Project Advisory Committee, is the transition of the innermost eastbound lane on East Main Street into a left-turn-only lane onto North Goodman Street. This transition may take certain motorists by surprise and lead to last-minute weaving to change lanes in advance of the intersection. Another issue raised is the perceived danger of making turns into and out of Railroad Street just west of this intersection, particularly on Market days.

University Avenue runs along the south border of the Study Area through the Neighborhood of the Arts and East Avenue neighborhoods. From its intersection with East Main Street east to North Goodman Street, the street features one travel lane in each direction and occasional curbside parking lanes. The street is the only one in the Study Area with marked bicycle facilities, in the form of shared lane markings (or "sharrows"). The street was recently improved with several median islands, curb extensions and enhanced crosswalks. University Avenue widens considerably and expands to five travel lanes west of Union Street as it approaches East Main Street.

North Union Street runs north-south through the entirety of the Study Area along its western side. To the north of East Main Street, it features one travel lane in each direction and curbside parking on one side. The street has an underpass to bypass the railroad tracks and is one of only three connections across the tracks between the southwest and northeast sections of the Study Area (along with Scio Street and East Main Street). North Union Street intersects with Trinidad Street at the main entrance to Rochester's Public Market, a major regional destination.

Figure 11. Rochester East Main Street 2015
Existing Condition - Signalized Intersections
Source: SSE

Intersection & Approach	Existing 2015					
	Weekday AM Peak Hour			Weekday PM Peak Hour		
	Lane Group	VLOS	Delay (sec)	Lane Group	VLOS	Delay (sec)
Innerloop & Main						
Eastbound	L	C	23.7	L	C	25.9
	TR	B	20.0	TR	C	24.1
	R	A	4.9	R	A	4.4
Westbound	TR	A	3.6	TR	A	1.1
Northbound	L	D	41.5	L	D	36.5
	LTR	D	38.5	LTR	D	40.5
Southbound	L	D	39.3	L	D	40.6
	LTR	D	35.5	LTR	D	36.3
	Int.	C	21.1	Int.	C	22.5
Union & Main						
Eastbound	L	A	1.6	L	A	2.0
	T	A	1.4	T	A	1.7
Westbound	TR	B	18.7	TR	C	20.0
Northbound	LTR	B	14.1	LTR	B	13.9
Southbound	L	C	29.1	L	C	30.8
	R	A	7.1	R	A	3.9
	Int.	B	12.5	Int.	B	10.9
Alexander & Main						
Eastbound	L	A	1.7	L	A	4.6
	T	A	1.7	T	A	6.7
	R	A	0.1	R	A	1.2
Westbound	L	A	8.2	L	C	21.9
	T	A	5.0	T	B	10.4
	R	A	1.7	R	A	4.9
Northbound	LTR	B	18.4	LTR	D	36.5
Southbound	LTR	D	42.1	LTR	D	37.9
	Int.	A	6.9	Int.	B	12.9
Circle & Main						
Eastbound	TR	B	16.5	TR	B	10.9
Westbound	L	A	4.1	L	B	14.3
	T	A	2.7	T	A	4.8
Northbound	L	D	38.8	L	C	31.9
	R	B	12.5	R	C	24.6
	Int.	A	7.6	Int.	B	10.9
Goodman & Main						
Eastbound	L	D	36.9	L	C	34.9
	TR	A	4.2	TR	A	6.5
Westbound	L	B	19.5	L	C	27.0
	TR	C	21.8	TR	C	31.2
Northbound	LTR	C	27.7	LTR	C	25.5
Southbound	LT	D	43.2	LT	D	42.7
	R	C	25.2	R	B	11.1
	Int.	C	23.6	Int.	C	22.9
Goodman & Garson						
Eastbound	LTR	C	27.8	LTR	C	25.5
Westbound	-	-	-	-	-	-
Northbound	LT	B	11.0	LT	A	2.2
	R	A	1.9	R	A	0.4
Southbound	TR	B	15.5	TR	B	10.5
	Int.	C	20.1	Int.	B	10.3
Webster & Garson						
Eastbound	-	-	-	-	-	-
Westbound	LTR	D	37.3	LTR	D	42.8
SW-bound	LR	D	36.4	LR	D	40.7
	Int.	C	20.1	Int.	B	10.3
Union & Trinidad/Public Market						
Eastbound	LTR	A	8.9	LTR	A	8.4
Westbound	L	B	14.4	L	B	14.2
	TR	A	9.3	TR	A	9.6
Northbound	LTR	A	3.0	LTR	A	3.8
Southbound	LTR	A	3.1	LTR	A	3.0
	Int.	A	3.9	Int.	A	4.0

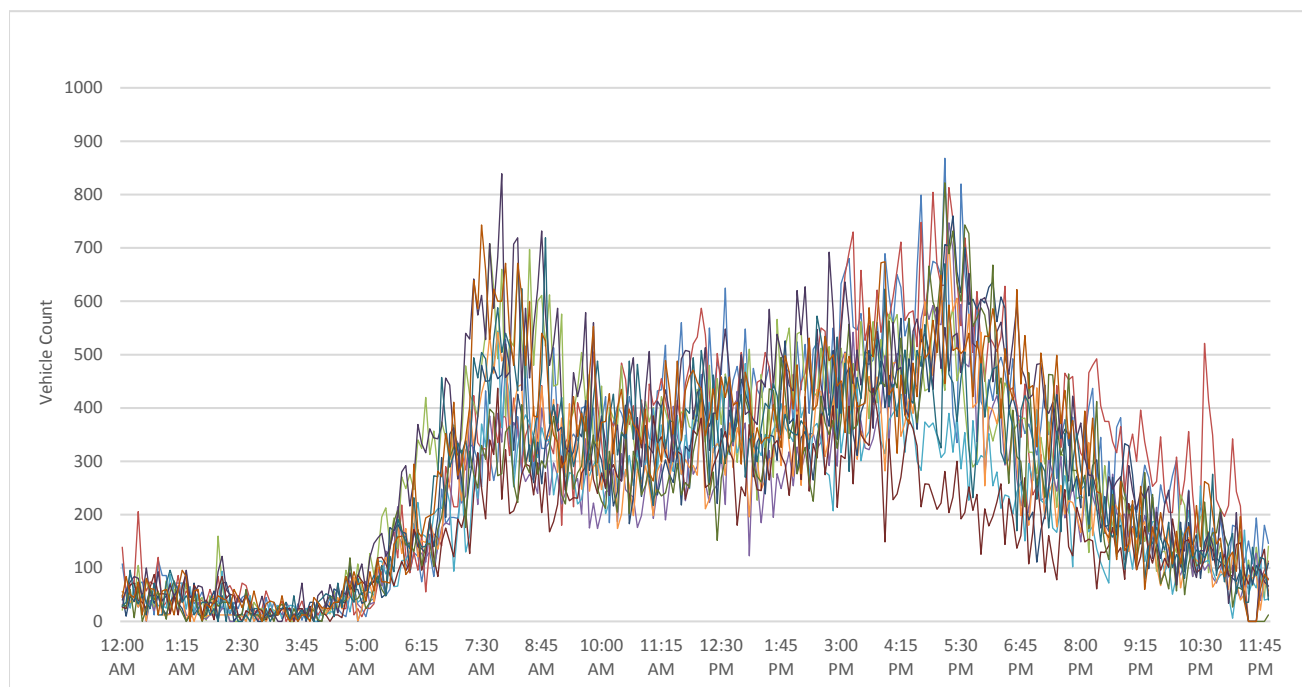
The **Inner Loop** forms the border for the southwestern portion of the Study Area. A highway encircling downtown Rochester and connecting to I-490, the section of the Inner Loop in the Study Area is below-grade in a cut, with access at East Main Street and Scio Street. As of December 2014, however, the portion of the Inner Loop south of East Main Street is closed to traffic as the road will be reconstructed as part of the neighborhood street grid; it will no longer function as a highway. The new alignment will have a significant impact on the southwestern portion of the Study Area, as traffic formerly contained on the grade-separated highway will mix with neighborhood-area traffic on Union Street (which will become 2-way throughout the Study Area). Furthermore, eastbound/southbound traffic on the remaining section of the Inner Loop will primarily exit at East Main Street.

Other streets in the Study Area are mainly residential in nature. Many streets contribute to the naming of their respective neighborhoods, such as **Prince Street, Alexander Street, Champeney Terrace, and Kenilworth Terrace** (PACK); and **Garson Avenue, Peck Street, 4th Street, and Hayward Avenue** (GP4H). Other streets that intersect with East Main Street include **Erion Crescent, Birch Crescent, Circle Street, Railroad Street, and Minges Alley. Pennsylvania Avenue and Scio Street** serve as the primary northern and western borders of the Study Area, respectively.

Traffic volumes, including turning movement counts, were collected at key intersections in the Study Area to gain an understanding of present day traffic conditions during the weekday morning peak hour (7:30 -8:30 AM), the weekday evening peak hour (5:00 – 6:00 PM), a Saturday morning Public Market peak period (10:00 – 11:00 AM), and a Friday night with events at the Main Street Armory and Auditorium Theatre (7-10 PM). Figure 11 shows conditions during weekday morning and evening peak hours. Saturday morning Public Market data and Friday night Armory and Auditorium Theatre event night data is discussed in the Local Trip Generators section of this chapter.

Vehicular traffic is generally well accommodated given the urban context, with all key intersections currently operating at a vehicular level of service (VLOS) of C or better. Furthermore, 24-hour data from Monroe County DOT’s inductance loop system sensors illustrate that vehicular traffic exhibits strong “peaking” characteristics, with any traffic delays generally confined to the AM and PM rush hours, leaving excess roadway capacity at other times of the day (see Figure 12 below). That being said, during peak times some specific intersection approaches and movements do see modest delays with LOS D, but the project team’s analysis shows no approaches or movements at LOS E or F under current conditions.

Figure 12. Inductance Loop System Sensors 24-Hour Data
Source: SSE



Note: Each line represents the volume of traffic measured in one lane in one direction.

II. WALKING

While the Study Area possesses a number of generally walkable side streets, most of the main streets – i.e. the key streets that people want to walk along or across – are less friendly to pedestrians. East Main Street, like most streets in the Study Area, has sidewalks in fair to good condition. However, on East Main Street the width of sidewalks is small relative to the scale of the street itself. A lack of frequent crosswalks along East Main Street, along with its width and speeding vehicular traffic, makes crossing the arterial difficult for children, the elderly, and anyone with physical limitations. Auto oriented and industrial land uses along East Main also contribute to a poor pedestrian experience not befitting of a “Main Street.”

Crosswalks in the Study Area are faded or in some cases non-existent. Major intersections such as North Goodman Street and East Main Street do not provide a desirable crossing time to pedestrians and make walking an unattractive mode of travel. There are ample opportunities throughout the Study Area to extend sidewalks, build curb extensions, or otherwise carve out extra space for pedestrians to shorten crossing distances and beautify streets. A recent street improvement project along University Avenue has already shown the potential for these types of improvements to transform the walking environment. To attract pedestrians to the Study Area’s numerous amenities such as art spaces, venues, and the Public Market, direct interventions like those along University Avenue are needed.

The railroad tracks that bisect the Study Area are a barrier to pedestrian connectivity, with only three crossings: underpasses at Scio and North Union Streets, and a bridge on East Main Street. The underpasses are ill-maintained, poorly lit, and perceived as dangerous, while the bridge has a steep grade and requires pedestrians to travel extra distance between crossings because it is engineered primarily for vehicle throughput. The lack of connections between the southwest and northeast sides of the railroad tracks is perhaps the primary impediment to better pedestrian circulation and conditions in the Study Area. In particular, the walking distance to the Public Market from attractions such as the Armory and destinations further south in NOTA is increased considerably due to the low number of crossing points.

The project team walked the Study Area, observing both qualitative and quantitative indicators of walking safety, convenience, comfort and enjoyment. The most dramatic challenges to walkability were observed along East Main

Street in the section between the Inner Loop and North Goodman Street. Therefore, a more formal “walk audit,” was conducted in this section, to evaluate walking conditions at six intersections and five midblock segments. The project team prepared an evaluation checklist that considered various elements that impact a pedestrian’s experience, and completed it based on site visits in March 2015. Items were graded on a simple 1 to 3 scale, combined and averaged to create an aggregate score which was then converted to a typical letter grade (A through F) scale.

Select elements of the midblock evaluation included:

- Buffer between traffic and sidewalk
- Sidewalk interruptions by driveways or parking lot entrances
- Distance between crosswalks / crossing opportunities
- Presence of shade or trees
- Opportunities for public seating or interactions in the public realm
- Presence of pedestrian-scale lighting

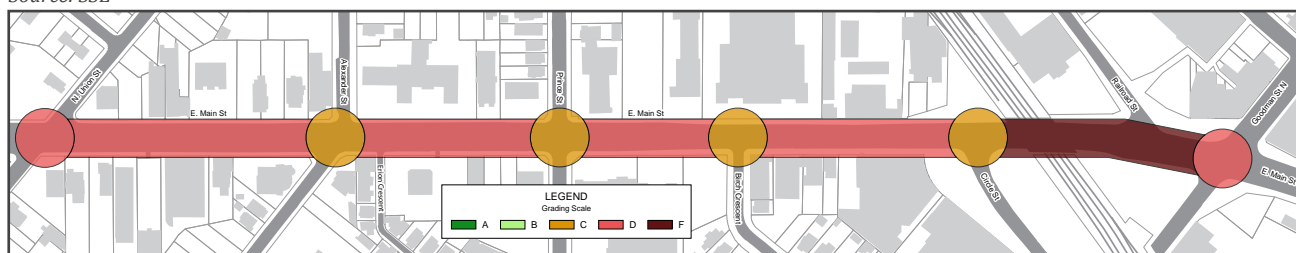
Select elements of the intersection evaluation included:

- Presence of functional pedestrian signals and/or pedestrian push-to-walk buttons
- Crosswalk marking condition
- Curb ramps at all corners for all crossings, aligned to crosswalks
- Crosswalks follow most direct path or desire line across the street
- Drivers respect pedestrian right of way at crosswalks
- Drivers stop behind stop bar, and not in crosswalks

Findings are presented in Figure 13 below. No intersection received better than a “C” grade, and no midblock segment received better than a “D” grade, indicating that existing conditions for pedestrians are below standard along the East Main Street corridor. It is notable that the midblock segment between Circle Street and North Goodman Street (i.e. the East Main Street bridge over the railroad tracks) received the worst midblock grade of “F” and the intersections of East Main Street and Union Street and East Main Street and North Goodman Street received the worst intersection grades of “D”.

Figure 13. Walk Audit Evaluation

Source: SSE



III. TRANSIT

Public transit services in the Study Area are provided by RGRTA's Regional Transit Service (RTS) on bus routes 33, 38, 39, 42 and 48. East Main Street is a trunk line that serves four of these routes, and as a result during peak hour services along East Main Street can result in buses arriving at stops every 10 minutes or less (subject to scheduling and delays). However, most locations in the Study Area that are served by only one bus line see headways of 20-30 minutes (or more) on weekdays and even less during off-peak hours and weekends.

While recent service changes resulted in the re-routing of some #39 buses to the Public Market, the schedule only provides for one bus per hour on Saturdays during peak Market hours, rendering the service relatively inconvenient for shoppers. There is no other transit option available to the Market, such as a Market-specific shuttle bus from downtown or other areas.

RTS has recently built a new transit center downtown, west of the Study Area. RTS runs what is essentially a hub-and-spoke transit system with most buses terminating at the transit center and radiating outward in various directions across the city. As a result, north-south connections in the Study Area are not well served by transit. The termination of North Goodman Street at East Main Street due to the railroad tracks further exacerbates this problem.

Bus stops in the Study Area are generally in poor condition and located along busy arterial streets. In many cases stops are essentially non-existent, typically consisting only of a small sign except for a few scattered shelters.

Current RTS bus service is indicated in the map below.

Figure 14. Existing Bus Service

Source: SSE



IV. BICYCLING

The Study Area faces a shortage of bicycle facilities and bicycle connections within and outside of it are limited. East Main Street and parts of North Goodman Street are multi-lane arterials that lack any markings or physical protection for bicyclists, rendering them off-limits to a majority of users. North Union Street, Scio Street, University Avenue, Webster Avenue, and portions of North Goodman Street are two-way minor arterial / collector streets that could be accessible to confident bicyclists, but none have dedicated markings (with the exception of University Avenue, which has shared lane markings, or “sharrows”).

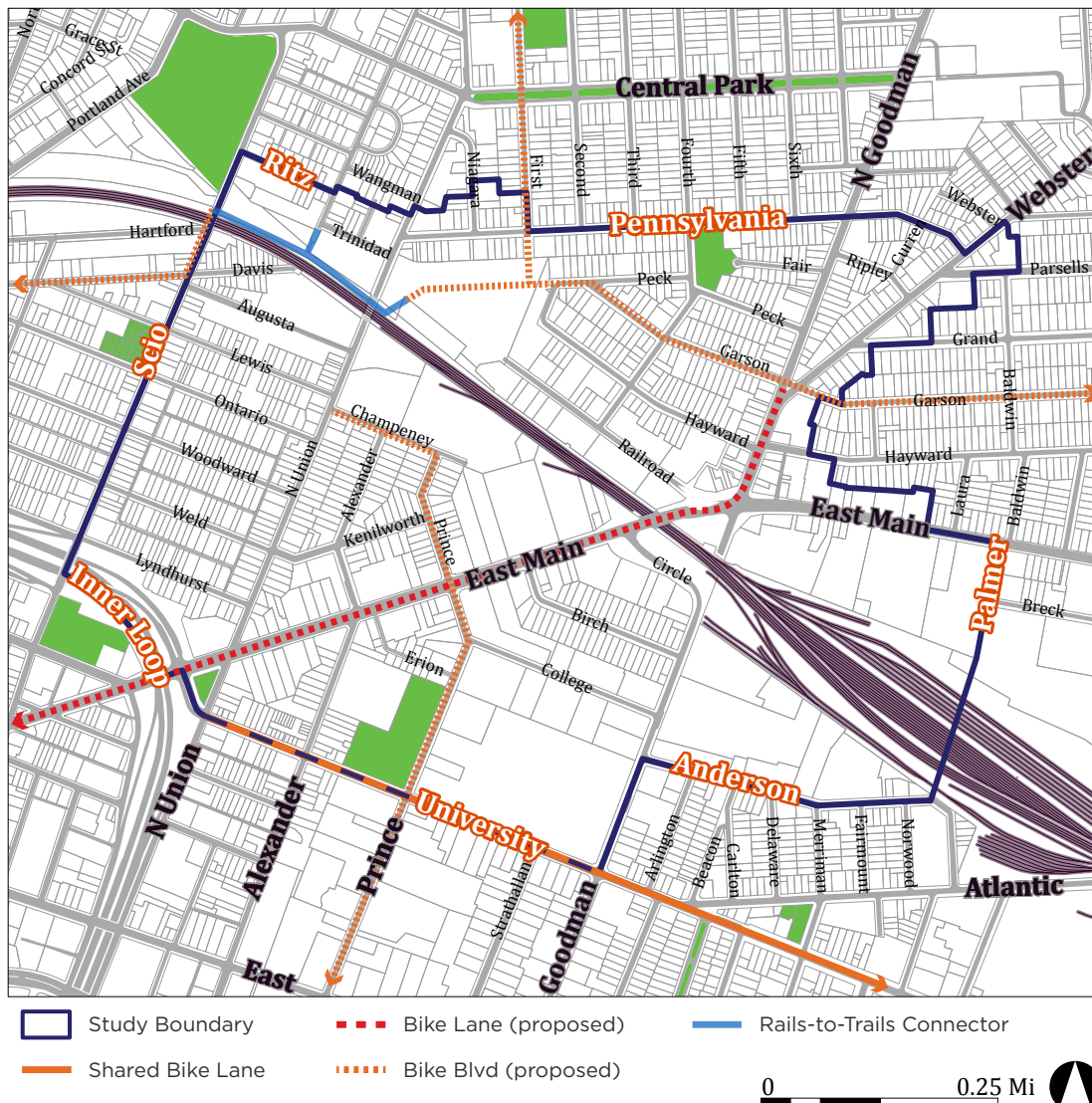
In addition to arterial streets, the railroad tracks that pass through the Study Area represent a major barrier to bicycle connectivity. Only the East Main Street bridge and North Union and Scio Street underpasses provide crossings. While Scio Street has shoulders that can act as de facto bike lanes, both underpasses on Scio and North Union Streets are narrow

and dark, and the East Main Street bridge has a steep grade, no cycling facilities, and a road design that results in speeding vehicles. The difficult crossing on the east side of the Study Area at the East Main Street bridge is a significant obstacle to bicycling. In fact, the section of East Main Street from North Union Street to North Goodman Street was rated an “F” in January 2011 in the City’s Bicycle Master Plan document.

Latent demand for bicycling as a form of transportation may exist within the Study Area, but without facilities that create a true all-ages and abilities network, it is unlikely that bicycling will become a more popular mode of travel. Attractions in the area such as the Public Market, Main Street Armory, Village Gate, the Memorial Art Gallery, and other Neighborhood of the Arts exhibitions should be natural attractors for bicyclists – especially when automobile parking is difficult – but in order for this potential to be realized, improvements to the bicycle network must be made.

Figure 15. Existing and Proposed Bicycle Facilities

Source: SSE



The City's 2011 Bicycle Master Plan assessed bicycling conditions on major streets using the Bicycle Level of Service methodology and analyzed traffic crashes involving bicyclists (notably identifying "hot spots" on East Main Street in the vicinity of the North Goodman Street and North Union Street intersections). It made recommendations on priorities for adding bicycle facilities to various streets based on the presence of an existing bicycle facility, existing Bicycle LOS, and the potential to create a dedicated bike facility. The streets within the Study Area identified as high-priority (i.e. Tiers 1 and 2) are not entirely consistent with input received as part of the current project in terms of which streets are seen by community members as most in need of robust bicycle facilities (particularly East Main Street).

More recently, the City recently completed a Bicycle Boulevard plan that identifies potential low-volume streets that could form a network of low-stress connections. These low-stress routes could complement robust facilities on major streets that could include separated bike lanes (or "cycle tracks"), potentially unlocking latent demand for bicycling in the Study Area.

A map of existing and proposed bicycle facilities depicted in the City's Bicycle Boulevard plan in the Study Area is shown on the previous page.

V. SAFETY

According to the New York State Accident Location Information System (ALIS), there have been 537 crashes reported in the Study Area over the last three years for which data is available (June 2011 to May 2014).

The ALIS data shows the following regarding crashes and the involvement of pedestrians and bicyclists in them:

Figure 16. NYS Accident Location Information System (ALIS) Involving Pedestrians and Bicyclists

Source: SSE

	Study Area Crashes	East Main St. Crashes	Major Street* Crashes
Total	537	268 (50% of total)	383 (71% of total)
Pedestrian Involved	16 (3% of total)	10 (4% of East Main Street crashes)	12 (3% of Major Street crashes)
Bicyclist Involved	9 (2% of total)	3 (1% of East Main Street crashes)	5 (1% of Major Street crashes)

*Major Streets are defined as East Main Street, North Union Street, University Avenue, North Goodman Street, and Webster Avenue

Although pedestrians and bicyclists are involved in a relatively low number of total crashes, this could result from the lack of people who currently find it safe to walk or bike in the Study Area. A further analysis of the ALIS data indicates that pedestrians and bicyclists sustained a higher percentage of serious injuries relative to their percentage involvement in

crashes. Also, on East Main Street and collectively on all Major Streets, a higher percentage of total injuries occurred relative to the total number of crashes. This indicates that crashes on East Main and other Major Streets have more severe outcomes.

Figure 17. NYS Accident Location Information System (ALIS) Involving Pedestrians and Bicyclists - Details

Source: SSE

	Study Area Crashes	East Main St. Crashes	Major Street* Crashes
Total Injuries	101	64 (63% of all injuries)	80 (79% of all injuries)
Total Serious Injuries	10 (10% of all injuries)	3 (5% of all East Main Street injuries)	6 (8% of all Major Streets injuries)
Pedestrian + Bicyclist Serious Injuries	6 (60% of all serious injuries)	2 (67% of all East Main Street serious injuries)	4 (67% of all Major Streets serious injuries)
Total Fatalities	1	0	0

*Major Streets defined as East Main Street, North Union Street, University Avenue, North Goodman Street, and Webster Avenue

In addition to crashes, the **perceived** safety regarding various modes of transportation in the Study Area must be considered. Due to speeding vehicles, a wide right-of-way, and infrequent crosswalks, East Main Street is a safety concern for all users – pedestrians, bicyclists, transit riders, and even motorists. More generally, a lack of walkable streets in the Study Area due to heavy industrial land uses, vacant storefronts and homes, and poor street connectivity contributes to a nearly non-existent culture of walking, particularly by choice versus necessity. As a result, motorists may not be cognizant of pedestrians who do use the streets, which creates additional potential safety issues.

A lack of low-stress bike connections in the Study Area increases the real and perceived dangers of bicycling and results in a low mode share for bicycling, even for short distances.

Crash locations during the three-year period between June 2011 and May 2014 are indicated in the map below. A second map highlighting crashes with pedestrians and bicyclists involved follows.

Figure 18. Study Area Crash Report Data: June 2011 - May 2014
Source: SSE



Figure 19. Study Area Pedestrian & Bicycle Crash Report Data: June 2011 - May 2014
Source: SSE



VI. PARKING

The Surface Parking Map (Figure 20) highlights all surface parking within the study boundary, calling out public lots as well as private accessory parking lots that serve adjacent businesses or other active uses. In all, there are 58 acres of surface parking covering an area equivalent to 44 football fields.

The Land Use Map in Figure 24 (see page 34) identifies parking only where the sole use of a given parcel is parking. The land use map, therefore, under-represents existing surface parking in the study area.

This analysis suggests that, in fact, parking is the second most prevalent land use behind residential, covering a full quarter (25%) of the parcel area within the study area. This figure includes off-street surface lots only, and does not account for the residential driveways or on-street curbside parking spaces available on a majority of streets in the Study Area. With major regional destinations such as the Public Market, Armory, and Auditorium located in such close proximity to residential areas, better managing event parking is a key goal for all area stakeholders.

Figure 20. Surface Parking
Source: Interface Studio



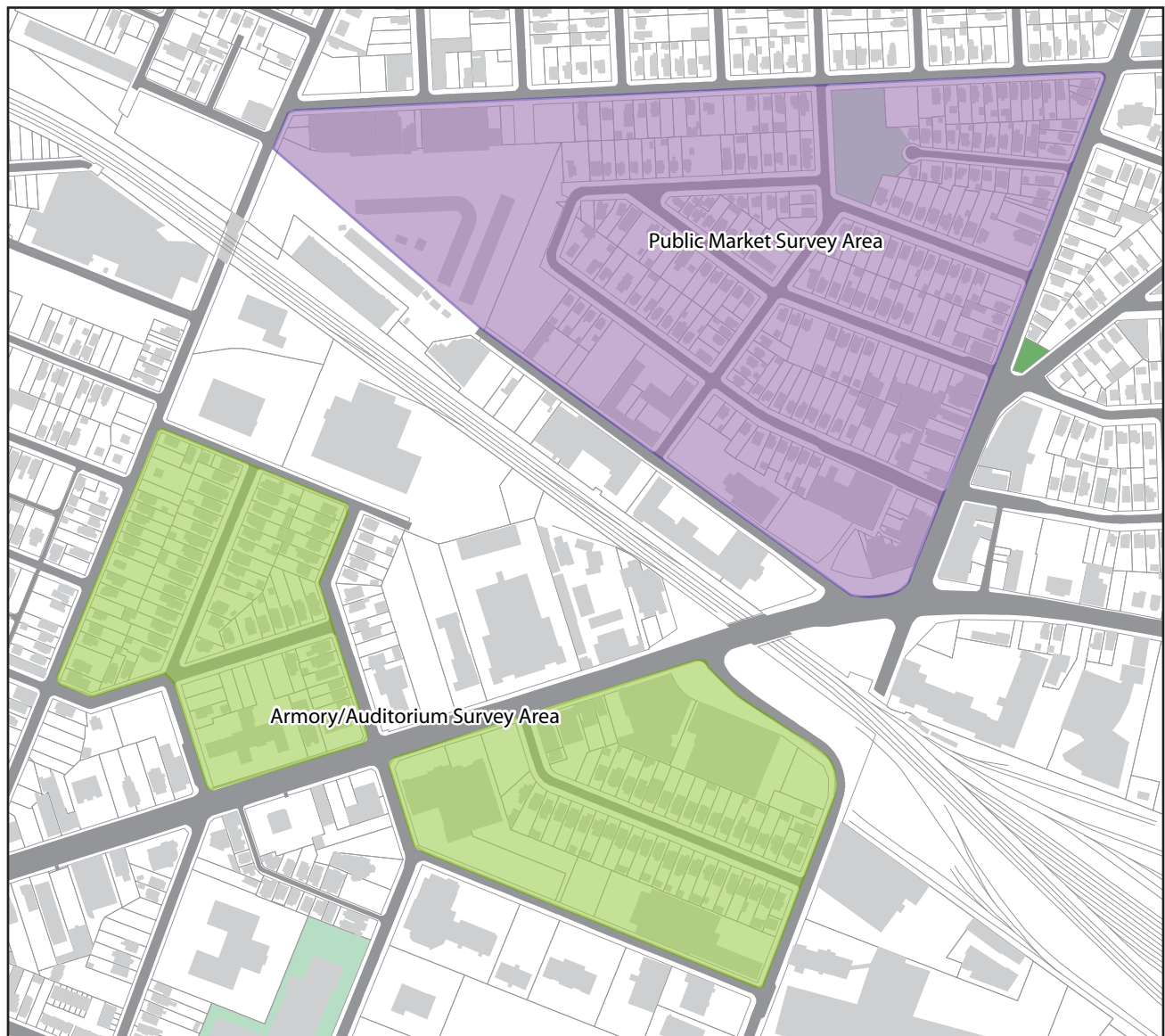
On-street regulations generally restrict parking on one or more days per week on at least one side of most streets, while several of the major arterials in the Study Area have peak-hour restrictions or regulations prohibiting parking at all times. Meanwhile, for a majority of the time the numerous off-street parking lots – which cover the area equivalent to 58 acres or 44 football fields – have significant excess capacity.

During well-attended events, such as the Public Market on Saturday mornings and events at the Main Street Armory or other local theaters, parts of the Study Area can become overwhelmed with drivers looking for parking spaces in the same general location at around the same time. As a result, these event-induced peaks result in what is perceived as a lack

of local sufficient parking capacity. In some cases, particularly for events held along East Main Street, making unused or underused off-street lots available to event attendees could relieve the pressure on limited on-street parking spaces nearby.

Parking counts in on-street and off-street locations (see Figures 22 and 23 below) were conducted during peak event periods – a Saturday at the Public Market from 9am-12pm and a Friday evening from 10-11pm when the Armory and Auditorium Theatre were concurrently hosting sold-out events. Comparison counts were made on a Sunday morning for the Public Market and a Friday evening with no events at the Armory and Auditorium Theatre, respectively.

Figure 21. On-Street Parking Survey Areas
Source: SSE



In the case of both on-street and off-street parking, demand is heavily dependent on the events at the nearby destinations. For example, during the sold-out event night at the Main Street Armory and Auditorium Theatre, parking on many nearby streets was filled near capacity (94%), with many cars even illegally parked in zones where it was prohibited at that time. Similarly, the nearby off-street lots (many of which are not open to the public) were 61% full. During the non-event

Friday night used as a comparison, only 28% of on-street parking and 16% of off-street parking was utilized, and far fewer cars were parked in illegal on-street spaces. Similar results were seen in the vicinity of the Public Market during a market day in comparison to a non-market Sunday.

Figure 22. On-Street Parking Capacity
Source: SSE

	Legal Capacity	Legally Parked	Spare Capacity	Illegally Parked
Event Peak	207	195	12	56
Proportion of Legal Parking		94%	6%	
Proportion of Parked Vehicles		78%		22%
Non-Event	207	58	149	17
Proportion of Legal Parking		28%	72%	
Proportion of Parked Vehicles		77%		23%

Figure 23. Off-Street Parking Capacity
Source: SSE

	Lot Capacity	Parked	Spare Capacity
Event Peak	1,425	864	561
Proportion of Parked Vehicles		61%	39%
Non-Event	1,425	229	1,196
Proportion of Parked Vehicles		16%	84%

VII. LOCAL TRIP GENERATORS

The Study Area contains several regional destinations that draw visitors from Rochester and beyond. These include the **Public Market**, **Main Street Armory** and the **Auditorium** and **Blackfriars Theatres**. These locations host special events – Saturday, Tuesday, and Thursday mornings and afternoons for the Public Market, and generally scattered evenings for the other venues – that contribute to peaks in local traffic before, during, and after events. Visitors arriving at these attractions by car face difficulties in finding parking, especially during heavily-attended events such as Public Market Saturdays and sold-out events at the 6,500 person capacity Armory.

Similar to the parking counts described above, traffic data was collected during peak event periods both during the Public Market hours on a Saturday and during simultaneous sold-out events at the Armory and Auditorium Theatre. Spot checks of this “event peak” vehicular traffic data confirmed that while

events at these major trip generators do impact the nearby street network, occasionally leading to isolated backups at certain movements, these impacts are generally very short in duration and are neutralized by the lower background traffic given that both event periods are outside of the weekday rush hour peaks. In other words, weekday AM and PM rush hours remain the “worse-case” peak periods within the Study Area. Vehicular LOS for key intersections on a Public Market Saturday are compared to the weekday AM and PM peak periods; with the exception of two movements at East Main Street and North Union Street, all movements perform equally or better on the Saturday.

Other local trip generators include exhibitions in and around the Neighborhood of the Arts (including the Memorial Art Gallery), the Village Gate mixed-use complex, and residential neighborhoods such as Marketview Heights, GP4H, PACK, and Beechwood.

VIII. STREETSCAPE & PUBLIC SPACE

The Study Area faces a relative lack of quality open space and there are limited opportunities to use sidewalks and streets for anything but through movement. Streets do not have much, if any, public seating or plazas to offer passive social and recreational opportunities, and the road network is geared almost exclusively toward the automobile. With the exception of some pleasant residential side streets, most streets in the Study Area are not conducive to walking for

leisure. While there are several existing parks and plazas, such as the Fourth Street and Peck Street Park and the plaza-like spaces at the East Main Street/North Goodman Street intersection, these are not as well-used as they could be and numerous comments were received through the public input process requesting improved access to a greater number of parks and public spaces.

B. LAND USE & HOUSING

At the time of the field survey in early 2015, 60% of the properties in the East Main Arts & Market Initiative study area were residential. 33% of parcels (392 properties) host single-family homes, and the remaining residential properties (27% of all parcels) host two dwelling units or more. Residential properties comprise 31% of the study area's total parcel area.

The second most common land use in the study area is vacant land, comprising 15% of all parcels (180 properties). These properties cover 21 acres of land, which is 7% of the total parcel area.

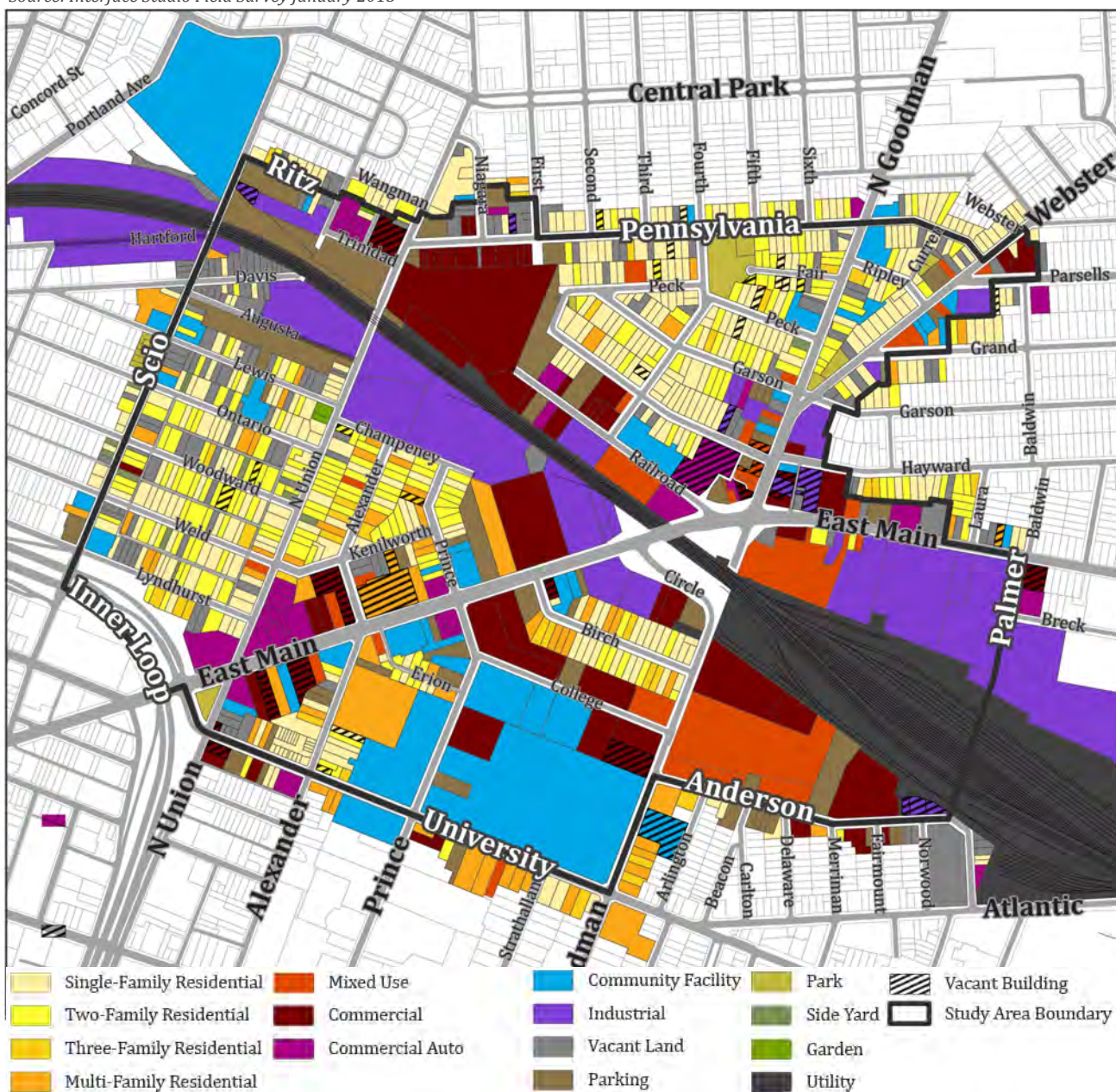
Outside of the Public Market, commercial, auto, and mixed use properties are located predominantly along the study area's main corridors, East Main Street and North Goodman Street. Together, the commercial, auto, and mixed use properties account for 11% of all properties (133) and 22% of total parcel area.

41 properties (3%) host community facilities including museums, schools, religious institutions, and non-profits.

Most large industrial properties abut the railroad tracks, contributing to the barrier that they create between neighborhoods and amenities in the study area.

Figure 24. Land Use, 2015

Source: Interface Studio Field Survey January 2015

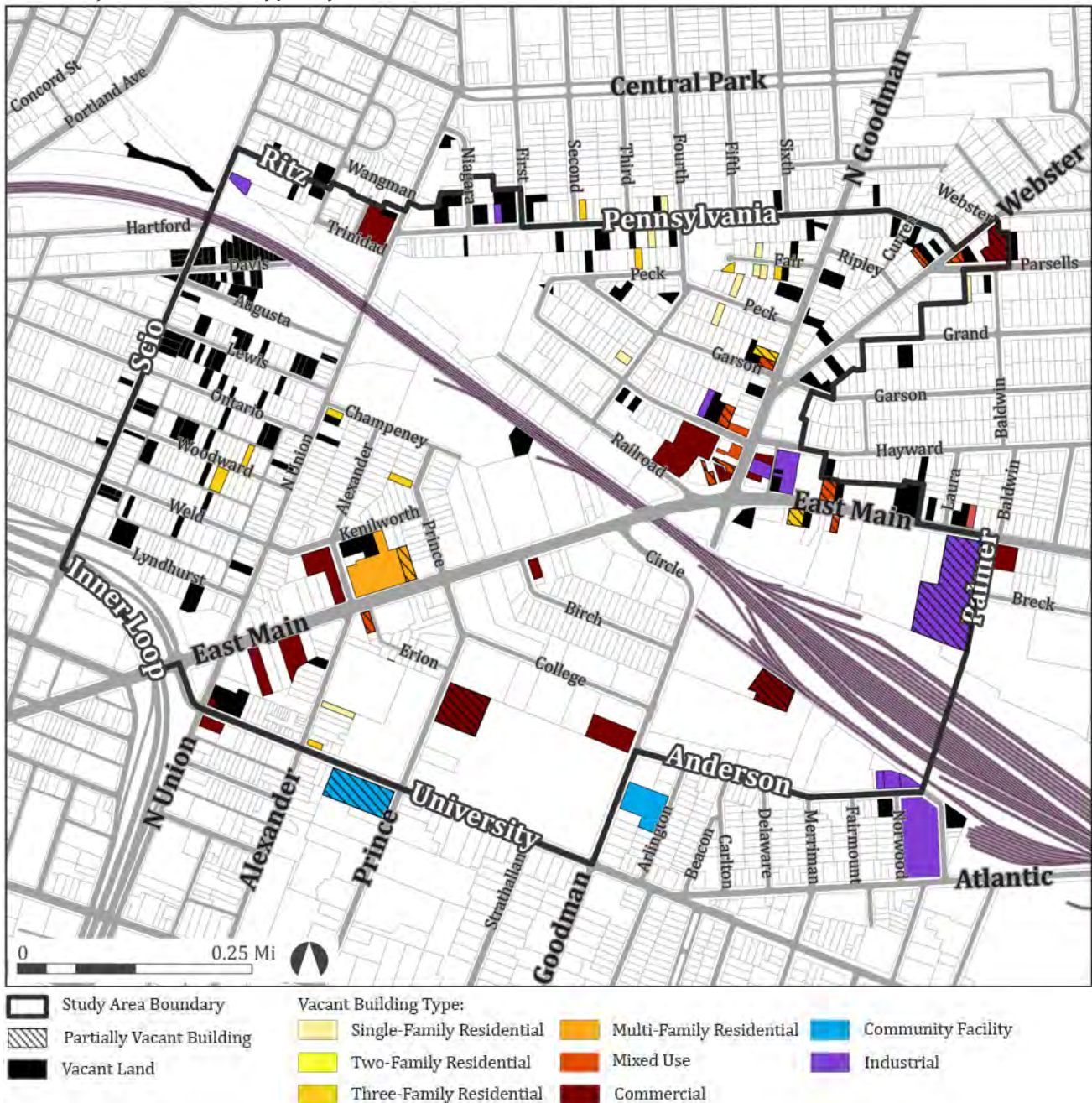


I VACANCY

The project team's field survey found that 9% of the parcel area in the East Main Arts & Market Initiative study area is vacant. The study area contains 46 vacant structures (on parcels that amount to 12 acres) and 180 vacant lots (20 acres). Vacant properties are concentrated north of East Main Street, detracting from the quality of life of residents in those communities.

Figure 25. Vacancy by Type, 2015

Source: Interface Studio Field Survey January 2015

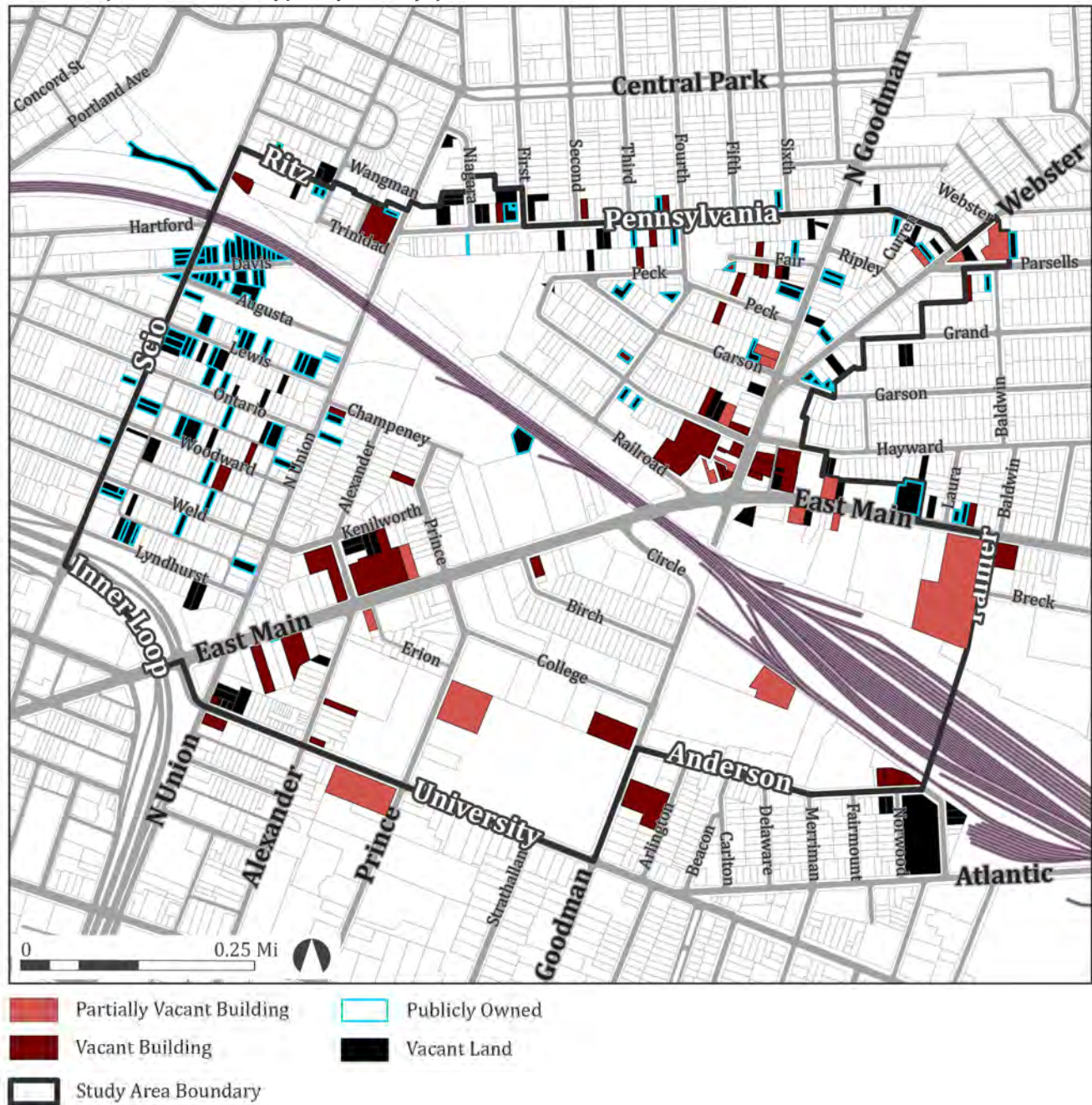


II PUBLICLY-OWNED VACANCY

Within the study area, 46% of the vacant properties are publicly-owned. The City of Rochester owns 45% of the vacant properties, one vacant structure and 101 vacant lots. These properties represent opportunities for near-term improvements and reinvestment.

Figure 26. Publicly-Owned Vacancy

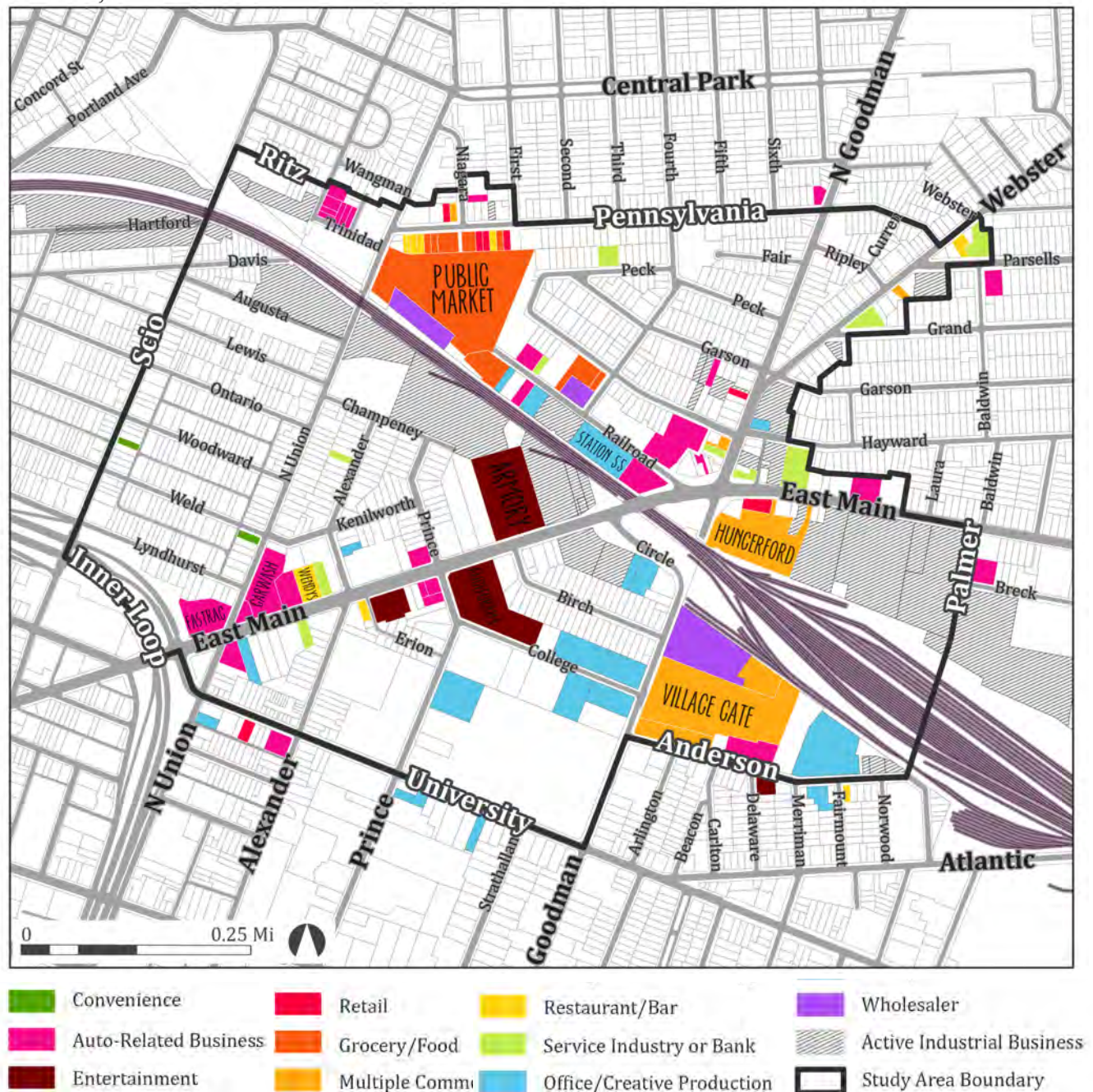
Sources: Interface Studio Field Survey January 2015, City of Rochester



III COMMERCIAL USES BY TYPE

Figure 27 maps commercial uses by type. There are 133 commercial or mixed use properties in the study area; 110 of these properties host active businesses. Some businesses span multiple parcels, while in other cases, single parcels host multiple business tenants (as is the case with the Rochester Public Market, Village Gate Square, the Anderson Arts Building, the Hungerford Building, and Fedder Industrial Park).

Figure 27. Commercial Uses by Type
Source: Interface Studio

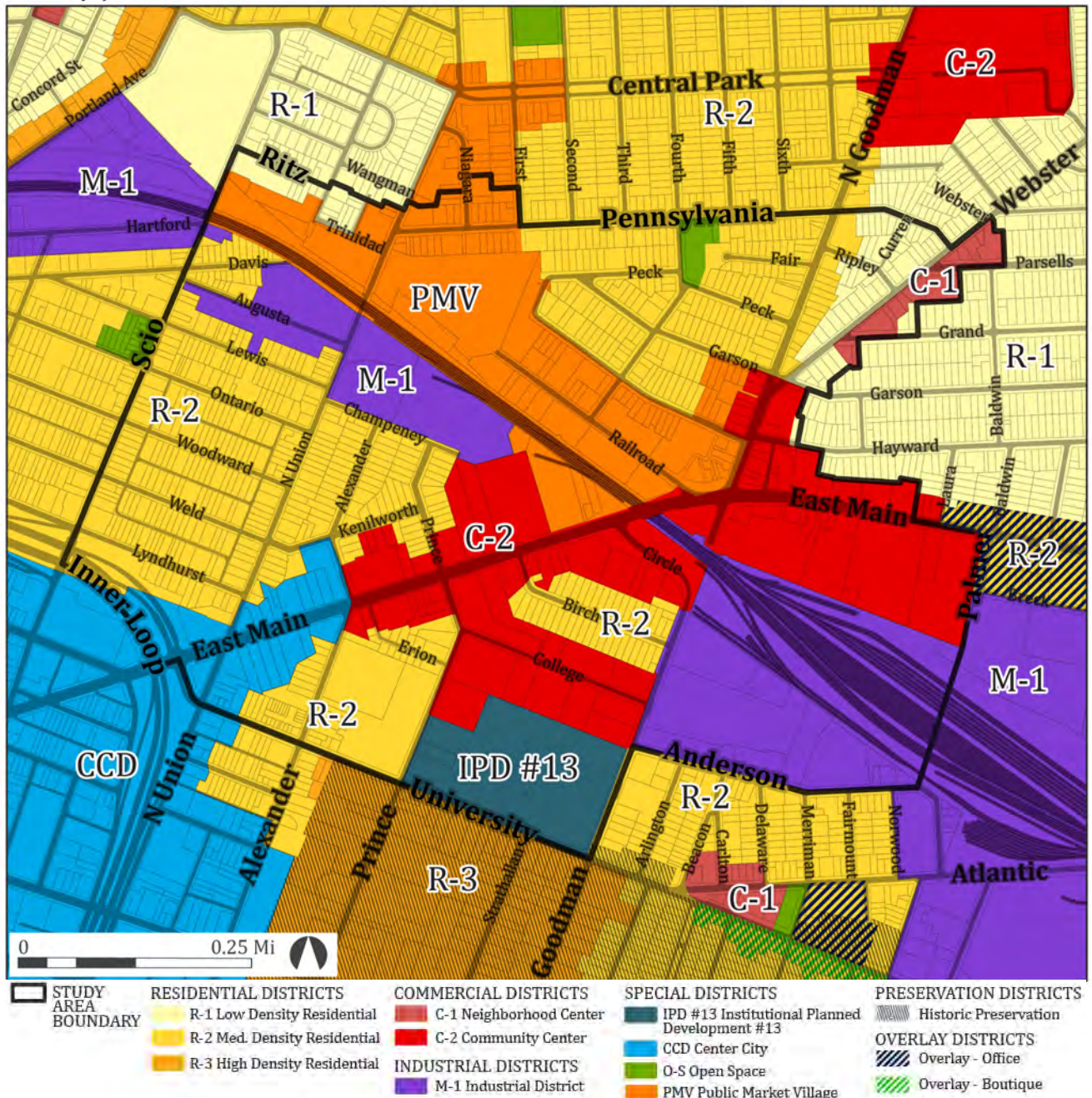


IV ZONING

The residential portions of the East Main Arts & Market Initiative are zoned mostly R-2, allowing medium density residential development. The Center City District (CCD) extends from Downtown up East Main Street to Alexander Street. East of Alexander Street, East Main Street is zoned C-2, allowing community-oriented mixed-use development. The M-1 industrial district hugs the railroad tracks.

Unique to the study area, a special zoning classification for the Public Market Village (PMV) encompasses the Public Market and adjacent blocks, enabling a mix of uses including the outdoor market, housing, live-work and office spaces, retail, bars and restaurants, manufacturing, warehousing and wholesaling, and agriculture.

Figure 28. Zoning, 2003
Source: City of Rochester



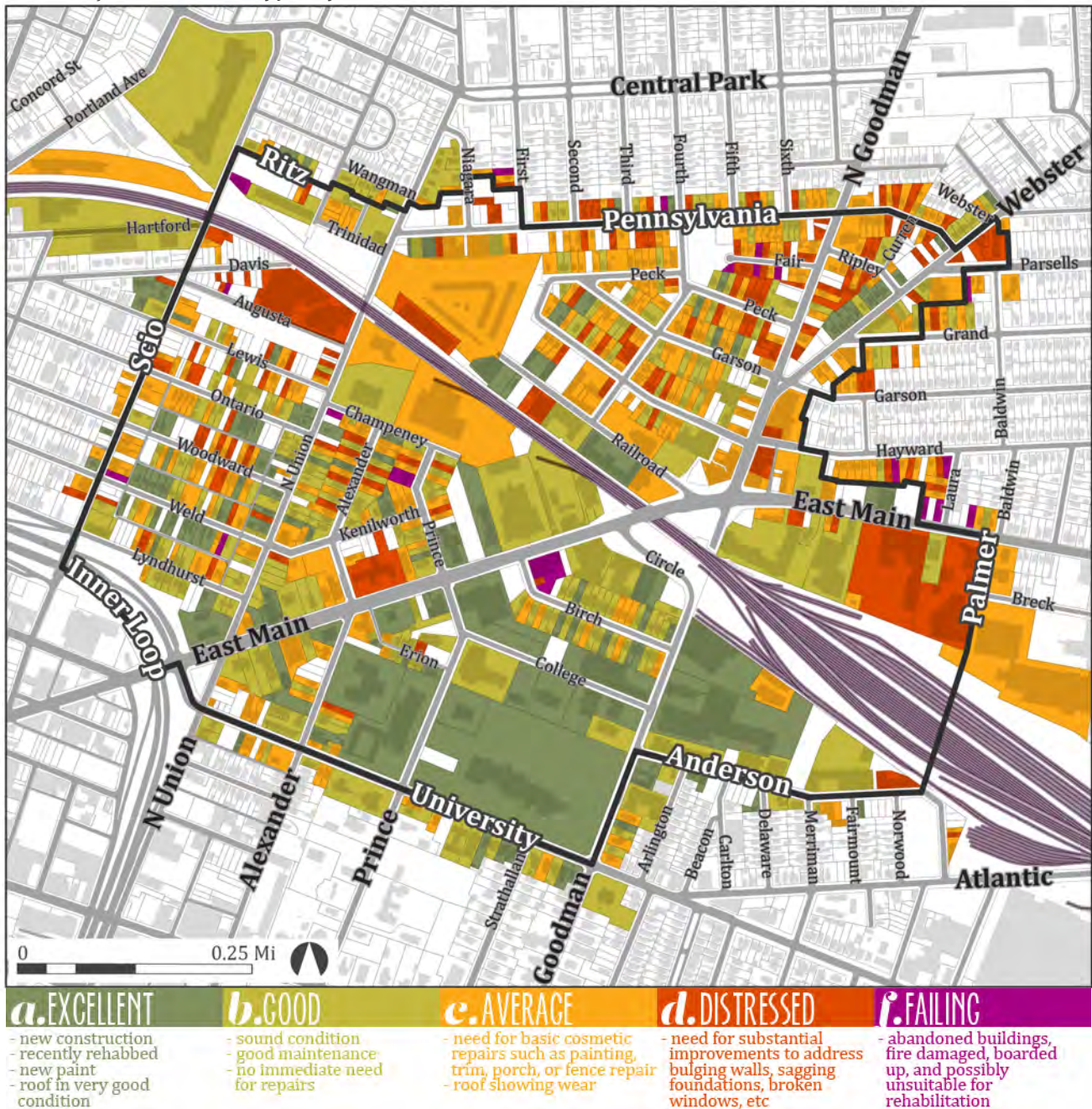
V BUILDING CONDITIONS

The project team conducted a building condition survey in January 2015. Buildings received a grade of A through F depending upon their exterior condition compared to the rest of the building stock: A for excellent, B for good, C for average, D for distressed, and F for failing. Grade descriptors are included in Figure 29.

GRADE	COUNT	PERCENTAGE
A: Excellent	136	15%
B: Good	281	31%
C: Average	336	36%
D: Distressed	149	16%
F: Failing	22	2%

The low number of properties receiving a score of F reflects the City's efforts to demolish vacant structures that are in dangerous condition.

Figure 29. Building Conditions, 2015
Source: Interface Studio Field Survey January 2015

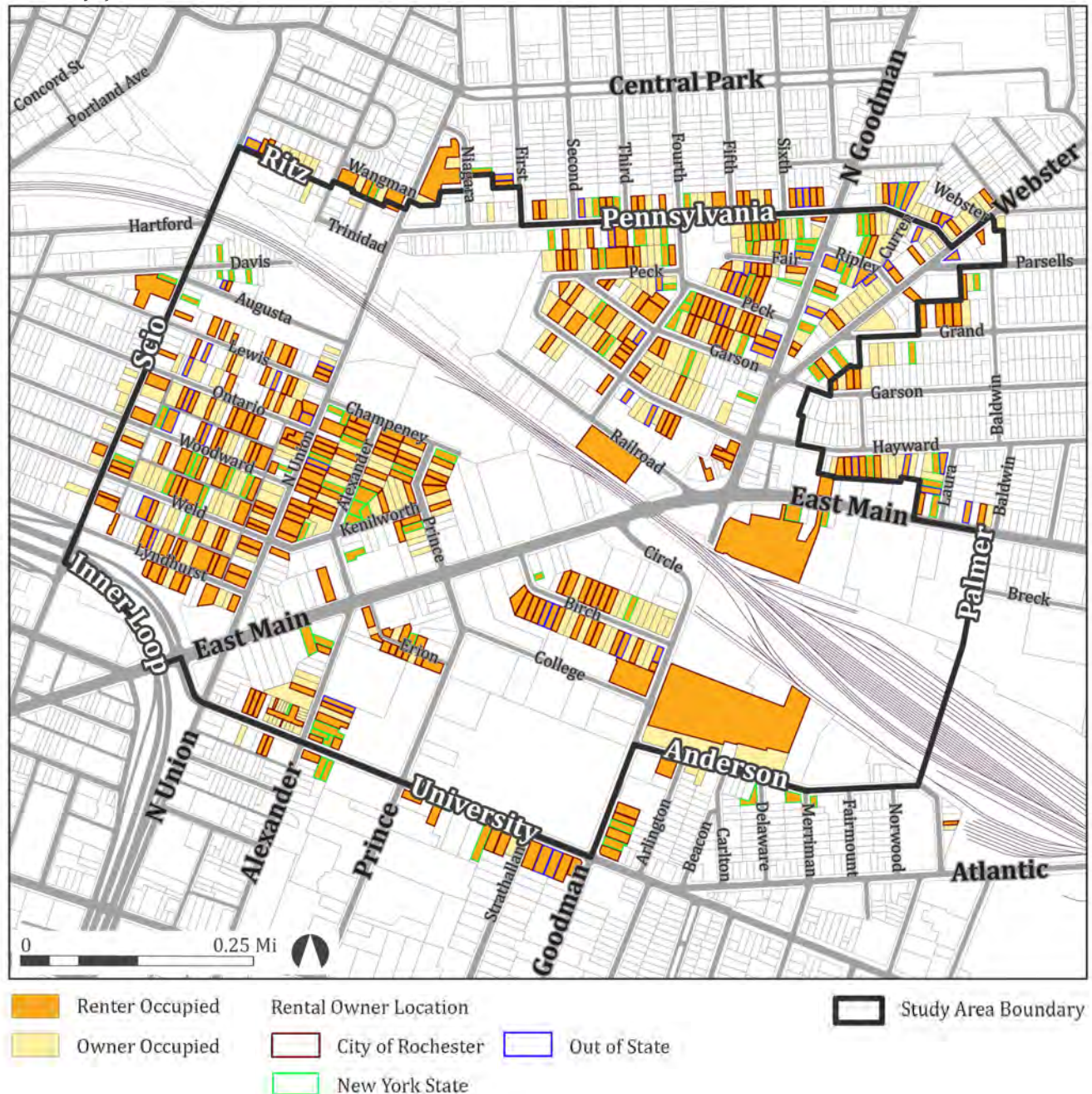


VI RESIDENTIAL OWNERSHIP

Stakeholders on the Project Advisory Committee and in the Focus Groups expressed concerns about absentee landlords and high-turnover rental properties. Figure 30 illustrates owner versus rental occupancy for properties surveyed as residential within the study area. The project team based this analysis upon data provided by the City of Rochester; properties for which the address and the tax address are the same are coded as owner-occupied, while properties for which the tax bill is sent to an off-site address are coded as renter-occupied.

37% of residential properties (265 properties) are owner-occupied, and 63% are renter-occupied (452 properties). Of the rental properties, 68% are owned by local landlords located in the City of Rochester. 21% are owned by landlords elsewhere in New York State, and 11% are owned by out-of-state landlords.

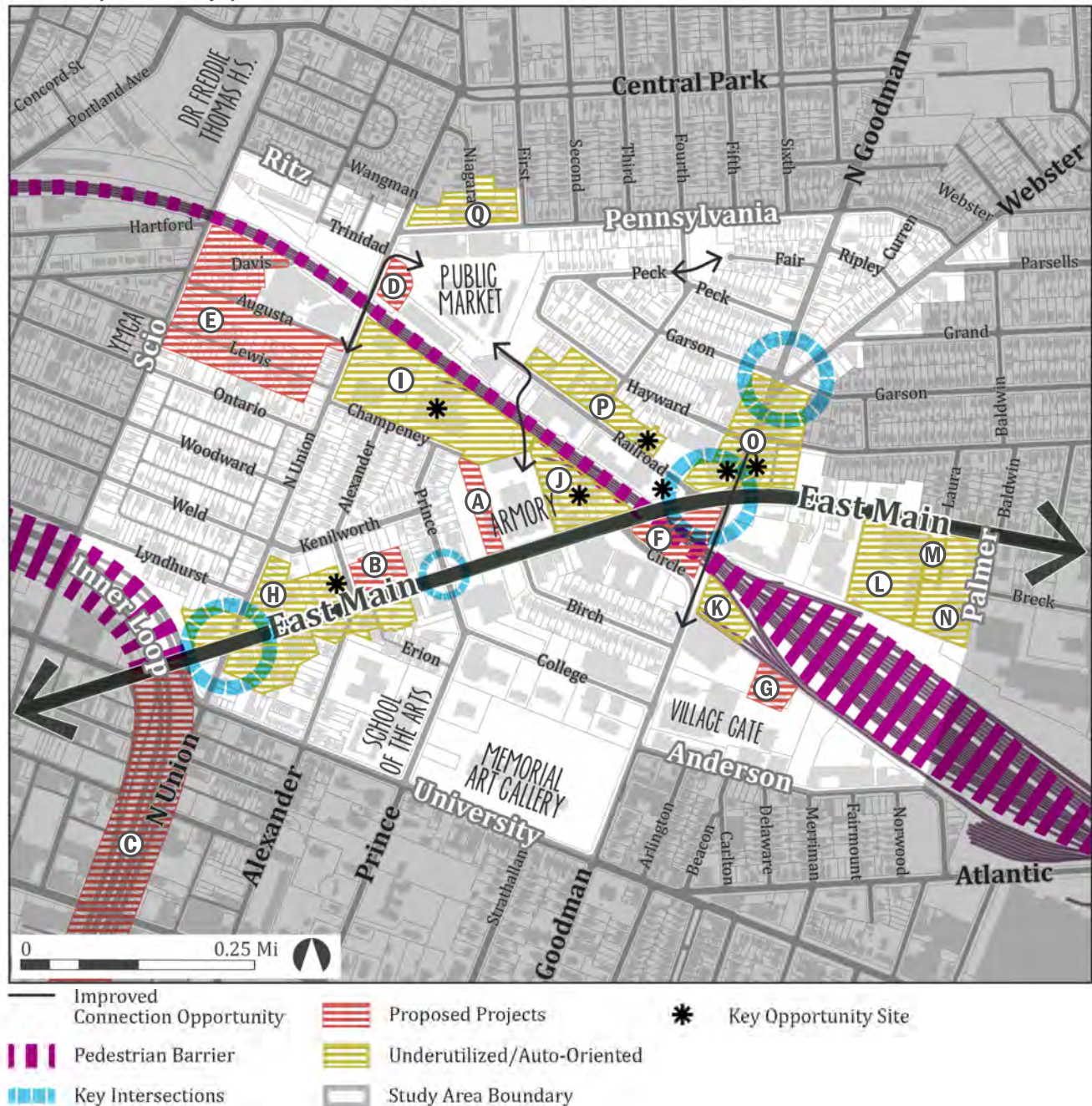
Figure 30. Owner versus Renter Occupancy for Residential Property
Source: City of Rochester



VII PROPOSED PROJECTS & POTENTIAL OPPORTUNITIES FOR CHANGE

Figure 31 identifies projects that are already in progress or proposed within the East Main Arts & Market Initiative Study Area boundaries, as well as opportunities for change. The opportunity sites identified for possible redevelopment and land use changes emerged through discussions convened by the City of Rochester with active developers, investors, and property owners in the area. No firm plans exist for these sites at this point in time, though some conceptual plans are gaining momentum.

Figure 31. Proposed Projects & Potential Opportunities for Change (see following page for project key)
Source: Interface Studio, City of Rochester



Projects in Progress or Proposed:

- Ⓐ 42 units of Live/Work spaces at Market Apartments
- Ⓑ 52 units of Senior Housing at Eastman Dental
- Ⓒ Inner Loop East Transformation
- Ⓓ Public Market New Construction
- Ⓔ Market View Heights URD Residential Infill
- Ⓕ Bridging Neighborhoods
- Ⓖ Village Gate Parking Lot expansion

Potential Opportunities for Change

- Ⓗ Auto-Oriented Commercial Businesses
- Ⓘ Industrial Uses
- Ⓝ Industrial Materials Storage
- Ⓚ Industrial Materials Storage
- Ⓛ Bus parking
- Ⓜ Vacant Martha Matilda Harper Building
- Ⓝ Partially Vacant Fedder Industrial Park
- Ⓞ Plaza and Underutilized Buildings at Goodman & Main
- Ⓟ Railroad Street Approach to Public Market
- Ⓠ Vacancy North of Public Market

For letter locations in Study Area, see Figure 31 on prior page.



The former Eastman Dental Dispensary will soon be senior housing



The former Corpus Christi building will soon be artists' housing



Vacancy on North Goodman Street north of East Main



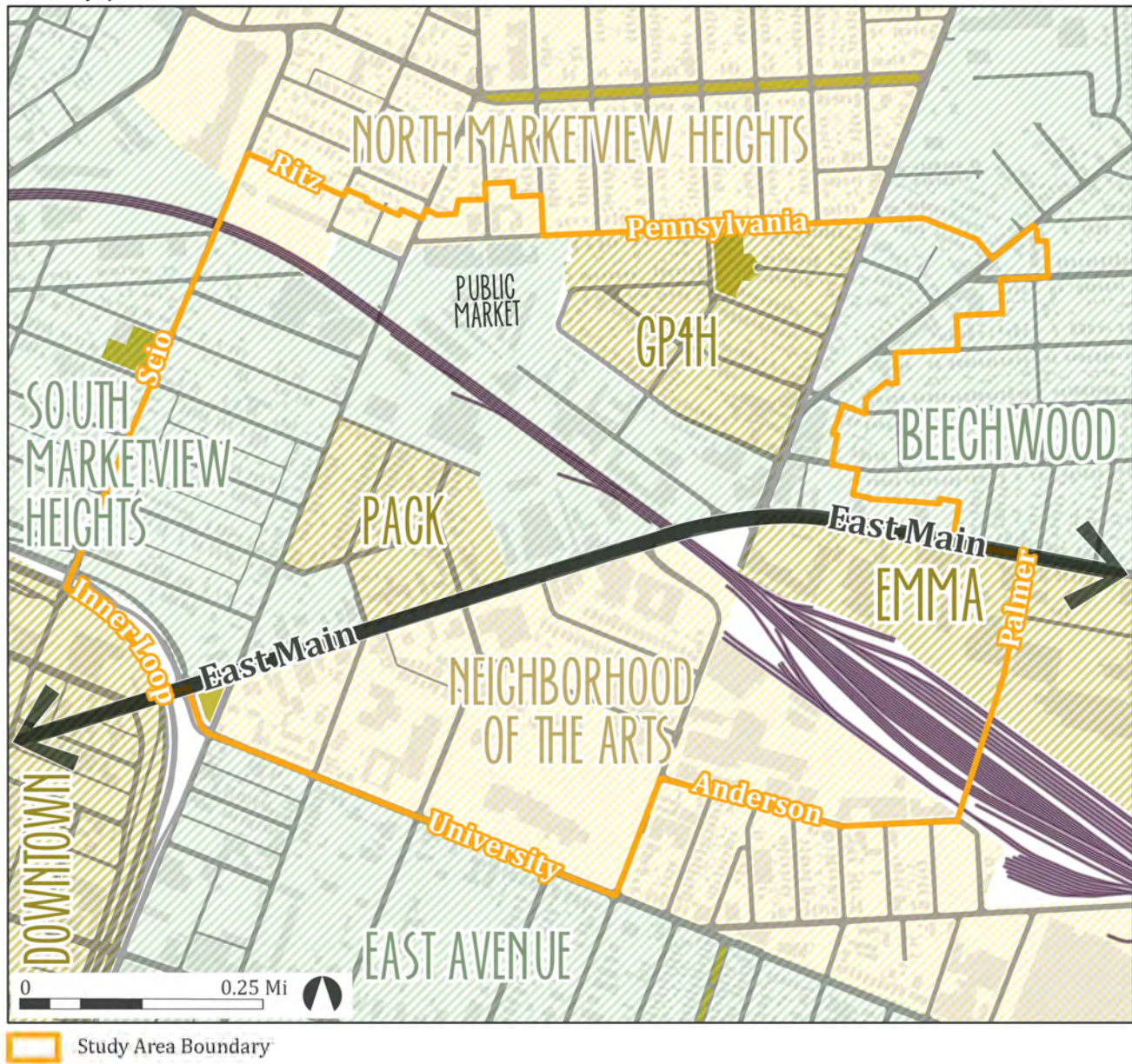
*Vacant land north of the Public Market
Sources: Interface Studio*

C. NEIGHBORHOOD BRANDING & IDENTITY

I EXISTING NEIGHBORHOOD IDENTITIES

The East Main Arts & Market Initiative study area marks the juncture between multiple neighborhoods: Marketview Heights, PACK, GP4H, and Beechwood on the north side of East Main Street, and the Neighborhood of the Arts (NOTA) and EMMA on the south side of East Main Street. The Inner Loop separates the study area from Downtown.

Figure 32. Neighborhoods
Source: City of Rochester

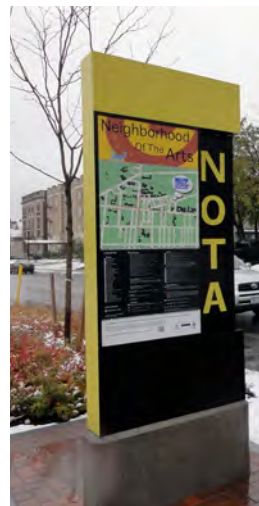


II POTENTIAL BRANDING IN THE STUDY AREA

The six neighborhoods that meet in the vicinity of East Main Street and North Goodman Street each have their own sense of identity, and some, like NOTA and Beechwood, have established graphic identities or brands as well. In addition to the many neighborhoods that call the study area home, the area's regional destinations such as the Rochester Public Market and host of arts and cultural venues also contribute to the local vibe, but at present, there is no unifying thread to connect the unique mix of neighborhoods and destinations within the East Main Arts & Market Initiative area.

Currently, East Main Street is a barrier between neighborhoods, a wide thoroughfare lacking a cohesive identity. But at the same time, neighbors and area stakeholders see great potential for East Main Street to

fill that void and help connect the dots, through physical improvements to the street that make it easier to travel via different modes of transportation, but also through streetscape improvements, public art, and signage that help express the special characteristics of adjacent neighborhoods and one-of-a-kind destinations clustered in such close proximity. The opportunity exists to transform East Main Street much as NOTA worked to transform University Avenue from an auto-focused traffic route into a creative corridor and community destination in and of itself. Such improvements will not only serve to better connect existing neighborhoods and destinations but also contribute to an increased sense of place and thus heightened vitality along the commercial corridors leading to the Public Market.



Existing brands and neighborhoods in the Study Area

D. PROJECTION OF FUTURE CONDITIONS

It is important that any future design alternatives be developed and evaluated not only with regard to existing conditions, but also in the context of how conditions are expected to change in the future independent of this project. The project team examined longer-term trends both within the Study Area and in the Rochester region as a whole.

I LAND USE TRENDS

The following demographic trends and urban dynamics in Rochester informed the planning team's understanding of existing conditions as well as the thinking around possible alternative futures:

- > **Population** – As a city, Rochester has been experiencing population decline since 1950, although this decline has slowed significantly. While in recent years the City government has taken steps to right-size and stabilize its housing stock for a smaller population, it has also acted on policy decisions to make strategic and focused investments for measured growth in transitioning areas. Such transitioning areas are typically at the edge of strong or stable markets, and/or close to important assets, such as the Rochester Public Market. Indeed, South Marketview Heights, located within the East Main Arts & Market Initiative study area, was one of four pilot areas designated by the Focused Investment Strategy, resulting in targeted demolition, residential rehabilitation and new construction, façade improvements, streetscape improvements, greening, crime prevention, and community organizing, among other efforts. The holistic approach paved the way for private market activity, as evidenced in the new Market Apartments and senior housing now under construction along East Main Street. This planning effort applies a complementary and measured approach to recommendations for residential reinvestment, seeking to build upon strengths, stabilize neighborhoods, maximize impact, and find creative ways to introduce new housing types at appropriate price points.
- > **Commercial** – In urban centers across the country, traditional commercial corridors face ever increasing competition from “Big Box” auto-oriented commercial developments in the suburbs as well as e-commerce that brings far-flung goods within reach. But as South Avenue in the South Wedge illustrates, there is growing interest in and support for local, independently-owned, often food-oriented businesses that can breathe new life into traditional commercial corridors and surrounding residential blocks. North Goodman Street within the study area enjoys a similar scale and attractive building stock, and the number of existing vacant storefronts and upper floor spaces indicate that there is room to repurpose buildings, generate buzz, and attract customers by welcoming multiple small businesses,

perhaps as an out-post of the Public Market. In contrast, the larger footprint auto-oriented commercial uses along East Main Street near the Inner Loop continue to thrive, thus suggesting, that at least in the near term, existing uses will remain in place until the market strengthens and land values can support larger-scale redevelopment integrating a more walkable and community-friendly mix of land uses.

- > **Industrial** – The study area contains active and inactive industrial sites situated along the rail line. A review of Monroe County's Municipal Land Use Report on proposed, approved, and newly constructed development projects over the past five years (2010-2014) indicates that industrial development accounts for less than 10% of land area redeveloped in the City of Rochester each year (and less than 3% of the number of parcels redeveloped). Within Monroe County as a whole, however, industrial development accounts for less than 3% of the land area and less than 1% of parcels redeveloped over the same time period, suggesting that the city's industrial legacy and industrial lands continue to attract and outpace industrial development activity in the region. As observed in the mix of tenants at Fedder Industrial Park, the Hungerford, and Anderson Arts Building, the Study Area is home to a growing list of artists, artisans, and light industrial users seeking affordable work space in existing buildings full of character. Indeed, part of the inspiration for this Arts & Market study was a desire to explore additional opportunities for adaptive reuse or redevelopment of spaces to house creative entrepreneurs and smaller-scale industrial users interested in setting up shop in proximity to other creative producers.

II HOUSING TRENDS – DRIVERS OF RESIDENTIAL DEMAND

The 2014 Analysis of the Market for Development in the *Marketview Heights Urban Redevelopment District* explored residential market demand for the area north of East Main Street, from the Inner Loop to North Goodman Street. As there is little vacancy south of East Main Street, the findings of the market study translate well to the East Main Arts & Market Initiative planning effort. As noted in the market analysis, drivers of housing demand include:

- > *Growth in the total number of households* – projections based on population change were negligible (approximately 10 new households added over five years), aside from planned new developments such as the Market Apartments at Corpus Christi and the senior housing to be built within the former Eastman Dental Dispensary.
- > *The need to replace housing units that are physically or functionally obsolete* – the market analysis applied a 1.0% annual replacement rate, which in the East Main Arts & Market Initiative study area would yield a replacement demand estimate of roughly 20 units annually. If the housing tenure rates suggest a reasonable basis for establishing a breakdown for replacement units, approximately 78% (16 units) should be for renters, and 22% (4 units) should be for owners.
- > *Changes in age and income patterns that generate demand for housing units that are larger or smaller to meet the needs of households* – demographic analysis suggests a strong demand for affordable housing suitable for all age cohorts, some growth in the first-time homebuyer age cohort (25 to 34 years old) with incomes ranging from \$35,000 to \$100,000 and thus potentially sufficient for homeownership, and more than 350 households with incomes ranging from \$35,000 to \$100,000 in the age range from 55 to 62, when many households seek opportunities to “trade down” to smaller housing units or condominiums that require less maintenance and upkeep.

According to the market study, demand for new housing is modest, driven by the need to replace obsolete units and accommodate shifting demographics, rather than growth. However, the R-City initiative has been working with the GP4H neighborhood to explore the potential of cultivating a **district for creative production** building off of the Public Market and proximity to Neighborhood of the Arts. The concept centers on the provision of affordable housing and affordable work space to draw creative thinkers, makers, and entrepreneurs. If successful, this concept could present a new source of residential market demand in the East Main Arts & Market Initiative, attracting creative people who want to live and work in close proximity to each other and other creative assets, and work with the existing community to improve the neighborhood.

III TRANSPORTATION TRENDS

A memo authored by Monroe County DOT in 2013 identifies trends in traffic volumes throughout the county and uses these trends to make recommendations on expectations of future volume growth. In doing so, it provides guidance on “identifying appropriate traffic volume growth rates for traffic studies.” The memo notes a general decline in traffic volumes throughout most of the county including Rochester between 2001 and 2009/2012, when more recent counts were taken.

These trends are hardly surprising, as Rochester, like many other US cities, has experienced a shift in miles driven per capita following the 2008 economic slowdown. Further structural shifts in US demography have seen more young people delaying or avoiding obtaining driver’s licenses in favor of alternate modes of transportation or relying on virtual communication rather than face-to-face meetings, which reduces demand on the road network. In the City of Rochester, a decline in traffic volume may also be attributable to a population loss of roughly 4% since the year 2000.

To estimate how proposed changes to the transportation landscape in the project area would impact traffic congestion, the project team used a 0.5% annual growth rate in traffic volumes over the next 20 years (to 2035), which was approved by Monroe County DOT. This expectation is below the 1.0% prescribed growth rate for Rochester in the Monroe County 2013 memo for the following reasons:

- > The memo specifies that judgement is required in selecting an annual growth rate for Rochester, because as the largest city in Monroe County it has different characteristics that will create different volume growth scenarios. While west side areas might have 1.5% growth, the memo mentions that “for areas on the northeast side, Irondequoit’s 0.5% per year may be appropriate.”
- > Although the project area is close to the central business district (which has a recommended 1.0% growth rate from Monroe County DOT), given demographic shifts and the alternatives developed in this plan to foster a mixed-use neighborhood with a range of high-quality transportation options, the project team chose to apply a 0.5% growth rate as the most appropriate balance between what is realistic and what is conservative (worst-case).
- > Using this positive growth rate in vehicle miles travelled is still a conservative estimate given the city’s population reduction and given the decline in overall vehicle miles travelled per capita for nine straight years between 2004 and 2013.

III. GUIDING PRINCIPLES FOR ALTERNATIVES ANALYSIS

A. COMMUNITY VISION STATEMENTS

At the first public Open House, participants filled out “Postcards from the Future” post-marked 2025, describing their vision for East Main Street. This handful of postcard excerpts details a sample of the community’s shared values, and together, all of the vision statements informed the guiding principles adopted by the Project Advisory Committee and the planning team during the alternatives analysis phase of work. Together, the community wrote:

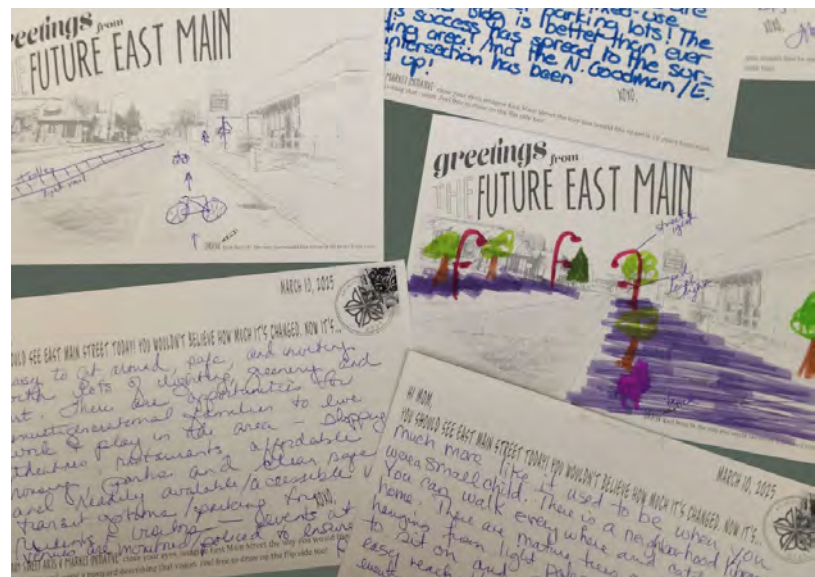
DEAR MOM,
YOU SHOULD SEE EAST MAIN STREET TODAY! YOU
WOULDN'T BELIEVE HOW MUCH IT HAS CHANGED. NOW...

“...it is walkable, diverse, and sustainable, centered around healthy food, proximity to downtown, and fun places for events. Finally, a streetscape line and protected bike lanes along East Main Street. Many fewer cars!”

“... it is safe and inviting. A place that connects pedestrians to multiple destinations – not just cars. The abandoned houses and lots are all gone. They have been replaced with new development and inviting public space. Come enjoy!”

“...it is no longer a high speed through street. It has lots of greenery. There are industrial buildings converted into environmentally responsible housing, arts, and retail spaces. It is a walkable neighborhood where you can get everything you need for daily living – and not just food on market days, although the market continues to thrive... There are communities of people living together and committed to civic activity. It is a real center for the arts too.”

“...it is easy to get around, safe, and filled with lots of lighting, greenery, and art. There are opportunities for multi-generational families to live, work, and play in the area – shopping, theaters, restaurants, affordable housing, parks and clean space, and readily available/accessible mass transit, parking for residents and workers, and events at big venues are monitored/policed to ensure public safety.”



Postcards from the Future visioning exercise at Open House 1 Source: Interface Studio

“...it is a little bit safer for everyone, without being super gentrified. Many of the long-term residents are still here, and it is racially diverse and affordable to live here. The market area is thriving with lots of small and local businesses. Art and gardening by local residents are encouraged...”

B. PROJECT GOALS

Through a combination of input from the Project Advisory Committee, the focus groups, and the general public, the project team formulated the following project goals to guide the analysis of potential alternatives

- I. TAME EAST MAIN STREET BY REDUCING ITS WIDTH AND ENCOURAGING VEHICLES TO SLOW DOWN
- II. FOSTER MULTI-MODAL TRANSPORTATION (WALKING, BIKING, AND TRANSIT) ALONG THIS GATEWAY TO THE CITY
- III. COMPLEMENT EXISTING ICONIC ARCHITECTURE WITH PUBLIC REALM IMPROVEMENTS THAT CREATE A MORE BEAUTIFUL, URBANIZED BUILT ENVIRONMENT ON EAST MAIN AND ON GOODMAN
- IV. IMPROVE CONNECTIVITY THROUGH INVESTMENTS IN PLACEMAKING AT KEY INTERSECTIONS THAT TRANSFORM THE EAST MAIN ARTS & MARKET AREA INTO A PLACE WHERE PEOPLE WANT TO GATHER AND SPEND TIME
- V. MANAGE EVENT-RELATED PARKING
- VI. DEVELOP A MIX OF HOUSING TYPES (INCLUDING FLEXIBLE LIVE-WORK SPACES) FOR HOMEOWNERSHIP AND FOR RENT AND MAINTAIN A MIXED INCOME COMMUNITY
- VII. SUPPORT CREATIVE PRODUCTION THROUGH THE BUILT ENVIRONMENT, PROGRAMS, AND BRANDING
- VIII. BALANCE NEW DEVELOPMENT AND THE DESIRE TO ATTRACT NEW RESIDENTS WHO WILL ADD VITALITY AND HELP SUPPORT NEW RETAIL AND SERVICES WITH THE NEEDS OF EXISTING RESIDENTS
- IX. INVEST IN PUBLIC SPACE ON EAST MAIN AT THE INTERSECTION OF MULTIPLE NEIGHBORHOODS
- X. CREATE A PEDESTRIAN AND BICYCLE CONNECTION OVER THE RAIL BETWEEN EAST MAIN AND THE PUBLIC MARKET

C. BEST PRACTICES FOR CREATIVE LIVE/WORK DISTRICTS

In recent years, creative districts have emerged in cities around the country, born from distinct visions and responding to unique community needs and opportunities. The East Main Arts & Market Initiative researched five very different creative districts, seeking best practices that might translate to Rochester. The key take-aways below explain:

- > *WHY* each case study is relevant to the East Main Arts & Market area
- > *WHAT* the main ideas and inspirations are for each creative district researched
- > *HOW* the policies and programs are tailored to cultivate each creative district
- > *SO WHAT* are the greatest achievements and impacts to date

Arts & Entertainment District: Waterloo Arts District, Cleveland, OH

(www.facebook.com/WaterlooArtsDistrict)

WHY: The Waterloo Arts District emerged around an eclectic mix of music and cultural venues, much like the cluster of cultural destinations in the East Main Arts & Market area. Focused on “real art in a real neighborhood,” Waterloo built upon its existing creative vibe to recruit additional artists to live and work in the community.

WHAT: The Waterloo Arts and Entertainment District promoted the neighborhood as a gritty and interesting place to live, work, and play, with the hypothesis that artists would be drawn to relocate as part of a creative community invested in effecting neighborhood change while also taking advantage of affordable spaces for living and working.

HOW: Waterloo employed branding and marketing as well as a range of relocation incentives for artists including low cost housing options for artists interested in renovating a home, already renovated homes made more affordable for artists through subsidies, rental relocation assistance, and artist contracts for neighborhood design and implementation projects. The District also employed an artist residency program focused on community projects to connect with artists interested in public art and community engagement. The effort partnered with the public sector as well to coordinate capital improvements in the streetscape with artistic public realm improvements that together better the pedestrian experience along its commercial corridor.

SO WHAT: The Waterloo Arts foundation has administered \$2.2 million in grants to attract artists to live and work in the area, and storefront vacancy is down from 40% to 6%. The streetscape project resulted in a \$5.5 million capital expenditure by the public sector to reinforce private market



Source: www.facebook.com/WaterlooArtsDistrict



Source: www.saltdistrict.com

Stabilization Catalyst: SALT District, Syracuse, NY
(www.saltdistrict.com)

WHY: This is a regional model that demonstrates the potential of public-private partnerships to effect multi-faceted change (to the landscape, to the housing stock, to job opportunities, etc.) at the neighborhood scale.

WHAT: The Syracuse Art, Literacy, and Technology (SALT) District adopted a holistic approach to neighborhood stabilization harnessing investments in art, redevelopment, economic development, creative entrepreneurship, technology and innovation. SALT's work is visible in community greening, workforce development, commercial and residential development, and streetscape improvements, as well as in the collection of new artists and creative businesses that have located within the district.

HOW: Syracuse University served as the major institutional driver in collaboration with a strong non-profit community partner, the Near West Side Initiatives.

SO WHAT: Working together, SALT brought \$74 million in capital investments to the neighborhood and supported or attracted more than 300 jobs



Source: www.nextcity.org

Live/Work Community: Project Row Houses, Houston, TX
(www.projectrowhouses.org)

WHY: Neighborhoods north of East Main Street have weathered decades of decline. Though portions of Marketview Heights have been stabilized through the City's Focused Investment Strategy, other neighborhoods near to the Public Market such as GP4H or PACK stand to benefit from arts-based community development.

WHAT: The mission of Project Row Houses is to be the catalyst for transforming community through the celebration of art and African-American history and culture as an integral part of daily life. The program stabilized a community through historic preservation and arts programming made possible through partnerships between community members and artists in residence who renovate and occupy live/work spaces.

HOW: This targeted initiative renovated homes for low-to-moderate income homes to house visiting artists who provide community programming. A second phase of home renovations house single mothers with children. The initiative has also created public spaces and other community facilities including artist exhibition spaces, a community gallery, and commercial space too.

SO WHAT: Over time, this physical investments and programming initiatives have grown outward from 1.5 blocks at 22 properties to 6 blocks and 40 properties integrated within the neighborhood.



Source: www.nextfab.com

Maker Spaces: NextFab (www.nextfab.com) & Center for Culinary Enterprises Philadelphia, PA
(www.theenterprisecenter.com/cc)

WHY: Two growing national movements have great potential in Rochester, and participants in both movements share a need for affordable space where emerging creative entrepreneurs can develop their products and bring them to market.

- The “maker” movement is led by independent artisans, tinkerers, designers, and inventors whose DIY interests span traditional craftsmanship to new technologies.
- The “value-added” foods movement responds to the burgeoning foodie culture, surging commitments to buying fresh and local food, and Rochester’s heritage of food and beverage production.

WHAT: Two new “maker spaces” in Philadelphia exist to foster innovation, experimentation and entrepreneurship by providing access to space and training and opportunity for collaboration. Both NextFab and the Center for Culinary Enterprises (CCE) provided member based or fee-for usage access to community members who want to work with their hands and make use of shared tools and appliances that would be unaffordable to solo operators just starting out.

HOW: Both facilities offer residencies to emerging entrepreneurs, classes, and shared amenities including software, hardware, a commercial kitchen, and technical assistance from business planning to marketing to product deployment.

SO WHAT: NextFab accommodates 1,500 students per year, and both facilities have helped launch emerging small businesses.



Source: wormfarminstitute.org

Agri-Culture: Wormfarm Institute, Reedsburg, WI
(www.wormfarminstitute.org)

WHY: The presence of the Public Market and abundance of fresh local produce within the East Main Arts & Market area create a unique opportunity to highlight agriculture along with culture.

WHAT: Wormfarm Insititute grew out of an exploration of integrating culture and agriculture, finding common ground between artists and farmers who all work with their hands, and fostering sustainability for both practices – art and farming. The institute hosts artists residencies within rural areas, curates collaborative culture stands (artful farm stands for area vendors), and organizes an annual Fermentation Fest, an agri-cultural tourist destination that highlights farming communities, and local landscapes, craftsmen, and products.

HOW: Wormfarm Institute welcomes visiting artists and connects them with area farms where artists share in the farm work and operations; to complete the cultural exchange, artists also share their art practices with the community.

SO WHAT: The Institute is thriving, receiving grants to support continued art and eco-tourism within their “cultureshed” and to foster continued argi-cultural cross-pollination of ideas about the interrelationship of food, art, production, and the marketplace in today’s world.











D. ALTERNATIVE SCORING PROCESS

A series of alternative concepts for transportation, land use/housing, and branding (detailed in the next chapter) were developed by the Project Team based on the first phase of research, information gathering and public input, including:

- > The review of existing plans and projects;
- > The first two Project Advisory Committee meetings;
- > The first Public Open House;
- > The Focus Group meetings; and
- > The review of best practices in live/work/create neighborhoods.

In tandem, a series of performance measures/evaluation criteria – also shaped by the first phase of work – were developed to evaluate the alternatives. Separate sets of evaluation criteria were developed for the transportation, land use/housing, and branding alternatives, with some common criteria (e.g. feasibility and relative cost) between them. The criteria for transportation and land use/housing are listed in Figures 33 and 34 below.

Figure 33. Transportation Alternatives Evaluation Criteria

EVALUATING THE ALTERNATIVES		on a scale of 1 2 3 4 5 the higher the number, the better the score!
 BIKING	factors: A connected bike network Comfort biking for all ages & abilities	
 WALKING	A safe walking environment A comfortable walking environment Enjoyable streetscapes & public spaces	
 TRANSIT	Faster transit trips More comfortable bus stops & bus stop access	
 DRIVING	Traffic throughput & congestion Traffic safety for all users	
 PARKING	Parking Availability	
 PROJECT TIMEFRAME	Time needed to implement Potential for interim treatment in the short-term	
 PROJECT COST	Relative cost	
 RESPONSIVENESS	Public preference Key stakeholder preference	
 ECONOMIC DEVELOPMENT	Potential to spur investment Ability to reinforce/increase appeal of proposed investments Supportive of social equity	
 FEASIBILITY	Ability to gain required approvals Constructability	

All of the alternatives were given an initial evaluation by the Project Team (with scores from 0-5) with respect to each of these criteria, in advance of presenting the alternatives to the PAC and at the shecond Public Open House. The scoring was not scientific but rather was based on the Project Team's knowledge of industry research and real-world projects so as to provide a starting point for the PAC and the public to weigh in on the evaluation.

evaluation criteria (i.e., which criteria are more important to them and which are less important). This feedback was used to weight the evaluation criteria and update the scoring for each alternative, ultimately resulting in the scores presented for each alternative in the next chapter; and the scores were a primary consideration by the Project Team in developing final recommended alternatives.

Both the PAC and the public were then given the opportunity to evaluate both the concept alternatives (i.e., which alternatives do they like better than others) and the

Figure 34. Land Use / Housing Evaluation Criteria

<h1>EVALUATING THE ALTERNATIVES</h1> <div> on a scale of 1 2 3 4 5 the higher the number, the better the score! </div>	
 MARKET POTENTIAL	factors: Demand for new development
 LOCAL CAPACITY	Community support & grassroots interest Community Development capacity
 COMPLEMENTARY	Responds to or builds on planned roadway or intersection improvements
 SOCIAL EQUITY	Responds to needs of existing community Model of equitable development
 ECONOMIC RETURN	Potential to spur investment Potential to attract residents or businesses and create jobs
 PROJECT COST	Relative cost Public investment required
 FEASIBILITY	Access to land & resources for redevelopment Capacity/community partnerships
 PROJECT TIMEFRAME	Time needed to implement Potential for phasing or interim uses
 RESPONSIVENESS	Public preference Key stakeholder preference

IV. ALTERNATIVES: TRANSPORTATION

Alternative concepts for transportation were developed for five focus areas, representing the highest priority issues or opportunities identified during the first phase of the project, i.e. as identified by the PAC, through public input, in the Focus Group meetings, and from the review of prior plans and studies:

- > East Main Street corridor
- > East Main Street & North Goodman Street intersection
- > North Goodman Street/Webster Avenue/Garson Avenue intersection

- > New walking & biking connections over the railroad tracks
- > Event access & parking

Recommendations for other improvements that do not fit into these categories were also developed as part of the process and are included with the final recommendations presented in Chapter 7.

A. EAST MAIN STREET CORRIDOR

As described in Chapter 2, East Main Street through the Study Area is typically very wide with high speed automobile traffic. Ideas from stakeholders ran the gamut from removing one or more lanes (a “road diet”), adding separated bike lanes, widening sidewalks, introducing rapid bus or streetcar service, and generally improving the streetscape. Very little input was received suggesting an increase in speeds or capacity for automobile traffic, and many were comfortable with a reduction in such capacity if it made the multi-modal improvements possible.

The Project Team focused on the section of East Main Street between Inner Loop and North Goodman Street because the vast majority of concerns with the street were on that section and, given its width, there is the greatest potential to make transformative changes. Figure 35 shows the typical existing conditions, with two moving lanes and an off-peak parking

lane in each direction, and a center left turn lane. Early concepts developed by the Project Team explored reducing the street to one full-time lane of traffic in each direction plus left turn lanes, but it was found that this reduction in vehicular capacity by half during rush hour would result in severe traffic congestion, rendering those options infeasible both practically and politically. Instead, alternatives for East Main Street generally included one full-time moving lane in each direction plus one peak-period moving lane (which could function as a parking lane the rest of the day), still a significant “road diet” in comparison to existing conditions.

Within that overall constraint, eight alternative design concepts were developed, each prioritizing space differently among different users. These alternatives are presented on the following pages.

Figure 35. Existing East Main Street
Source: SSE

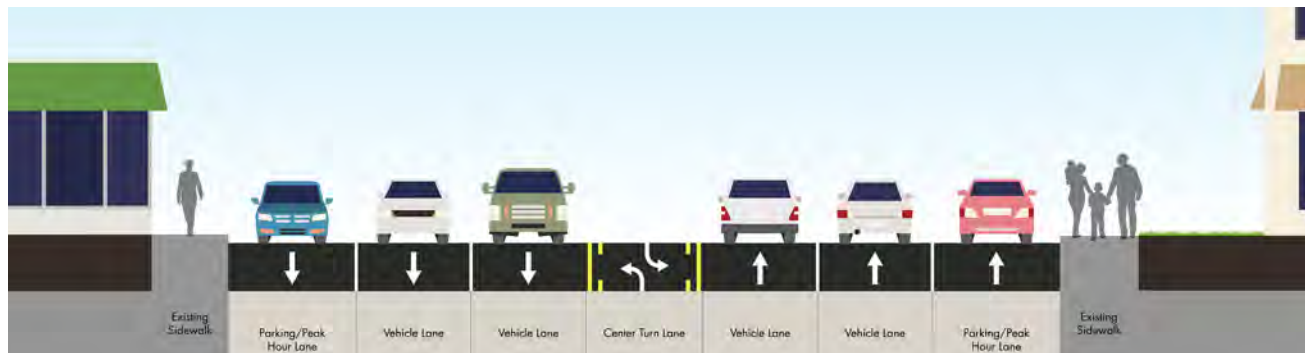
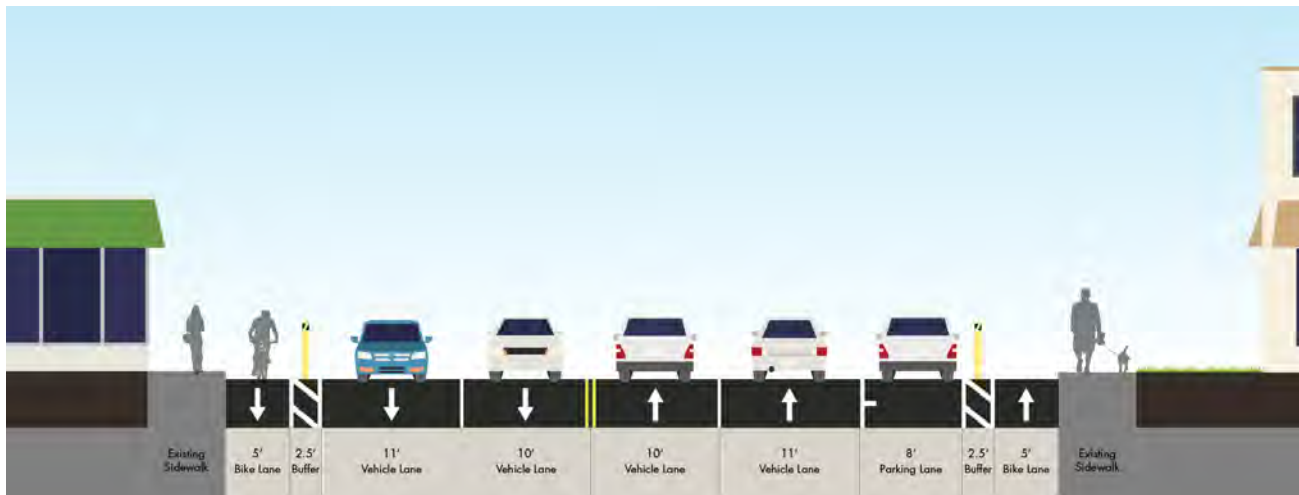


Figure 36. East Main Street - Alternative 1A: One-way Bikeways + Car Capacity
Source: SSE

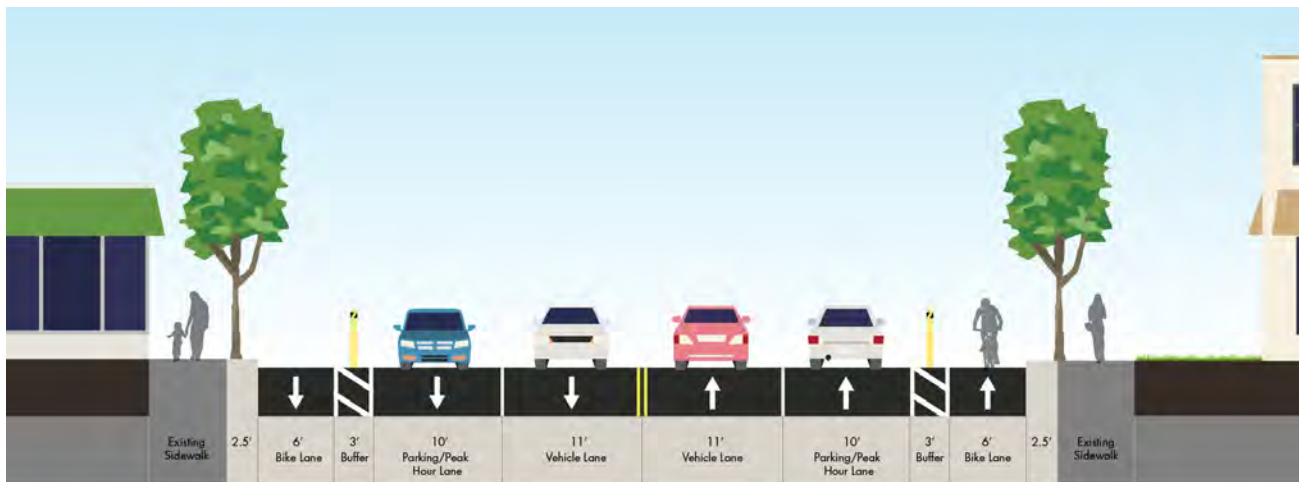


One-way, physically separated bike lanes on both sides of East Main Street; two moving lanes for traffic in each direction; a full-time parking lane on one side; and a left turn lane at intersections.

Benefits: Creates comfortable, critical bike network connection; least impact on automotive traffic flow; provides a full-time parking lane.

Drawbacks: Does not expand currently narrow sidewalks; East Main Street remains wide to cross on foot; parking lane can only be included in limited areas to accommodate left turn lanes.

Figure 37. East Main Street - Alternative 1B: One-Way Bikeways + Wider Sidewalks
Source: SSE

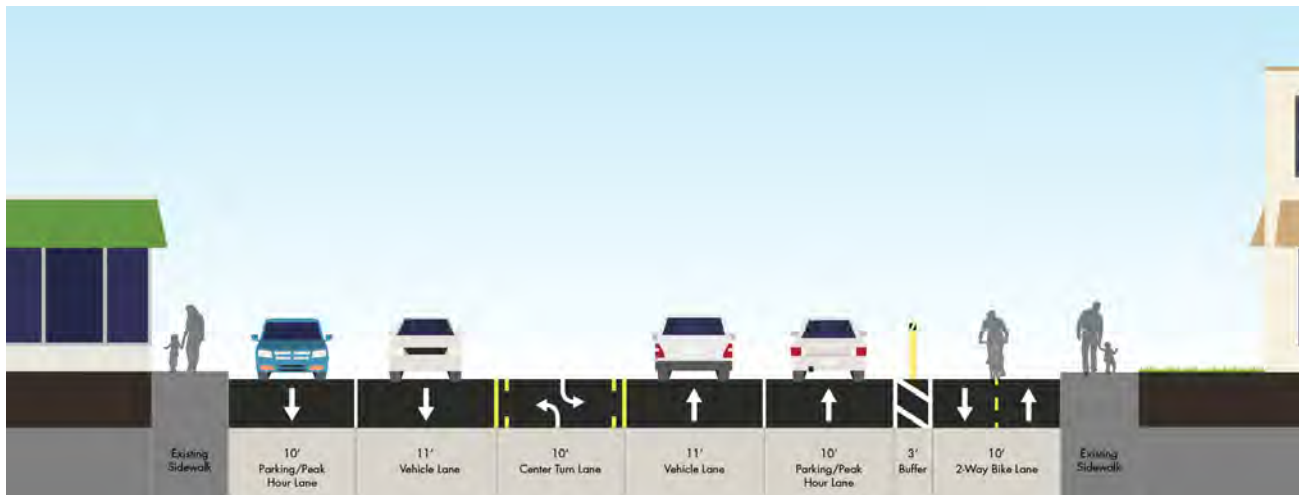


One-way, physically separated bike lanes on both sides of East Main Street; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; a left turn lane at intersections; and modestly widened sidewalks (except at intersections).

Benefits: Creates comfortable, critical bike network connection; widens mid-block sidewalks to buffer from traffic and allow streetscaping; modest impact on automotive traffic flow; adjustable parking/travel lane allows for flexibility.

Drawbacks: East Main Street remains relatively wide to cross on foot; curbside parking may not be provided during rush hours.

Figure 38. East Main Street - Alternative 2A: Two-Way Bikeway + Continuous Left Turn Lane
Source: SSE

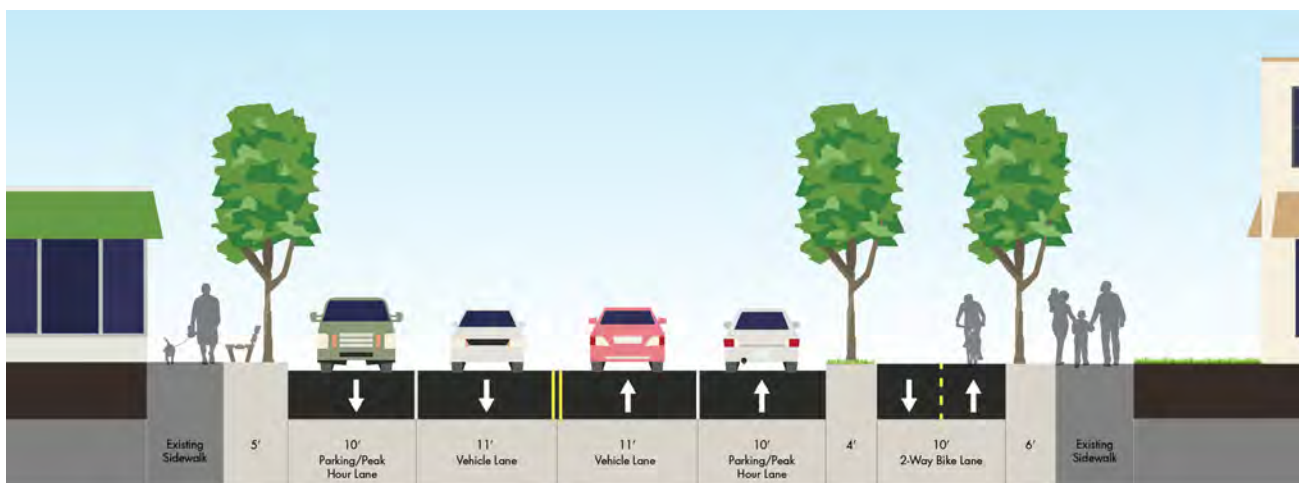


Two-way, physically separated bikeway along one side of East Main Street; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; and a continuous center left turn lane.

Benefits: Creates comfortable, critical bike network connection; modest impact on automotive traffic flow; continuous center lane allows left turns into mid-block driveways; adjustable parking/travel lane allows for flexibility.

Drawbacks: Does not expand currently narrow sidewalks; East Main remains wide to cross on foot; curbside parking may not be provided during rush hours; continuous center lane perpetuates car-oriented character of street.

Figure 39. East Main Street - Alternative 2B: Two-Way Bikeway + Wider Sidewalk
Source: SSE

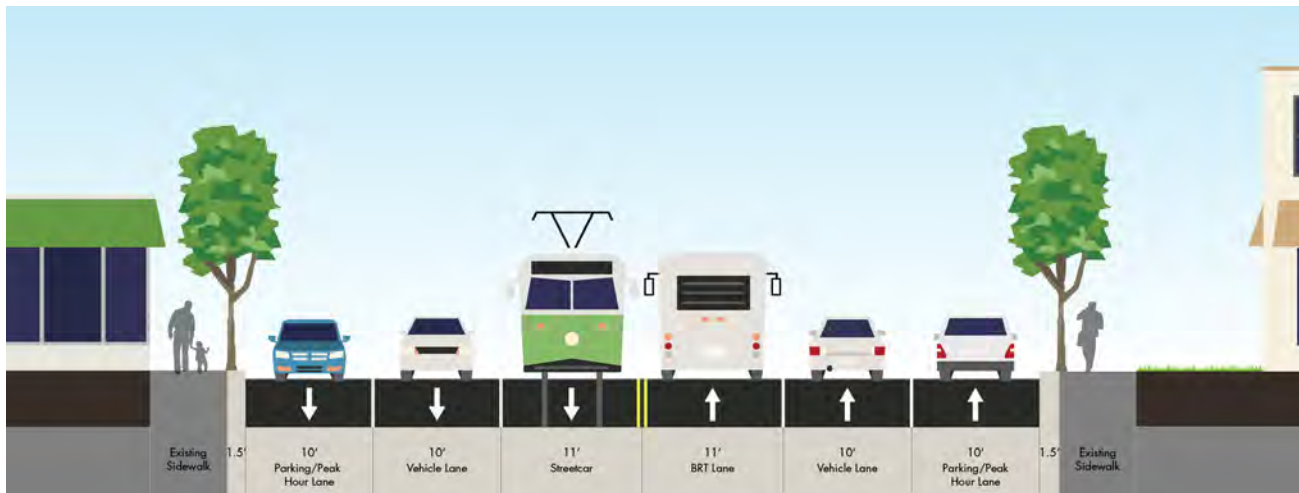


Two-way, physically separated bikeway along one side of East Main Street; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; a left turn lane at intersections; and generously widened sidewalks (except at intersections).

Benefits: Creates comfortable, critical bike network connection; widens mid-block sidewalks to buffer from traffic and allow streetscaping; modest impact on automotive traffic flow; adjustable parking/travel lane allows for flexibility.

Drawbacks: East Main Street remains relatively wide to cross on foot; curbside parking may not be provided during rush hours.

Figure 40. East Main Street - Alternative 3A: Center-Running Transitway
Source: SSE



Convert East Main Street into a high-capacity transit corridor with a light rail line, a streetcar, or a bus rapid transit line down the center of the road; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; and modestly widened sidewalks.

Benefits: Provides high-speed transit service through the neighborhood with minimal conflicts with other traffic; modestly widens mid-block sidewalks; adjustable parking/travel lane allows for flexibility.

Drawbacks: East Main Street remains wide to cross on foot; median islands at transit stations are less convenient to reach on foot; complicates left turns for motorists; curbside parking may not be provided during rush hours; does not address need for bicycle connection.

Figure 41. East Main Street - Alternative 3B: Side-Running Transitways
Source: SSE

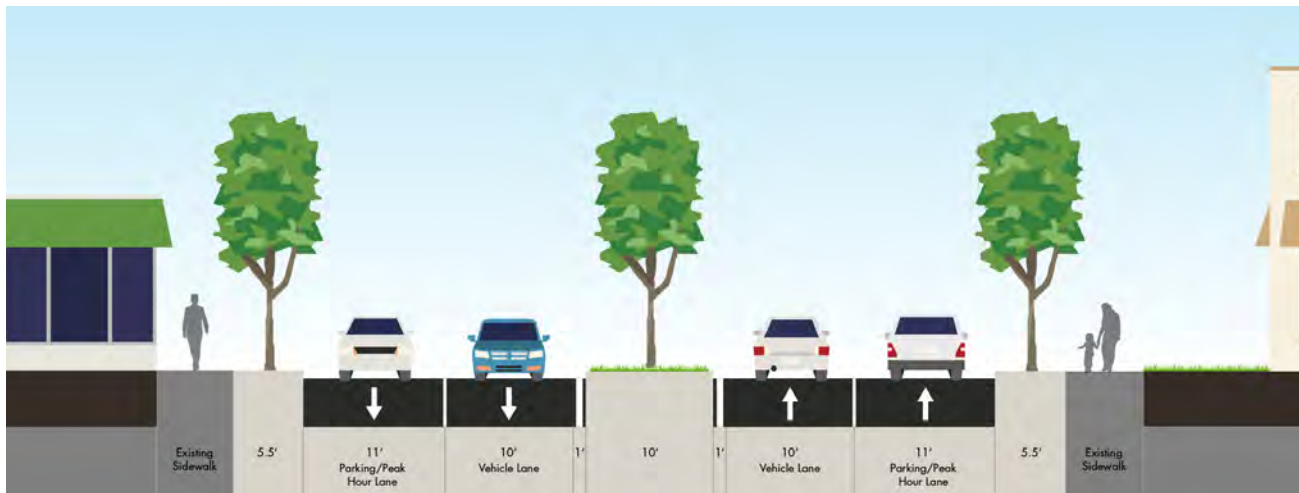


Convert East Main Street into a high-capacity transit corridor with a light rail line, a streetcar, or a bus rapid transit line down each side of the street; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; and a left turn lane at intersections where space allows.

Benefits: Provides high-speed transit service through the neighborhood with minimal conflicts with other traffic; modest impact on automotive traffic flow; adjustable parking/travel lane allows for flexibility.

Drawbacks: Does not expand currently narrow sidewalks; East Main Street remains wide to cross on foot; curbside parking may not be provided during rush hours and may not be feasible at all in narrower sections; does not address need for bicycle connection.

Figure 42. East Main Street - Alternative 4A: Boulevard with Median
Source: SSE

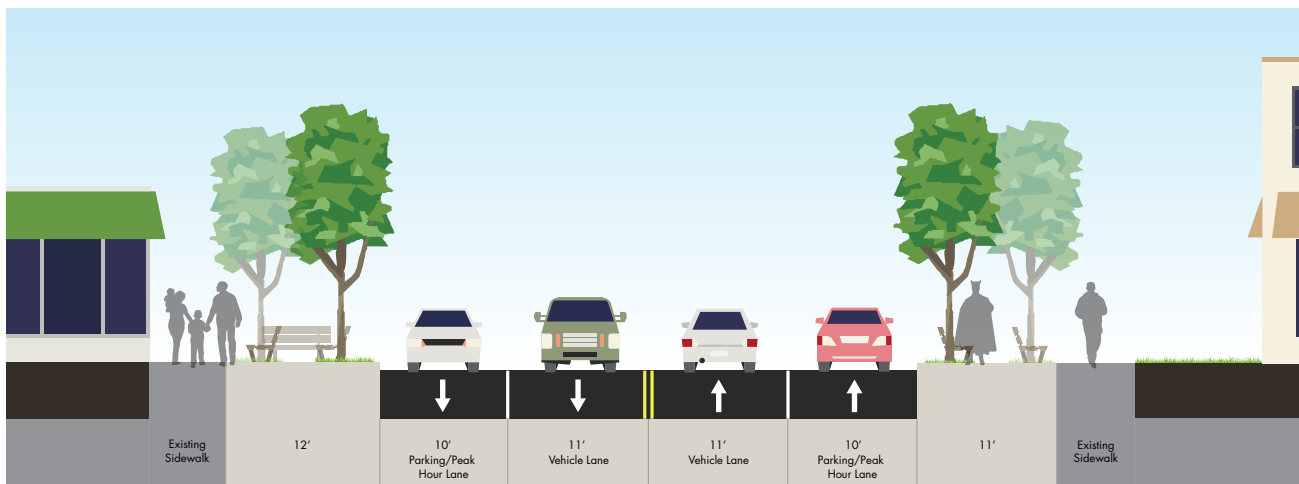


A continuous raised, landscaped median; generously widened sidewalks; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; and a left turn lane at intersections.

Benefits: Brings the street down to a walkable human scale; widens all sidewalks to buffer from traffic and allow streetscaping; establishes a memorable gateway into downtown Rochester; modest impact on automotive traffic flow; adjustable parking/travel lane allows for flexibility.

Drawbacks: Does not address need for bicycle connection; curbside parking may not be provided during rush hours; requires significant maintenance of landscaping and furnishings.

Figure 43. East Main Street - Alternative 4B: Boulevard with Sidewalk Promenade
Source: SSE



Dramatically widened sidewalks (slightly less so at intersections) effectively creating a continuous public space; two moving lanes for traffic in each direction with one allowing parking at off-peak hours; and a left turn lane at intersections.

Benefits: Brings the street down to a walkable human scale; widens sidewalks to create continuous promenades on each side of the street; establishes a memorable gateway into downtown Rochester; modest impact on automotive traffic flow; adjustable parking/travel lane allows for flexibility.

Drawbacks: Does not address need for bicycle connection; curbside parking may not be provided during rush hours; requires significant maintenance of landscaping and furnishings; potentially insufficient demand to successfully activate large public spaces.

B. EAST MAIN STREET/NORTH GOODMAN STREET INTERSECTION

The intersection of East Main Street and North Goodman Street is a key intersection for drivers as well as a significant gateway approaching Rochester's core. Unfortunately, it currently does not perform very well at either of these functions and is even worse for those on foot or bicycle. Historically it was a neighborhood retail hub and it still retains much of that urban fabric on its northern side, along with ad hoc pedestrian plazas. The Hungerford Building anchors its southeast corner. The potential is there to reinvent the intersection as a true neighborhood hub integrating land use and transportation improvements.

Significant stakeholder input was received on this location, nearly unanimous that the intersection as it currently exists poses major challenges to those walking, biking, and even driving. For those walking the intersection is tremendously wide, vehicle traffic speeds and movements are intimidating, and the urban design is uncomfortable. Biking with traffic is only for the most courageous of bicyclists. Approaching the intersection from the west, and exiting nearby Railroad Street, create challenging situations for drivers. And opportunities for usable public space at the intersection are unrealized.

Alternatives developed by the Project Team for the East Main Street/North Goodman Street intersection – incorporating input provided by members of the community – shared the goals of calming traffic, bringing a human scale to the intersection, and turning it into a gateway that can support revitalized retail and other development in the nearby parcels. Because the intersection also serves a high volume of vehicular traffic – including heavy turn volumes – analysis of traffic also figured into the alternatives. Existing conditions are shown in Figure 44; the three alternative concepts are presented on the following pages.



Figure 44. East Main Street/North Goodman Street Intersection
Source: SSE

ALTERNATIVE 1: SAFETY MAKEOVER



Figure 45. Option 1: Safety Makeover
Source: SSE

Dramatically calm traffic and reclaim underutilized roadway space by adding new medians and corner curb extensions and selectively removing low-value travel lanes or movements.

Benefits: Enhances safety for all users; modest impact on automotive traffic flow; expands existing public spaces; can be implemented relatively quickly and at modest cost.

Drawbacks: Does not eliminate highest-risk traffic conflicts; straightforward design may not create a memorable gateway.

ALTERNATIVE 2: ROUNDABOUT GATEWAY



Figure 46. Option 2: Roundabout Gateway
Source: SSE

Convert the intersection into a one-to-two-lane modern roundabout (depending on the specific movement), eliminating the most high-risk crash types, expanding usable pedestrian space, and creating the potential for a memorable gateway to the neighborhood and Downtown Rochester.

Benefits: Roundabout design eliminates highest-risk traffic conflicts; modest impact on automotive traffic flow; expands existing public spaces; center island creates major opportunity to create a community landmark and gateway.

Drawbacks: Two-lane portions of roundabout (which may be needed) offer fewer safety benefits and reduce pedestrian comfort; center island is not usable public space; requires a longer-term and higher-cost reconstruction project to be implemented.

ALTERNATIVE 3: NEW TOWN SQUARE



Figure 47. Option 3: New Town Square
Source: SSE

Completely reimagine the intersection and the surrounding parcels as a mixed-use “town square” at the center of new infill development, building on the success of the Hungerford Building to create a new park surrounded by calmer streets in an update of a traditional New England downtown.

Benefits: Provides a major redevelopment opportunity for retail, residential and creative industry uses; creates a new urban park for the community; dramatically calms traffic.

Drawbacks: Requires significant additional study, planning, design, and coordination, land acquisition, and full reconstruction of the intersection and other affected areas; features non-traditional turning movements; very high cost.

C. NORTH GOODMAN STREET/WEBSTER AVENUE/ GARSON AVENUE INTERSECTION

The complex intersection of North Goodman Street with Webster Avenue and Garson Avenue, while not nearly as problematic as the East Main Street/North Goodman Street intersection, was identified by stakeholders as a significant opportunity to create a smaller-scale neighborhood hub, gateway and public space for the GP4H and Beechwood neighborhoods and emerging Dazzleville district. Its current five-legged configuration creates a wide-open expanse of asphalt that is not particularly pedestrian-friendly and requires three traffic signal phases. Elements of an urban fabric exist along its western side, and a small park recently created on its northern edge improved the sense of place.

Alternatives were developed by the Project Team for the East Main Street/North Goodman Street intersection with the goals of calming traffic, creating an urban public space that supports revitalization of the adjacent retail, and facilitating a bicycle connection to the planned bicycle boulevard on Garson Avenue. In particular, the intersection was identified by both residents of Beechwood as well as the Project Team as a good candidate for a modern roundabout design. Existing conditions are shown in Figure 48 and the three alternative concepts are presented on the following page.

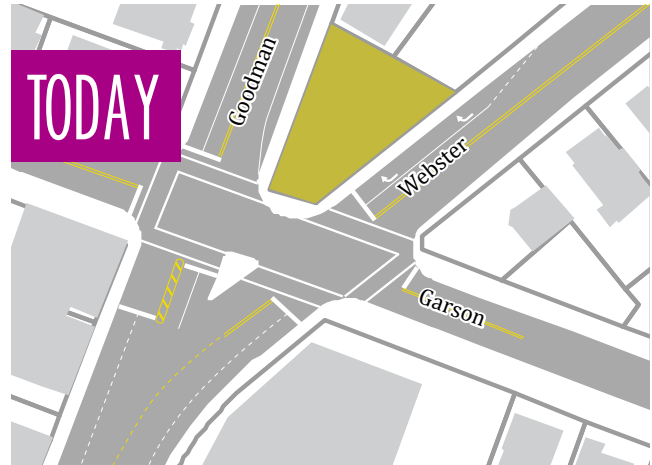


Figure 48. North Goodman Street/Webster Avenue/Garson Avenue intersection

Source: SSE

ALTERNATIVE 1: NORTH PLAZA



Figure 49. Option 1: North Plaza
Source: SSE

Simplify the intersection geometry and operations, calm traffic, and reclaim underutilized roadway space by massing new public space on the north side, expanding the existing park.

Benefits: Enhances safety for all users; shortens crossings for those walking; modest impact on automotive traffic flow; expands existing public space.

Drawbacks: Creates challenging traffic operational issues; interrupts Garson Avenue connectivity; requires a longer-term and higher-cost reconstruction project to be implemented.

ALTERNATIVE 2: SOUTH PLAZA



Figure 50. Option 2: South Plaza
Source: SSE

Simplify the intersection geometry and operations, calm traffic, and reclaim underutilized roadway space by massing new public space on the south side, creating a new public plaza.

Benefits: Enhances safety for all users; shortens crossings for those walking; modest impact on automotive traffic flow; creates a new public space; simpler traffic operations; may be implemented relatively quickly and at modest cost.

Drawbacks: May require Garson Avenue to be realigned on the eastern side; locates new pedestrian space on an inactive/less desirable side of the intersection (unless that parcel is redeveloped).

ALTERNATIVE 3: ROUNDABOUT

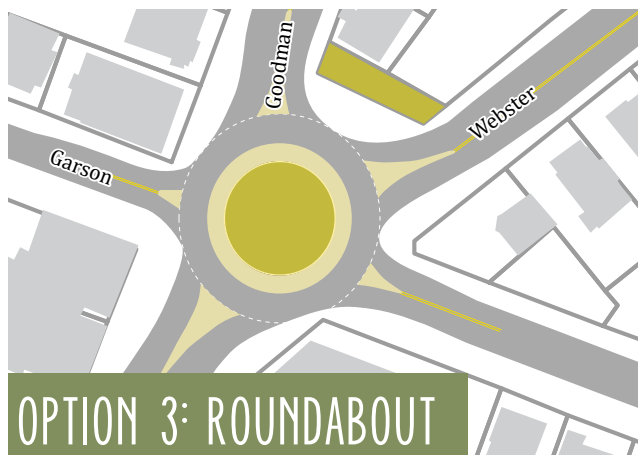


Figure 51. Option 3: Roundabout
Source: SSE

Convert the intersection into a modern one-lane roundabout, calming traffic and reclaiming underutilized roadway space for enhanced pedestrian space around the perimeter as well as a decorative center island.

Benefits: Roundabout design eliminates highest-risk traffic conflicts; modest impact on automotive traffic flow; center island creates a community landmark and gateway.

Drawbacks: Requires a longer-term and higher-cost reconstruction project to be implemented; reduces usable pedestrian space by shrinking existing park (center island is not usable space); one-lane configuration may cause limited traffic congestion at certain approaches during peak times.

D. BRIDGING THE RAILROAD

While East Main Street, through its excessive width and urban design, creates a psychological barrier between neighborhoods and destinations in the Study Area, the railroad tracks create an even more physical barrier, with only East Main Street, Union Street and Scio Street crossing them. They hold back the area from realizing synergies between the Public Market and the cultural attractions, and from spreading economic development benefits to all neighborhoods – two goals repeatedly articulated by stakeholders.

Four alternatives were identified through the planning and public involvement process to improve connectivity across the railroad tracks for those on foot or bike; besides #2 and #4, they are not mutually exclusive options:

1. Connecting the Public Market to the Armory, Auditorium, and other retail and cultural destinations on East Main Street and in the Neighborhood of the Arts with a bridge for pedestrians and bicyclists starting at Railroad Street and connecting to East Main Street and possibly Champeney Terrace
2. Connecting the disconnected sections of North Goodman Street on either side of the railroad tracks with a bridge for pedestrians and bicyclists to create a safer, more direct and comfortable route
3. Connecting Anderson Avenue (Neighborhood of the Arts) with Palmer Street (EMMA, Beechwood) with a bridge for pedestrians and bicyclists to close a major gap in the walking and biking networks
4. An expanded version of #2 (adapting the vision resulting from a prior neighborhood planning effort, Bridging Neighborhoods): Turning the entire triangle surrounded by East Main Street, North Goodman Street and Circle Street into an elevated park bridging the railroad tracks and providing connectivity between North Goodman Street on either side of the railroad tracks

Figure 52. Bridging the Railroad Options
Source: Interface



ALTERNATIVE 1: MARKET – ARMORY BRIDGE

Benefits: Encourages visitors to the Market to visit other attractions in the area, and vice versa; mitigates parking issues associated with events at the Main Street Armory by providing an easy connection to parking at the Public Market; encourages residents south of East Main to walk or bike to the Public Market, alleviating parking issues during peak Market times; relatively modest cost compared with Alternatives 3 and 4.

Drawbacks: Potential security challenges would need to be addressed given less visible location.

ALTERNATIVE 2: NORTH GOODMAN BRIDGE

Benefits: Provides a safer, more direct and comfortable north-south connection through the neighborhood than Circle Street and the East Main Street bridge over the railroad tracks; relatively modest cost compared with Alternatives 3 and 4.

Drawbacks: Only a modest connectivity improvement relative to cost.

ALTERNATIVE 3: ANDERSON – PALMER BRIDGE

Benefits: Shortens walking and biking trips between the EMMA/Beechwood and NOTA sides of the tracks by a half mile to a mile.

Drawbacks: High cost; potential constructability issues spanning a wide section of the tracks; serves a relatively low number of users relative to cost; potential security challenges would need to be addressed given length and lack of visibility.

ALTERNATIVE 4: BRIDGING NEIGHBORHOOD CONCEPT

Benefits: Provides a safer, more direct, comfortable and enjoyable north-south connection through the neighborhood than Circle Street and the East Main Street bridge over the railroad tracks; creates a new open space for the neighborhood; provides an amenity that may encourage economic development.

Drawbacks: Extremely high cost; potential challenges gaining approvals from the railroad given the scale of the structure; park adjacent to railroad yard may have air and noise pollution and safety concerns.

E. EVENT PARKING & ACCESS

Two separate but related issues were raised by stakeholders during the information-gathering phase: that events at the Public Market, Main Street Armory and Auditorium Theatre can create traffic issues as people arrive at, and then depart from, the venues; and that a lack of parking capacity leads to people parking illegally on surrounding streets. As described in Chapter 2, the Project Team determined based on observations and data collection that any traffic issues associated with events at these venues are relatively limited in impact and short in duration. The parking challenge, however, is real, in the vicinity of the Public Market during peak Market days and in the vicinity of the Main Street Armory and Auditorium Theatre when there are simultaneous well-attended events.

Therefore, the Project Team explored several potential policy, programmatic and planning strategies to address these occasional but acute parking shortages, all offering widely varying pros and cons for event attendees, nearby residents, and the venues themselves:

- > **Shared Off-Street Parking Lots:** Establish a regulatory framework and/or agreement between owners of private parking lots to create a shared off-street parking scheme whereby the same lots can be used by local residents, workers and visitors as demand shifts over the course of a day and course of a week
- > **Shuttle Bus Service:** Work with Regional Transit Service and/or local venues and parking facilities to run reliable, well-publicized, publicly or privately operated shuttle buses between event venues (the Public Market, Main Street Armory, Auditorium Theatre, etc) and nearby parking lots
- > **Increase Transit/Bike/Walk Mode Share:** Use publicity and incentives (i.e. transportation demand management or TDM) to encourage more event-goers to arrive by means other than driving, reducing parking demand
- > **Residential Parking Permits & Enforcement:** Introduce Residential Parking Permits (RPP) on the residential streets in the vicinity of the large venues, to discourage on-street parking by non-residents in favor of off-street lots
- > **Maximize Available On-Street Parking:** Recalibrate the current alternate side parking regulations on side streets to allow parking on both sides of the street during events (e.g. evenings for the Armory and Auditorium; morning/early afternoon for the Public Market)

ALTERNATIVE 1: SHARED OFF-STREET PARKING LOTS

Benefits: Makes more efficient use of the off-street parking capacity that already exists; creates potential new revenue source for lots that are currently private.

Drawbacks: Requires significant effort to create a common regulatory framework; currently private lots must make significant investments (staffing, insurance, etc.) in order to operate as for-profit lots.

ALTERNATIVE 2: SHUTTLE BUS SERVICE

Benefits: Leverages existing off-street parking supply available beyond easy walking distance of the venues.

Drawbacks: Requires significant resources on the part of the City, RTS and/or venues to operate a high-quality service that will be well-utilized; eventgoers may still opt to risk trying to park closer to the venues.

ALTERNATIVE 3: INCREASE TRANSIT/BIKE/WALK MODE SHARE

Benefits: Reduces overall parking demand as well as traffic; increases the use of healthier, more environmentally friendly transportation choices.

Drawbacks: Because the vast majority of visitors to the Main Street Armory and Auditorium Theatre are coming from relatively distant suburban areas, there may be little potential to achieve significant mode shift.

ALTERNATIVE 4: RESIDENTIAL PARKING PERMITS & ENFORCEMENT

Benefits: Improves parking availability and quality-of-life for residents of nearby streets.

Drawbacks: Does not address underlying parking shortage; effectiveness is dependent on consistent enforcement; permit program requires City and State political action.

ALTERNATIVE 5: MAXIMIZE AVAILABLE ON-STREET PARKING

Benefits: Makes more efficient use of existing on-street parking supply surrounding the venues.

Drawbacks: Exacerbates parking availability and quality-of-life issues for residents of nearby streets.



*On-Street Parking in the Study Area
Source: Interface*

F. EVALUATION OF ALTERNATIVES

The Project Team evaluated the alternative concepts using ten criteria, which the Project Advisory Committee helped to rank in order of importance (listed below from greatest importance to lesser importance). The transportation investments should:

- > **Create a safer, comfortable walking environment** with enjoyable streetscapes and public spaces
- > **Be feasible to implement**, e.g. in terms of constructability and gaining necessary approvals
- > **Create a connected bike network** that provides comfortable routes for bicyclists of all ages and abilities
- > **Provide a higher-quality transit experience** through faster transit trips and/or more comfortable bus stops
- > **Be responsive to public preference** as expressed at the Public Open Houses and through other public input channels
- > **Have potential to yield economic return** by spurring further investment and attracting new residents or businesses and creating jobs

- > **Be implementable** within a relatively reasonable timeframe with opportunities for near-term action and, if necessary, potential for later phases
- > **Have a reasonable project budget** that makes the most of public investments
- > **Improve the driving experience** by improving traffic safety and throughput and reducing congestion
- > **Increase the availability of parking** for residents and visitors

For East Main Street, design concepts that calm traffic, create a high-quality bike route, and widen sidewalks were strongly preferred, with Alternative 1.2B (with a 2-way bikeway and wider sidewalks) being the top pick of both the PAC and the public. Dedicated transit lanes were generally not a priority as bus speeds (versus service frequency and quality) were not seen as a major issue.

on a scale of 1 2 3 4 5
the higher the number, the better the score!

	RESPONSIVE	WALKING	BIKING	TRANSIT	PARKING	DRIVING	ECONOMIC DEVELOPMENT	COST	FEASIBILITY	TIMEFRAME	OVERALL
1.1A 1 WAY BIKES/PARKING	3	3	5	3	3	4	3	5	4	4	3.6
1.1B 1 WAY BIKES/ PEAK LANES	4	4	5	4	3	3	4	4	3	4	3.7
1.2A 2WAY BIKES/TURN LANE	3	3	5	3	3	3	3	5	4	4	3.6
1.2B 2WAY BIKES/PEAK LANES	5	4	5	4	3	3	4	4	3	4	3.9
1.3A TRANSITWAY IN CENTER	2	3	2	5	3	2	3	1	1	2	2.3
1.3B TRANSITWAY ON SIDE	1	2	2	5	3	2	2	2	2	3	2.3
1.4A GREEN MEDIAN	2	5	1	3	3	4	4	3	3	4	3.1
1.4B WIDE SIDEWALKS	3	5	3	3	3	3	4	3	2	4	3.3

Figure 53. Public scoring of East Main Street alternatives

For the intersection of East Main Street and North Goodman Street, support was generally strongest for Alternative 2.1 (a straightforward redesign of the intersection focused on improving safety), with the public strongly preferring that option and the PAC preferring it roughly equally to Alternative 2.3.

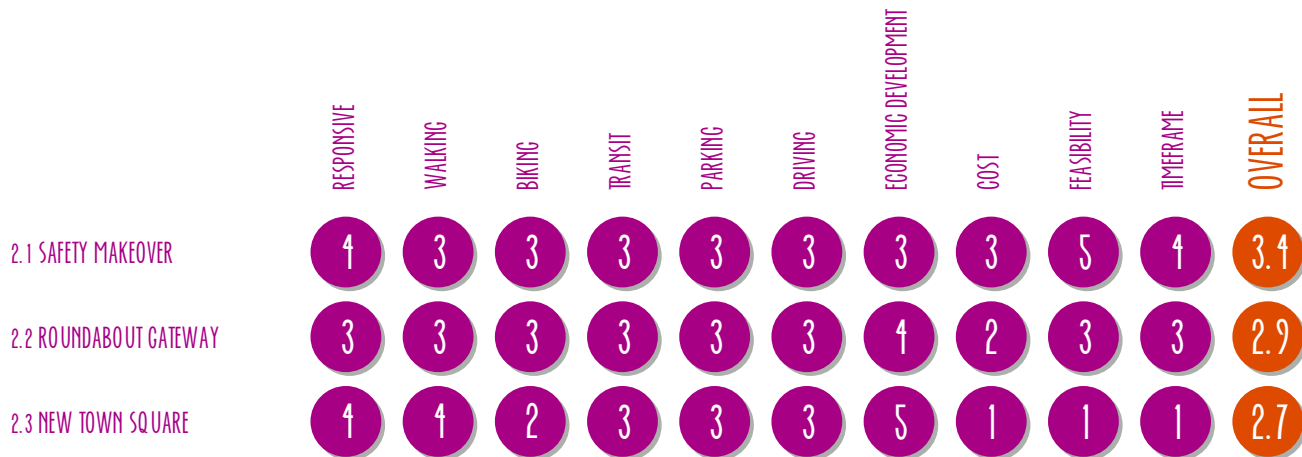


Figure 54. Public scoring of East Main Street + North Goodman Street intersection

For the intersection of North Goodman Street, Webster Avenue and Garson Avenue, the PAC strongly preferred Alternative 3.2 (realignment of the intersection with a new plaza on the south side) while the public favored 3.1 and 3.2 roughly equally.

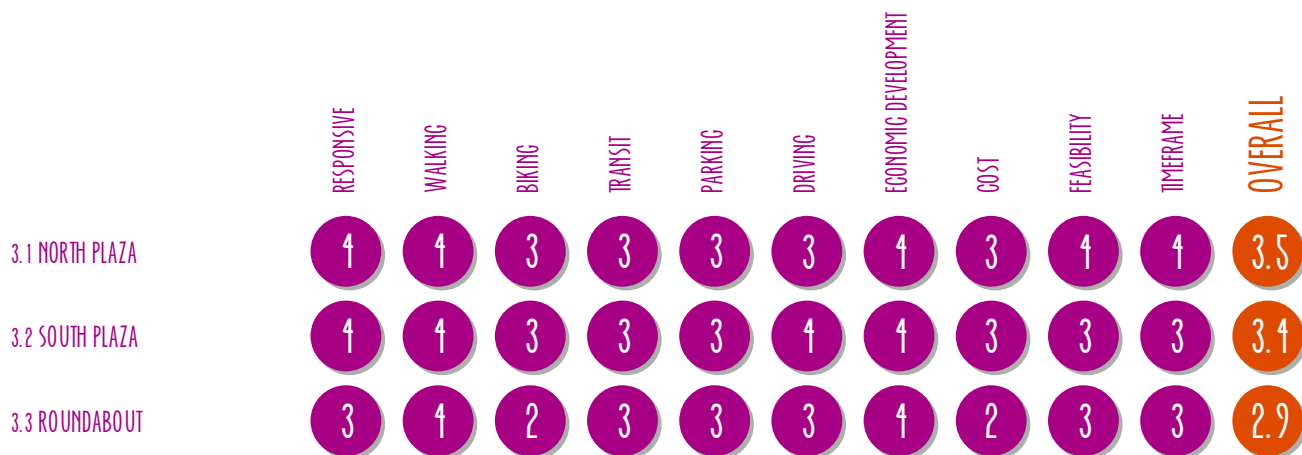


Figure 55. Public scoring of North Goodman Street, Webster Avenue and Garson Avenue intersection

To create new walking and biking connections across the railroad tracks, the public strongly preferred Alternative 4.1 (a bridge linking the Public Market/Railroad Street to the Main Street Armory and other destinations to the south), while the PAC favored 4.1 and 4.2 roughly equally.

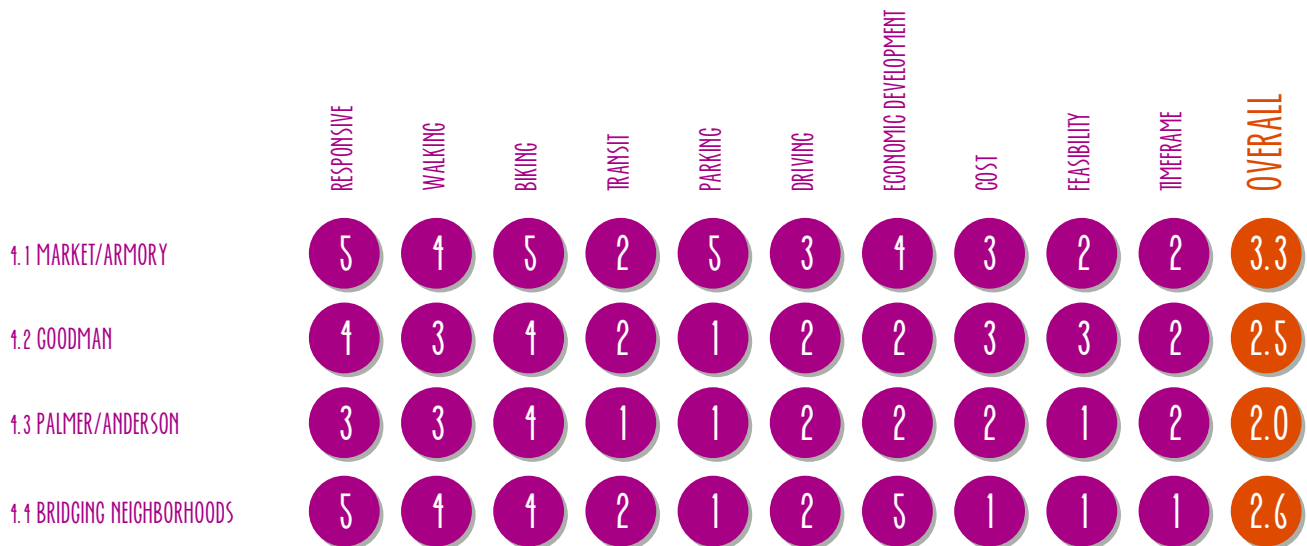


Figure 56. Public scoring of new walking and biking connections over railroad tracks

There was not a clear consensus on alternatives to better manage event-related parking, which is perhaps unsurprising given that the options presented were relatively disparate and, in many cases, complementary. The PAC's top-ranked alternative was 5.3 while the public's was 5.5.

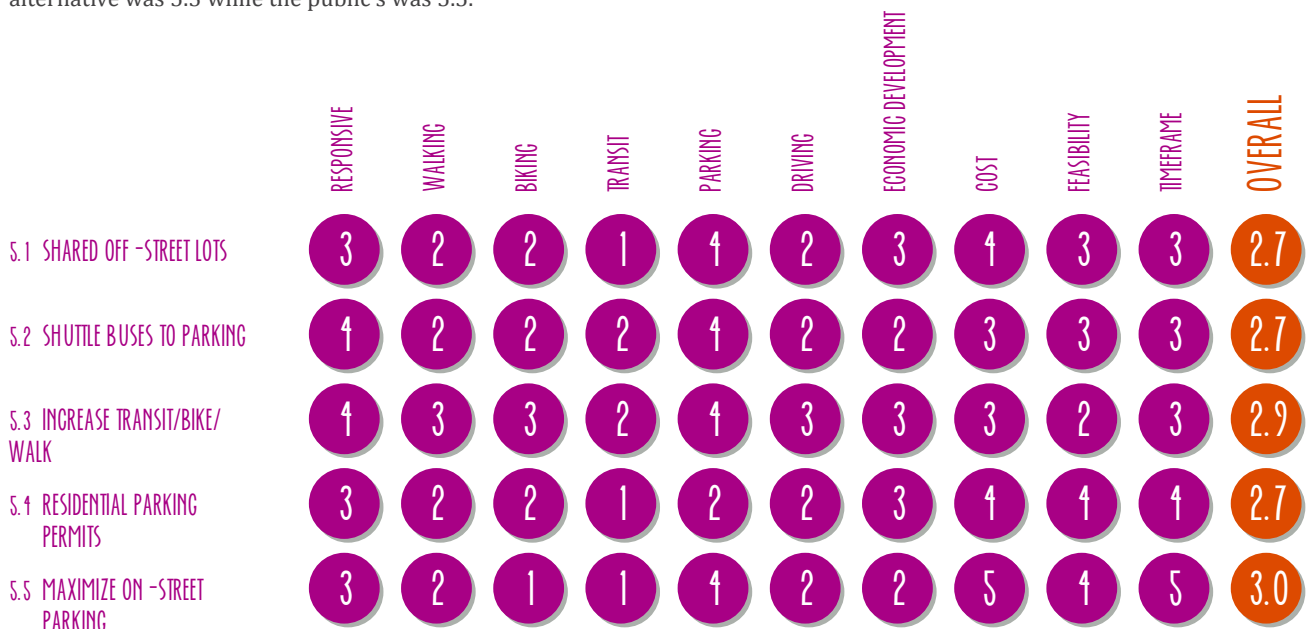


Figure 57. Public scoring of parking management strategies

V. ALTERNATIVES: DEVELOPMENT

Unlike the transportation alternatives, the alternatives crafted for new development are not necessarily mutually exclusive. While market demand, local capacity, and available financing may limit the amount of new development that can proceed at a given time, it is possible for many, if not most, of the

ideas presented in this chapter to unfold over time, as market dynamics strengthen. As such, the alternatives analysis for new development served to assess overall impact and community priorities, providing insight into phasing.

A. NEW HUBS OF COMMERCIAL & MIXED USE

Much of the vacancy and opportunity for land use changes in the near term within the East Main Arts & Market Initiative target area are clustered at the intersection of East Main Street and North Goodman Street. This intersection is a crossroads between neighborhoods, offers a direct route to the Public Market along Railroad Street, and includes opportunity sites that can address multiple needs – for work space, creative space, living space, green space, and public space. Participants in the Investor Initiative convened by the City reached the same conclusion, that while land use changes may be a long-term goal for East Main Street at Union

Street, opportunity exists now to effect change at East Main Street and North Goodman Street. PAC members and public meeting attendees concurred, that if market potential and opportunity necessitate selecting one corridor to prioritize for redevelopment as a mixed use “Main Street,” North Goodman Street is ripe for change with its scale, walkability, existing building stock, and proximity to the Public Market. Alternatives considered for new hubs of commercial activity and mixed use development are on the following page:

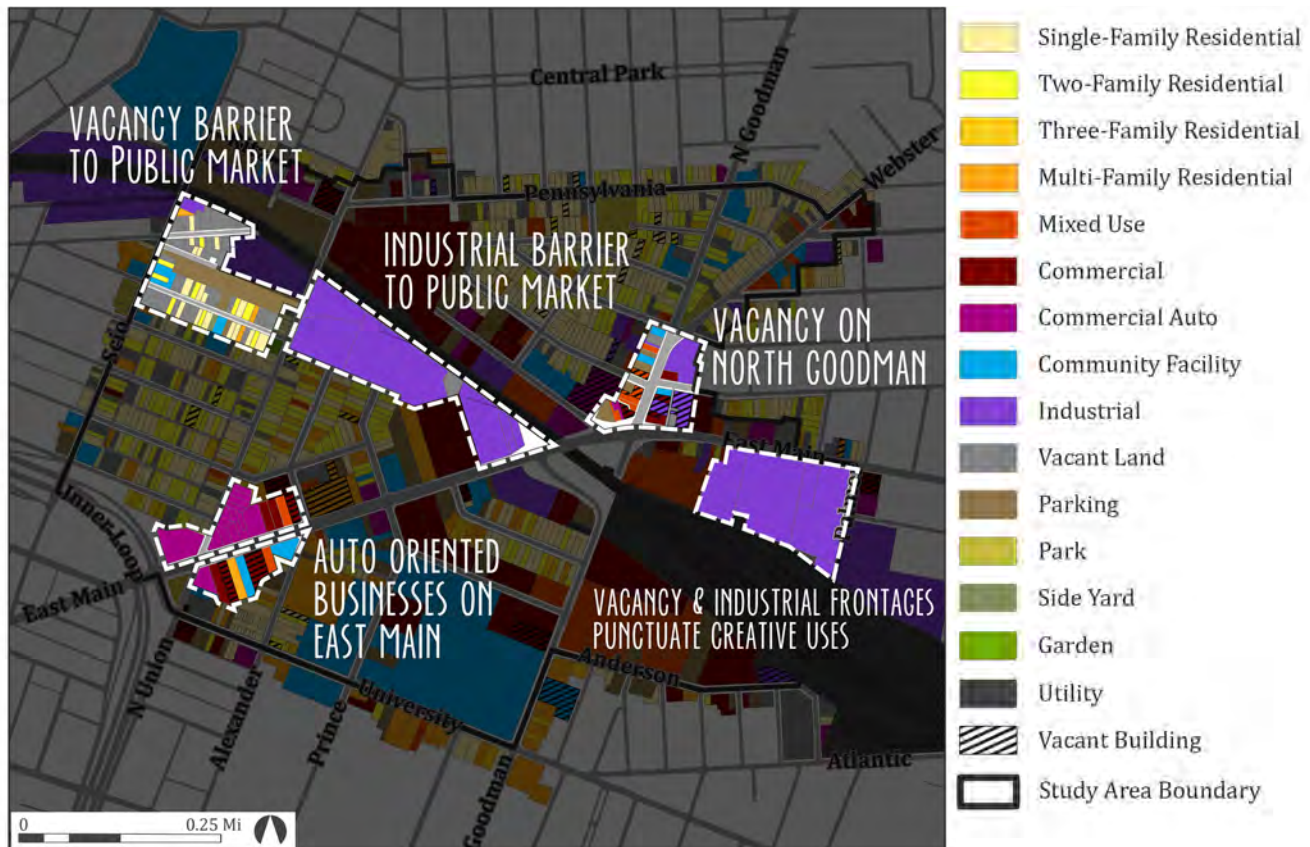


Figure 58. Map of Commercial and Mixed Use Opportunities
Source: Interface Studio

North Goodman Street

This alternative focuses efforts on North Goodman Street, to transform this corridor as a traditional “Main Street” populated by independent, local businesses. North Goodman’s existing building character, scale, and layout lends itself to hosting a vibrant and visible, walkable and charming commercial corridor. Currently there are ten storefronts (out of 19 total) on North Goodman from East Main to Garson Avenue that are vacant, leaving room for real change and a natural extension of the Public Market. Furthermore, the corridor falls within the Public Market District boundary. Despite the vacancy that presents nearer-term opportunity to effect land use change, these properties are all privately owned, so property owners will need to be engaged (and possibly incentivized through façade grants, pro-bono architectural designs through the Community Design Center, a role in streetscape redesign, or tenant attraction efforts) to help craft and implement the vision.

Summarized community input from the second public Open House:

- *By far the favored alternative, 73% would prioritize North Goodman Street for redevelopment as a mixed use “Main Street”*



East Main Street at Union Street

The mix of land uses on East Main Street near the Inner Loop are auto-oriented and thriving, including a gas station, car wash, multiple auto-body shops, and a Wendy’s drive-through. A 2014 market study found that the study area could support a chain pharmacy, perhaps at the corner of Alexander Street and East Main Street where a vacant property with ample room for parking exists, but redeveloping the active properties into a true mixed use, main street corridor is unlikely in the near future. Consensus is that auto-oriented commercial is not the highest and best use at this important gateway to Downtown, but land use changes through redevelopment are likely a long-term outcome requiring a long-term strategy.

Summarized community input from the second public Open House:

- *15% would prioritize East Main Street near the Inner Loop for redevelopment as a mixed use “Main Street”*



East Main Street East of the Rail

East Main Street east of the rail line hosts a mix of land uses including housing, auto-service, active industrial, as well as large-scale underutilized or vacant properties where redevelopment could take root. Though this area is more removed from Downtown and the Public Market, adjacent assets to build such change upon include:

- > Active neighborhood associations (EMMA and Beechwood) interested in working with developers to stabilize and transform their communities
- > Developer interest in the roughly 4.5 acre bus parking area tucked behind Greenovation and adjacent to the historic Martha Matilda Harper building
- > Creative uses nearby – Fedder Industrial Park hosts Wall Therapy murals and a range of small-scale artisans and light manufacturers, and Greenovation is a local business committed to diverting material from the waste stream in favor of up-cycling

Summarized community input from the second public Open House:

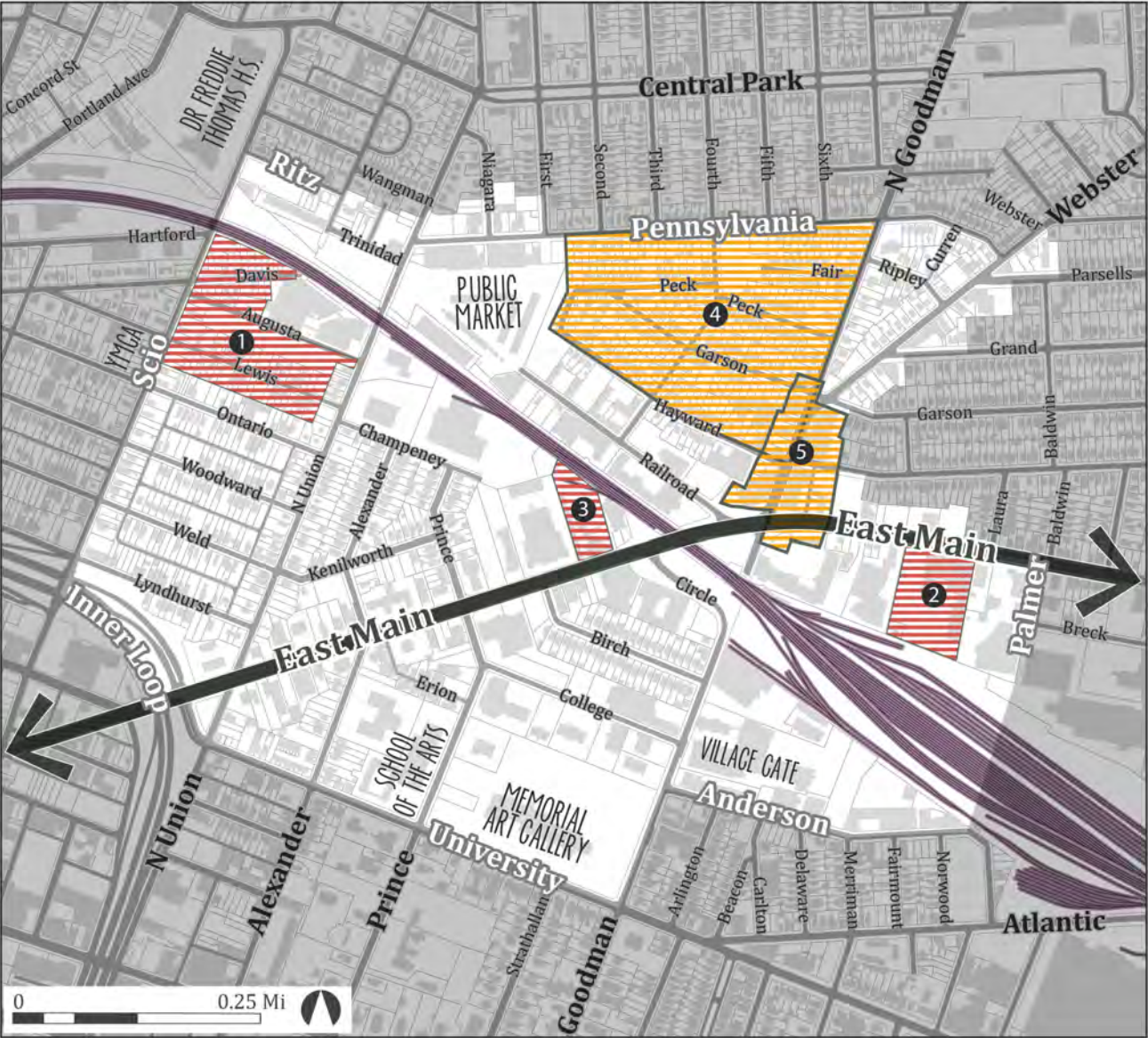
- > *13% would prioritize East Main Street east of the rail for redevelopment as a mixed use “Main Street”*



- Creative uses adjacent
- Developer interest, neighborhood interest
- Distance from Market & Downtown

B. HOUSING

The development alternatives also explore opportunities for housing and live/work space, considering three larger-scale sites for catalytic redevelopment projects, and two smaller-scale possibilities for revitalization through infill and rehabilitation.



- LARGER SCALE

SMALLER SCALE
- 1

Affordable rental development on Lewis Street in Marketview Heights

2

Greenovation site at 1199 East Main, east of Goodman

3

Otis Lumber site

4

Artist Rehab & Rehabilitation Program

5

Focused Rehab along North Goodman

Study Area Boundary

Figure 59. Map of housing opportunities in the area
Source: Interface Studio

I LARGE SCALE REDEVELOPMENT

Affordable rental development on Lewis Street in Marketview Heights

Proposed in the Marketview Heights Urban Renewal District Plan, and backed by community support, the conceptual site plan calls for a land swap to relocate Ametek's parking lot from North Union Street to Scio Street, to accommodate the development of 75 affordable rental townhouse units in close proximity to the Public Market. The design would introduce a new, efficient housing type that is a model of green architecture, meeting FIS Design Standards, and would achieve a critical mass necessary to afford the currently severely challenged block of Lewis Street a new identity as a safe, desirable neighborhood.

As this plan already has community support and has been approved by City Council, the activities at the second public Open House did not see public input on prioritizing development at the Lewis Street site in Marketview Heights.

Potential mixed-use, mixed-income development site on East Main Street, east of the rail line

Conceptual mixed-income, mixed-use redevelopment project at the Greenovation/bus storage site. This project has the potential to dramatically change the experience of East Main Street east of Goodman, functioning to close the perceived distance between Fedder Industrial Park, which currently offers affordable workspaces to a range of makers and industrial tenants, and the activity adjacent to the Public Market and NOTA. Because the concept is mixed-use, this alternative is also described above for consideration as a new hub of commercial and mixed use activity.

Otis Lumber Site

This four-acre site on East Main Street falls within the Public Market Village live/work zoning district, which carries no parking requirements for redevelopment. A conceptual sketch suggests that the main building that fronts on East Main Street could be retained as a community arts center, while materials from the accessory sheds could be repurposed in live/work structures behind the main building, with working studios located closer to the rail. Pedestrian access to the proposed pedestrian bridge connecting the Public Market (and its parking lots) with venues on East Main Street would be granted along the site's western edge, adjacent to the Main Street Armory.

The Otis Lumber site polled well with the public at the second public Open House:

- > *This redevelopment concept received 28% of votes on where to prioritize investments in creative production and live/work space, second to North Goodman Street, but also complementary to investment there.*



Figure 60. Proposed Marketview Heights Urban Renewal District redevelopment

Source: Interface Studio



Figure 61. Aerial view of 1199 East Main Street

Source: Interface Studio



Figure 62. Potential development on the Otis Lumber site

Source: Interface Studio

II SMALLER SCALE INFILL & REHABILITATION

Scattered Neighborhood Rehabs & Infill

Based on the field survey, GP4H has seven vacant homes in “D” or distressed condition, and four vacant homes in “F” or failing condition. The seven vacant “D” houses are scattered throughout the neighborhood, but could present opportunities for rehabilitation by artists or others should R-City move forward with an arts district program that facilitates affordable home purchases for artists willing to invest sweat equity and committed to arts-based community development.

However, the bulk of the vacancy in GP4H is comprised of vacant lots, candidates for new construction, not renovation. The properties with vacant “F” houses are likely best suited for demolition followed by new construction as well. The “Tiny House” and “Tiny Studio” movement that is gaining momentum offers a creative and affordable new construction solution that is grounded in homeownership and sustainability. Fair Place, which dead-ends at a cul-de-sac at the Fourth Street and Peck Street Park, hosts the majority of failing homes as well as two vacant lots, and could thus accommodate a cluster of tiny home/studios. By extending Fair Place north through the park, as a street or pedestrian walkway, to meet Fifth Street, an additional series of tiny homes/studios could provide more eyes on the park.

Summarized community input from the second public Open House:

- > *The neighborhood infill with tiny homes and tiny studios concept received 9% of votes on where to prioritize investments in creative production and live/work space.*



Extending Fair Place and providing tiny artist studios on vacant sites in GP4H Source: Interface Studio



Figure 63. Map of vacant sites in GP4H Source: Interface Studio

Mixed-Use Rehab on North Goodman Street

The vacant and partially vacant mixed use structures along North Goodman Street could become a focus for rehabilitation and restoration to create small-scale creative live/work space, breathing new life into the attractive building stock on this key corridor. The structures are in private ownership, and would thus require partnerships and collaboration with current property owners to investigate the occupancy and reuse potential of upper floors. As noted above, ten vacant storefronts exist here, with the opportunity to showcase the work of creative tenants upstairs and at the nearby Market Apartments at Corpus Christi.

Again, North Goodman polled well with the public at the second public Open House:

- > *North Goodman received 63% of votes on where to prioritize investments in creative production and live/work space.*



Vacant commercial properties on North Goodman Street
Source: Interface Studio



C. SELECTION OF PREFERRED ALTERNATIVES

The project team evaluated the alternative concepts using eight criteria, which the Project Advisory Committee helped to rank in order of importance (listed below from greatest importance to lesser importance). The development investments should:

- > **Promote social equity** by responding to the needs of the existing community and maintaining a mix of incomes in a model of equitable development
- > **Build upon local capacity** by seeking community support, engaging grassroots interests, and collaborating with local community development organizations
- > **Have potential to yield economic return** by spurring further investment and attracting new residents or businesses and creating jobs
- > **Be feasible** due to access to land and resources for redevelopment as well as strong community partnerships

- > **Complement transportation initiatives** by responding to or building on planned roadway and intersection improvements
- > **Respond to market potential** by meeting demand for new development
- > **Be implementable within a relatively reasonable timeframe** with opportunities for near-term action and, if necessary, potential for later phases
- > **Have a reasonable project budget** that makes the most of public investments

An overarching commitment of the project and the PAC is that the chosen alternatives also be responsive to public preference.

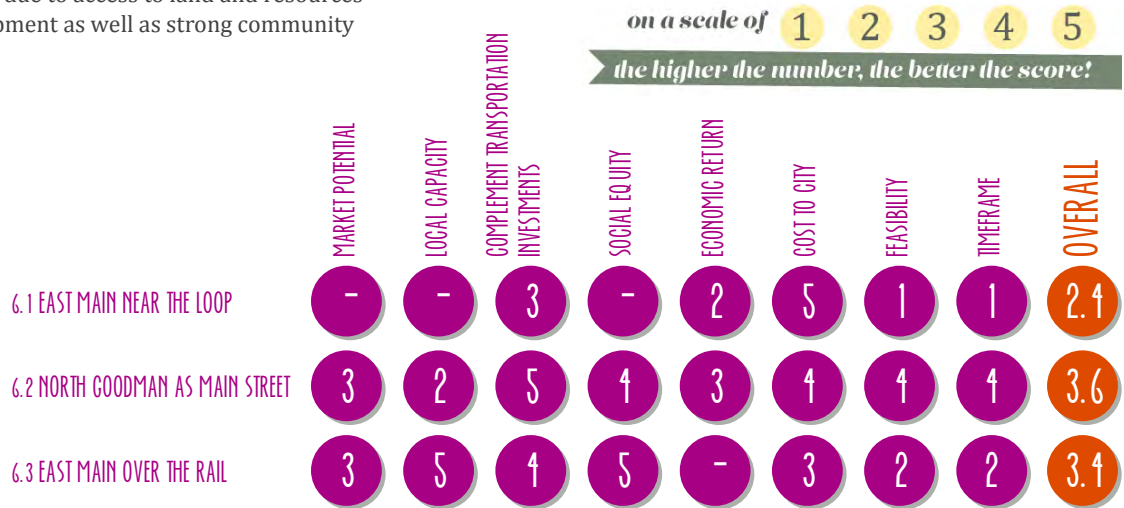


Figure 65. Public preferences on mixed use redevelopment

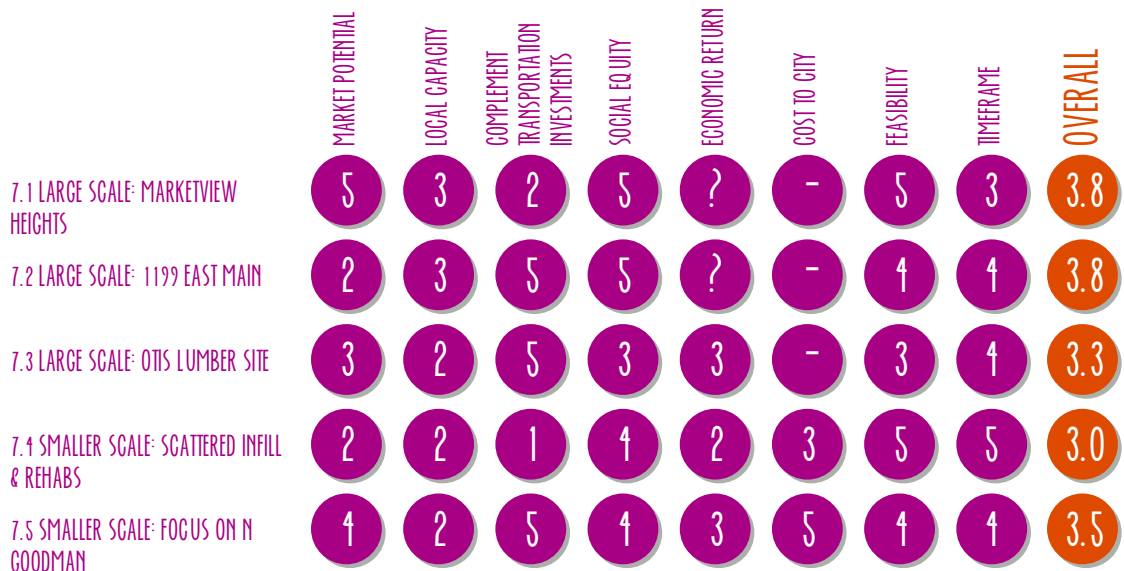


Figure 66. Public preferences on housing development

VI. ALTERNATIVES: NEIGHBORHOOD BRANDING

The final set of alternatives explore different brands that East Main Street and the surrounding East Main Arts & Market Initiative study area could adopt to help re-image the corridor both in people's minds and in the physical world through signage and streetscape improvements that transform East Main Street into a beautiful gateway to surrounding neighborhoods, destinations, and the City of Rochester as a whole.

Based upon the public input received at the first public Open House, the team developed five alternatives for re-branding East Main Street and the surrounding Arts & Market area. The first four explore a singular focus, building upon unique themes intrinsic to the study area and suggested by community members. The fifth alternative presents a blended approach that integrates multiple themes.

A. SINGULAR FOCUS

I. BUILD ON THE BRAND OF THE PUBLIC MARKET

The Rochester Public Market is the key destination in the Arts and Market area. It serves the local community as well as the region as a whole. It is unique and beloved. The Public Market's brand is known, strong, and applied to the East Main Street Corridor, could bolster both pride and interest in the surrounding area. Sketch alternatives include:

- > East Main: Home of the Public Market
- > East Main Feast Street: This way to the Public Market

Summarized community responses provided at the second public Open House:

- > *The City is working to update the Public Market logo; make sure to coordinate*
- > *This option could be the most effective because of the Market's popularity, but let's not omit the arts part of "Arts & Market"*

Figure 67. Branding Alternative 1a
Source: Interface Studio



Figure 68. Branding Alternative 1b
Source: Interface Studio



II. HEALTHY CORRIDOR: FRESH FOOD, WALKABLE & BIKEABLE, WITH ADDED GREENERY CONTRIBUTING TO BEAUTY & BETTER AIR QUALITY

The community's vision of East Main Street as a healthy corridor ties into the fresh food available at the Public Market, the presence of sustainable businesses, and efforts through the East Main Arts & Market Initiative to improve walkability and bikeability and incorporate greening to add shade, beauty, and better air quality along East Main Street. This option blends present conditions with aspirations for the future.

Sketch alternatives include:

- > East Main Green Street
- > East Main Slow Lane
- > Sustain East Main: Healthy Corridor Rochester
- > East Main ReFresh: Fresh Food, Fresh Air, Fresh Start

Summarized community feedback:

- > Warning that "slow lane" could be interpreted as a negative
- > Revise to simplify the logo

Figure 69. Branding Alternative 2a
Source: Interface Studio



Figure 70. Branding Alternative 2b
Source: Interface Studio



III. DIVERSE YET INCLUSIVE COMMUNITY

This option focuses on the people who live in nearby neighborhoods, work in nearby businesses, and travel through the area. It communicates shared values of diversity and inclusiveness which should guide change as capital improvements to East Main Street move forward and development projects in adjacent neighborhoods break ground. Sketch alternatives include:

- > Home on East Main: Marketview from your porch
- > East Main Arts & Market: A close knit community

Summarized community feedback:

- > Appreciate the slogans, keep working on the logos

Figure 71. Branding Alternative 3a
Source: Interface Studio



Figure 72. Branding Alternative 3b
Source: Interface Studio



IV. CREATIVE AND CULTURAL HUB

The fourth theme that emerged from the public input at the first Open House highlights the Arts in Arts & Market, seeking to build upon the concentration of arts, culture, and creative activity clustered in Neighborhood of the Arts and along East Main Street itself. Extending an expression of the arts along East Main Street will help bridge the areas north and south of it, enlivening the streetscape and harnessing the power of the arts as a tool in continued community development and creative entrepreneurship.

Sketch alternatives include:

- > Produce District: Made on East Main
- > Creative Corridor: Made on East Main

Summarized community feedback:

- > Like connection with *NOTA*
- > Really like “Made on East Main” as a slogan – touches on food, art, retail, industrial; simplify the logo
- > Love “Creative Corridor” term, but must emphasize place and placemaking; “corridor” sounds like jargon
- > Fold “Rochester” or “A Rochester Main Street” into the name

Figure 73. Branding Alternative 4a
Source: Interface Studio



Figure 74. Branding Alternative 4b
Source: Interface Studio



B. BLENDED APPROACH

As an alternative to selecting one key theme or feature for East Main Street's re-branding, the brand could underscore multiple elements present in the area, celebrating the confluence of all the above elements within this small pocket of Rochester. This idea embodies the East Main Arts & Market Initiative, re-tooling East Main Street as a connector amidst a unique collection of local assets and creative energy. Sketch alternatives include:

- > Produce District: East Main Arts & Market
- > fEAST Main Street: feed your stomach, feast your eyes
- > East Main Artketplace: good art, good eats

Figure 75. Branding Alternative 5a
Source: Interface Studio



Summarized community feedback:

- > Prefer blended approach! Why limit the audience?
- > Incorporate performing arts too!
- > Do not care for made up word, "Artketplace."
- > Do not over-emphasize food; give equal attention to arts and culture

Figure 76. Branding Alternative 5b
Source: Interface Studio



Figure 77. Branding Alternative 5c
Source: Interface Studio



C. NEW IDEAS PROPOSED BY THE COMMUNITY

In addition to offering feedback to the branding sketches, members of the community also provided their own suggestions and variations on the logo mock-ups and slogans.

New Ideas:

- > The ART (inside a heart) of Rochester
- > Keep the name of the project: East Main Arts & Market
- > East Main Place
- > East Main Gateway
- > Reference the rail line. Ex. Arts & Market: Main A-tracks
- > North Union Street will be Union Boulevard; use the word Union

Variations on Proposed Sketches:

- > Love the dual use of "Produce" as noun and verb. What about "Produce on East Main" (verb for creatives, noun for market).
- > Blend concepts in 1B & 4B (Market + Arts)
- > Blend the concepts in 2B & 4A (Healthy Corridor + Arts & Culture)
- > Blend the concepts/styles in 1A & 5A for a more traditional, less trendy aesthetic



Public input responses to branding alternatives. Source: Interface Studio

D. SELECTION OF PREFERRED ALTERNATIVE

The project team evaluated the five alternative concepts using four criteria:

- > Public Preference
- > Key Stakeholder Preference
- > Complementary of Proposed Transportation Investments
- > Complementary of Proposed Development Investments

The Project Advisory Committee and general public were in sync with their feedback, placing the following five concepts among the top choices but with no clear winner.

- > 1A – East Main: Home of the Public Market
- > 2B – East Main Slow Lane: eat, walk, breathe, bike
- > 4A – East Main Produce District: Made on East Main
- > 5A – East Main Arts & Market Produce District
- > 5C – East Main Artketplace: good art, good eats

Perhaps the most compelling public comment was the suggestion to seek graphic suggestions from more people. While the concept development in this study advances the discussion, it would indeed be a powerful message if the branding for an Arts & Market district that champions small, local, creative makers and producers was itself locally sourced.

With regard to the relationship between the branding concepts and the proposed transportation investments, the following concepts received the highest scores:

- > 5 - Blended Approach, because the transportation improvements aim to better connect the areas many destinations through improvements to the roadway and public realm

- > 2 - Healthy Corridor, because of the project's emphasis on active transportation and greening
- > 1 – Public Market, again because of the emphasis on strengthening the connection between East Main and the Public Market

Evaluating the branding concepts against the proposed development investments, the following concepts received the highest scores:

- > 5 - Blended Approach, because the proposed developments seek to reinforce and build upon existing assets in the community, from the Public Market to the arts and culture destinations, adjacent residential neighborhoods to the area's mixed use buildings and fabric
- > 4 – Arts and Culture, because the proposed developments focus on a mix of uses that can accommodate creative production and live-work space targeting artists, makers, and creative entrepreneurs
- > 3 – Community, because the infill approach explored in the housing alternatives would strengthen neighborhoods as would the adaptive reuse of existing mixed use buildings along North Goodman

Figure 78. Summary of public votes for each of the branding alternatives
Source: Interface Studio

