



MAY 2013

EAST MAIN STREET

Four-step Planning Process

City of Rochester, New York

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SUMMARY DOCUMENT

ACKNOWLEDGEMENTS

Many community members contributed significant time and effort developing this document. Their passion and commitment are greatly appreciated.

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Input from the planning and design session guided the conceptual plan.



Residents collaborate to gather ideas on East Main Street.

INTRODUCTION

The City of Rochester Department of Neighborhood and Business Development, in conjunction with the Beechwood Neighborhood Coalition, initiated a collaborative planning process to revitalize the commercial district on East Main Street from Goodman Street to Culver Road. Seeking to bolster the areas strengths, the City of Rochester launched the East Main Street Four-step Planning Process in June 2012. The city retained planning consultant Ingalls Planning & Design to assist with the project.

PROJECT STUDY AREA

The planning area includes the East Main Street corridor between North Goodman Street and Culver Road. Home to a variety of land uses, East Main Street has single and multiple family residential, commercial, industrial, community services,

and mixed-use. The planning area comprised the East Main Street right of way and adjacent parcels.

Planning Process

The City utilizes a four-step planning process to develop revitalization plans for City neighborhood commercial areas. The process is flexible, community-based, and action oriented. This document summarizes and highlights the outcomes for each of the four planning steps. Typical steps in the planning process include:

- developing a vision
- executing an economic overview
- creating a community design/conceptual plan
- forming an action/implementation plan



DISCOVERY SESSION RECORD

Attendees were asked to identify the issues, opportunities, and assets for the East Main Street commercial district. The questions and responses are shown in the table below.

	Issues What are the two most significant issues you feel must be addressed for the East Main Street area to move forward?	Opportunities What are one or two opportunities you think that East Main Street must capitalize on to make it a unique place to live, shop and/or visit?	Assets What are the specific assets that should be preserved and strengthened to help achieve your vision for the East Main Street commercial area?	Goods or Services What specific goods or services would you purchase on East Main Street if they were available today?	Vision If you had to pick one thing you would like East Main Street to become well known for what would it be?
1	improve poor residential, commercial, and industrial building condition	main traffic corridor	value of housing, affordable property	grocery store (meat, deli, produce)	a second home environment
2	address property maintenance and absentee landlord concerns	enhance traffic flow	RGRTA, employees	fruit and vegetable stand	to be able to safely walk to everything you need within a couple blocks.
3	address industrial appearance of streetscape	must capitalize on proximity to adjacent assets	retail & restaurants	laundromat	heaven
4	address vacant buildings and lots	infrastructure existings for new businesses	increase traffic via signage	quality local restaurant	renovated, nice drive – nice flow
5	address need for pedestrian, bicycle, and child friendly street	strengthen pedestrian access	architecturally significant buildings	daycare service	beautiful, from one end to the next
6	unattractive storefronts & signage	build on Culver Rd & Main St development success	Volunteers of America	vegan restuarant	shopping
7	little/no landscaping on private and public property	anchored by industry on corners move inward (closer to RGRTA)	Cleveland vacant building holds opportunity lofts live/work artists	boutiques	alive with pedestrians, not just cars
8	lack of community vitality to attract shoppers	Goodman/Main intersection needs work, traffic	1200 Main Street brownfield site	recreation activity, skatepark, and health related	safety, police
9	address maintenance of sidewalk and bus shelters	bridging neighborhoods plan	neighborhood stability	gas station	sense of comradery of business community
10	need more local businesses	demolitions provide opportunity for new storefronts	diversity	coffee shop with outdoor seating	places to gather, public space
11	need for less city involvement	redevelop vacant lots	land for development	dry cleaner	attractiveness
12	address connecting neighborhoods gateway	rtist community / public market	Greenovation (former Amvets Store, 1199 E Main)	bakery	boulevard
13	address dominance of commercial uses over residential	specialty shops	maintain and strengthen local business (AutoZone, Economy Paper, Antique Store)	community garden	trees

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14 address lack of neighborhood theme	community involvement	small hardware store	drug store	parks
15 must retain/improve quality business	add street lights on Main St, high intensity (e.g. University Ave)	tailor shop	roller skating or ice rink	façade improvements
16 need for business and parking	strengthen street lighting	Social Services - Togetherness in Love Community Ministries (TiLC)	recreation for youth	interesting restaurants (ex., ethnic restaurant row)
17 address need for traffic calming	unused landmark buildings & industrial space	Economy Paper Company	social places for neighbors/ Senior Citizens	business-friendly corridor
18 intersections of Main & Sidney St, Quincy and Baldwin	curbing	proximity to Rochester Public Market	retailer for children's items	gift shops featuring items by Hungerford Building artists
19 illegal activities in and around convenience stores	green the streetscape	hidden landmarks e.g. Hungerford Building	entertainment	walkability
20 intersection of Goodman & Main	renew some of the vacant buildings	high traffic volume	ice cream shop	
21 cost of RGRTA fares	renovation programs involving the community	school bus station	bank or credit union	
22 promote architecturally interesting/significant buildings	RGRTA	historic buildings (Hungerford, Beech-Nut) hold opportunity for new development	Tim Hortons	
23 safety	Volunteers of America (VOA)		responsible bars	
24 security cameras to discourage drug dealing	Togetherness in Love Community Ministries (TiLC)		places accessible to East High School	
25 street lighting in key areas, playground	involve landlord in better accountability for property		Blockbuster	
26 address need for access to parking space and playgrounds	improve building appearance		place of worship	
27 green space/create a green median down East Main	gateway to city, neighborhood as destination rather than road from point "a" to "b"		footwear retail	
28 re-house replacement	landscape enhancements e.g. benches, art		clothing store	
29 bridging neighborhoods	revitalizing & promoting architecturally significant buildings		appliance retailer	
30 Goodman & Main intersection has too many lanes	significant population & employees		neighborhood service / youth center	
31 address 1200 E Main redevelopment	develop people-attracting activities		office supply / print services	
32	add bike lanes		ethnic or historic business	

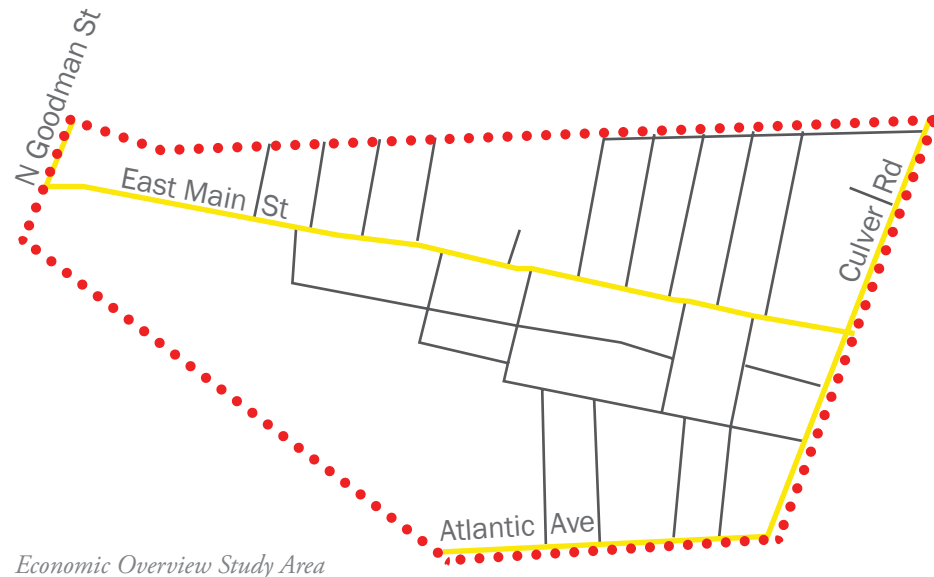
DEMOGRAPHIC & ECONOMIC CHARACTERISTICS

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

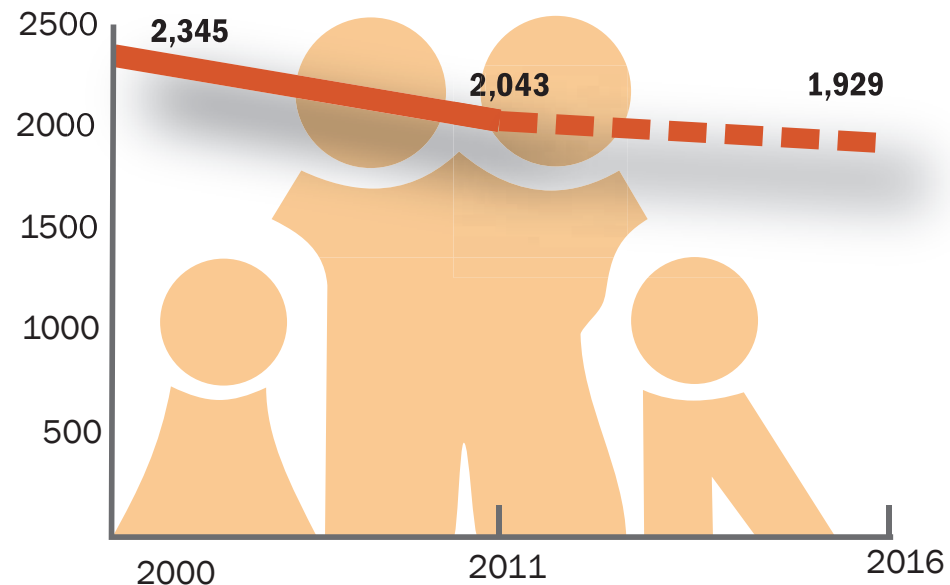
When retailers and other businesses are looking for business investment opportunities they consider several demographic characteristics including population, age, household income, and household size. An overview of these demographic characteristics was developed using Claritas demographic and market data software. The analysis encompasses the East Main Street corridor from North Goodman Street to Culver Road (see study area map above).

OVERVIEW OF THE PEOPLE

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



Economic Overview Study Area



Population

Population: 2,043

According to the US Census, population in the study area decreased by 8.8% between 1990 and 2000. During that same period the City of Rochester as a whole decreased 5.1%. Estimates by Claritas, indicate that population declined approximately 14.8% between 2000 and 2011 and is projected to drop by another 6% by 2016.

According to 2011 estimates there were 741 households within the study area. The 2011 estimated area population is 2,043 persons. Based on previous census counts and estimates, the Census Bureau predicts the study area will continue to lose population.

Age: 31.86 (Average)

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

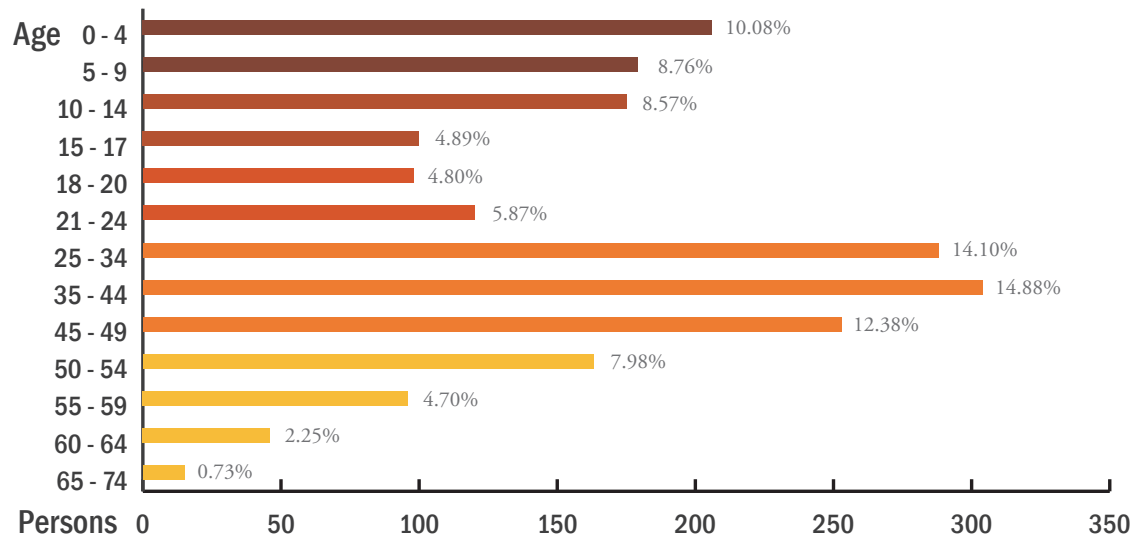
The 2011 estimated median age in the East Main Street area is 29.96, and the average age is 31.86

Household Size: 2.74

Another factor considered for retail goods and services is household size. Typically, larger households require more goods and services. According to a 2011 estimate, the average household



2011 Household Size Comparison



Study area population by age

size was 2.74, slightly larger than the average household size for the City as a whole (2.35).

Other Household Facts

According to 2011 estimates there were 741 households within the study area. Characteristics include:

- 1 person households = 26.70%
- 2 person households = 26.02%
- Households with no person under age 18 = 54.55%
- Households with no vehicle = 28.43%
- Owner-occupied = 35.47%
- Renter-occupied = 64.53%
- Median household income = \$24,529.
(During that same year, the City of Rochester's estimate was \$30,138)

Buying Income: \$22,626

Effective Buying Income is another important factor considered by retailers and service providers. Effective Buying Income (EBI) is simply an individual's income after taxes. The 2011 estimated median household EBI for the study area was \$22,624. According to 2016 estimates, the EBI will be stagnant holding at \$22,626.

AREA MARKET CHARACTERISTICS

Along with demographic characteristics, retailers and business developers compare the supply and demand for goods and services within a market area to help identify opportunities for future development. Consumer's expenditures vary depending on many factors including age, lifestyle, income, and access to goods and services.

2011 ESTIMATED BUYING INCOME



There are basic needs that must be met, such as food and clothing, and consumers will travel great distances to meet those needs if they are not available locally. In some cases, due to selection and price, they will travel regardless if they are available locally.

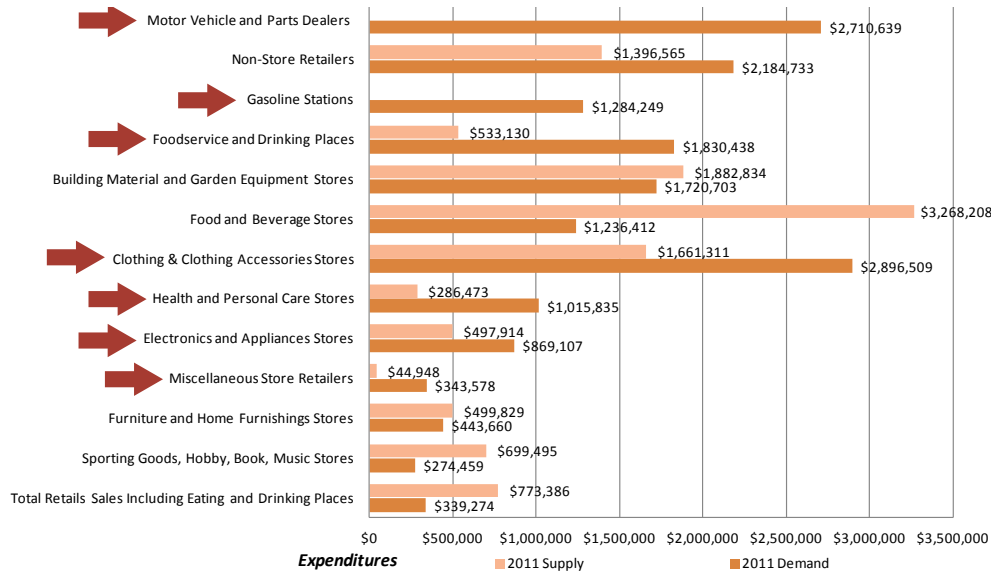
Retail Market Opportunity Gap Analysis

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

The Retail Market Opportunity Gap Analysis is just one tool that retailers and business developers consider when looking for potential markets to

open new stores and businesses. It should not be assumed that the store types identified in this analysis are economically viable. However, the analysis does provide insight into what types of retail stores could be explored further in the revitalization of East Main Street. The categories identified as opportunities, where 2011 demand exceeded supply, are highlighted by the arrows in the graph. These potential opportunities include Motor Vehicles and Parts Dealers, which includes car dealerships and auto parts stores; Gasoline Stations; Foodservice and Drinking Places; Clothing and Clothing Accessories Stores; Health and Personal Care Stores, which includes pharmacies and drug stores and other health related stores; Electronics and Appliances Stores; and Miscellaneous Store Retailers, such as florists, office supplies and souvenir stores.

2011 RETAIL MARKET POWER OPPORTUNITY GAP BY STORE TYPE



EAST MAIN STREET CORRIDOR BUSINESS SURVEY

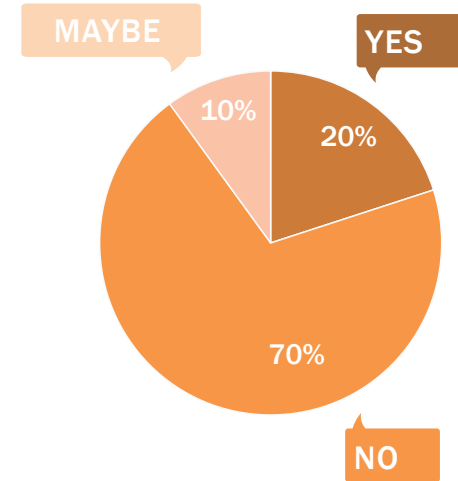
The Beechwood community felt that obtaining input from business interests was very important. In response, the City circulated a survey to businesses on East Main Street. Similar to the earlier community meeting, the survey queried respondents for issues, opportunities, and assets. It also asked business owners to identify the type and size of their business as well as customer information and their interest in supportive programming.

Although 12 organizations participated, not all answered every question. For a copy of the survey instrument and more detailed responses see the appendix.

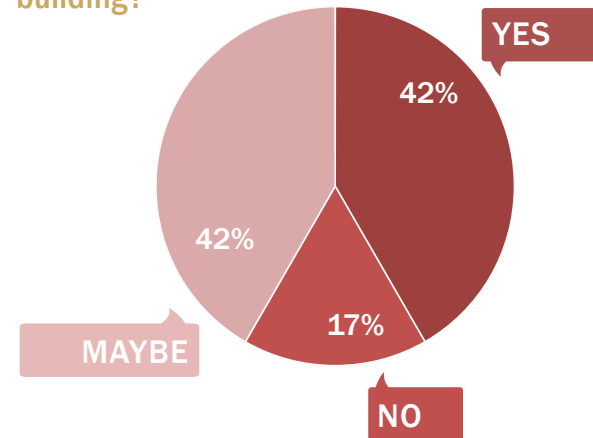
Key Points:

- 50% of respondents have been in business on East Main Street for more than 20 years and 66% more than 15 years.
- 66% classified their business as either Professional and Financial Services.
- 66% business respondents included crime and perception of crime as an issue they feel must be addressed.
- Most expressed interest or possible interest in applying for financial assistance, and participation in future planning.
- 70% of respondents are not interested in forming a business association.

“Would you be interested in starting a business association on East Main Street?”



“If the City had a financial assistance program for East Main Street, would you apply for it so you could make improvements to your business/building?”



FRAMEWORK

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

CONCEPTUAL PLAN

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



Urban agriculture, already part of the East Main Street community, is a low-cost neighborhood enhancement.

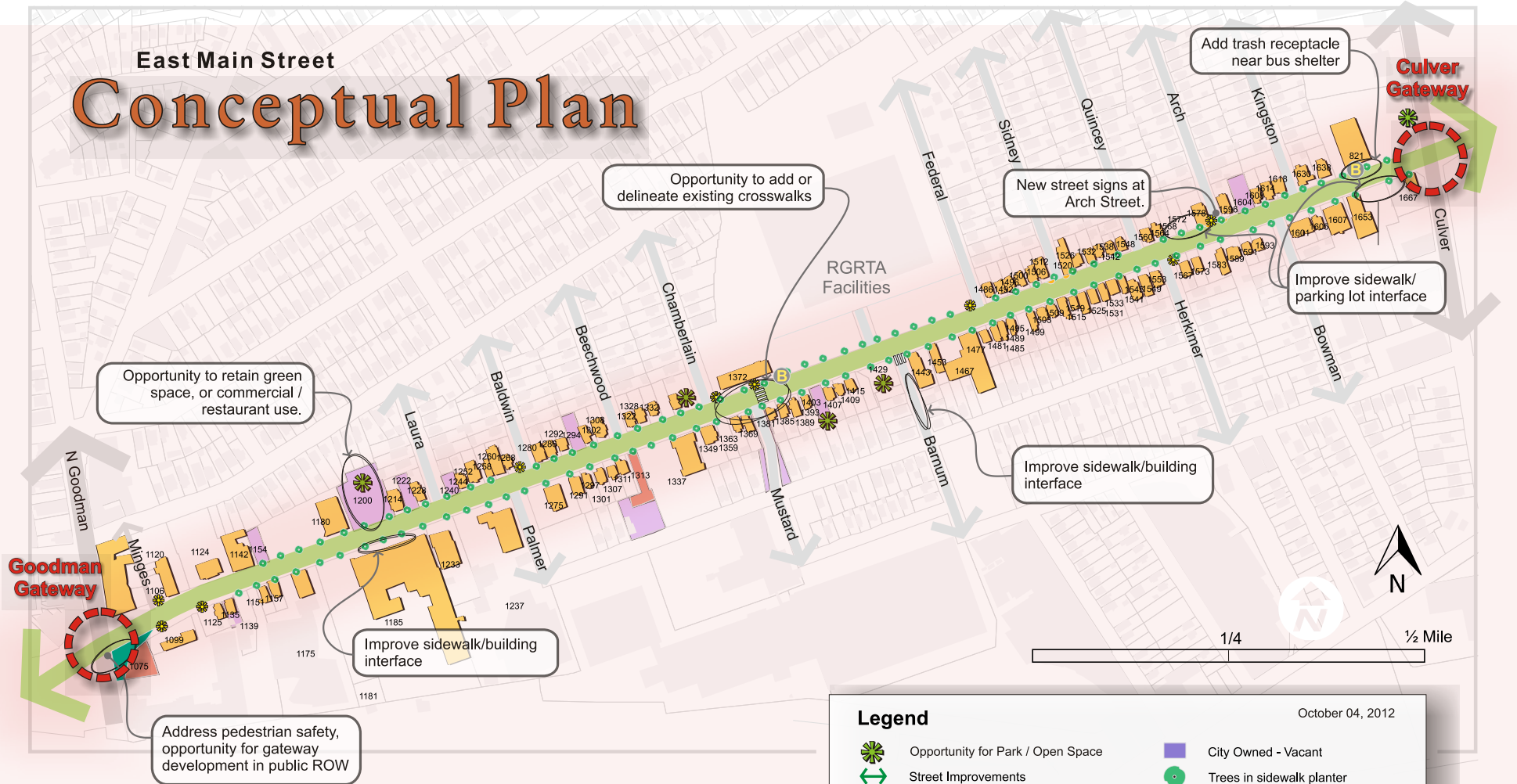
Feedback from the business community, meeting input, and City information guided recommendations for East Main Street. Although some current infrastructure contributes to a healthy street, East Main Street must adapt to community needs. Lighting, crime reduction, transportation, landscaping, intersection improvements are some areas of improvement for the corridor.

COMMUNITY DESIGN

It was made clear through the public process that community members want a vibrant urban neighborhood. A consistent building street wall, sidewalks, tree canopies, exciting storefronts, vibrant businesses, and active pedestrian traffic all contribute to that vibrancy. Creating a memorable experience has as much to do with how a place feels as it does with how a place looks.

It is not just one or two of the characteristics that create a pleasant public realm. It takes several characteristics working together to form an exciting and memorable experience. Close attention must be paid to each development project and public improvement so that, over time, more and more of those characteristics are brought together throughout the East Main Street corridor. As the revitalization process moves forward it is important that the urban design qualities are not lost and that streets are pedestrian friendly and reflect the community vision.

East Main Street Conceptual Plan



Legend October 04, 2012

	Opportunity for Park / Open Space		City Owned - Vacant
	Street Improvements - Trees, Pedestrian Level Lighting, Bike Lanes, etc.		Trees in sidewalk planter
	Lighting Problem Area		Neighborhood Gateways
	Buildings on East Main		Potential Crosswalks
	Privately Owned - Vacant		Bus Shelter

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

Streetscape

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



Street Trees

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

should be strategically placed as to limit the obstruction to storefronts and merchant signs.

Crosswalks

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

Furnishings

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

Pedestrian Level Street Lighting

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

Gateways

Successful urban villages almost always have points-of-entry or gateways that provide visual cues that you are entering a place of significance. Special attention must be paid to these areas because they provide first impressions and a sense of arrival. They are typically identified at points of transition such as intersections, bridges or other edges and nodes. The N. Goodman intersection



and the Culver Road intersection have been identified as gateways to the neighborhood. These points should be enhanced with prominent buildings, plantings, walls, art, and/or other special features which will celebrate and heighten the sense of arrival to the East Main Street corridor.

Parking

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

Mixed-use Development

Mixed-use development should be encouraged along East Main Street, especially in the commercial area near Culver Road. This type of development offers many advantages over single-use buildings or districts, especially in urban areas where densities are typically high and land is scarce and expensive. A vertical mixing of uses results in multi-story structures that are made possible by the larger revenue streams associated with maximizing a particular site or parcel. By comparison, the horizontal mixing of land uses combines single-use buildings within a defined area. Both types of mixed-use developments could serve to achieve the goal of place making by bringing together complementary uses in close

proximity to one another. A concerted effort to develop multi-story mixed-use buildings near Culver Road should be initiated. Concentrating commercial development in this location would begin to develop the critical mass of first-floor commercial/retail needed for district success. The goal should be to develop a rhythm of storefronts along the street.

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

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

PARTNERSHIPS

The revitalization of East Main Street is going to take a concerted effort by all stakeholders. It is going to take collaboration and both existing and new partnerships will be needed. It must involve residents, business owners, property owners, City of Rochester and other neighborhood and regional organizations. Faith-based organization have played an integral role in successful urban

neighborhood revitalization programs and they should be invited to be actively involved with the efforts on East Main Street. The Beechwood Neighborhood Association and the City should continue to work together and coordinate efforts for East Main Street and adjacent neighborhoods.



Environmental perception guides human behavior. Officials, residents, and business owners must consider how East Main Street conditions affect perception.

RECOMMENDED ACTIONS

Some recommendations overlap with ongoing City initiatives under the 2010 Southeast Quadrant Strategic Action Plan . The launch of the East Main Street plan occurred during an expanded National Night Out event, a strategy of the public safety agenda. At best, the two agendas will work together to meet public safety and Neighborhood and Business Development goals. The ongoing execution of Southeast Quadrant Plan strategies and the East Main Street Plan will contribute to a stronger East Main Street.

STREETScape

1. Plant new street trees and monitor or replace existing trees as needed to create a rhythm of tree canopy along East Main Street.

Currently, the sidewalk holds many opportunities for increased foliage. For example, The section along Autozone and 1200 East Main lacks street trees. Other areas have seen trees removed and the planters paved.

Where there are trees, many are mature and appear to be generally healthy. The health of each tree must be monitored by the City to ensure the continual growth. If a street tree must be removed, the city should replant a sapling. Moreover, empty

tree planters can collect refuse and may impede pedestrian or bicycle movement. Generally, roads with trees are more livable than roads without. Added shade from trees and improved aesthetics enhance the public realm experience.

2. Install new signage to ensure legibility. Aim to create simplified signage, directing users to destinations and reducing visual clutter.

East Main Street has street signs for each intersection. These signs are read by pedestrians, cyclists, and motorists. The City must consider optimal legibility for public signage. Surface reflectivity, color, text case, kerning, and weight



Ensuring trash receptacles are maintained can reduce the chance of excessive litter

help to determine sign legibility. The Clearview Hwy font family, based on data from human perception research, can be adopted on local street signs. The City should consider adopting this sign style at the intersection of Arch St, where the west corner street signs are illegible from some views. Sometimes, redesigning signs by integrating information can reduce visual clutter. For example, the City of Rochester created a new sign family for the Center City in 2007. For East Main Street, signs may be consolidated.

3. Install new street lighting fixtures along corridor to enhance human experience.

Currently, tall davit poles are used to illuminate the corridor. On private property, house lights

and flood lights provide inconsistent visibility for sidewalk users. Around vacant buildings, lighting problems may be worse. Although wide beams of streetlights may suit motorists, meeting attendees identified these areas as poorly lit:

- Intersection of Minges Alley & East Main
- 1125 East Main
- Sidewalk in front of RGRTA Facility, 1372
- Intersection of Federal St & East Main
- Intersection of Herkimer & East Main
- Intersection of Arch & East Main

The City should consider adding pedestrian lighting throughout the corridor. Beyond aesthetics, increasing visibility may discourage illegal activities. RGRTA and other stakeholders may partner with the City to enhance street



West Main Street has gone through a significant transformation over the course of the last 10 to 12 years. Both public and private initiatives have contributed.

lighting. If more people can see a crime, the probability of reporting and witnessing can increase. Moreover, better lighting may foster CPTED strategies discussed below. Increased lighting can mitigate many challenges of East Main Street.

CRIME PREVENTION

4. Utilize Crime Prevention Through Environmental Design (CPTED) methods.

Some residents shared crime information at meetings. Some commented that illegal activities and poor lighting around convenience stores are frequent problems. Business survey respondents also expressed concern over loitering and property crime. Business survey respondents recognized crime issues on East Main Street. The collaboration between Beechwood Neighborhood Coalition and Rochester Police Department must continue to be at the forefront of revitalization.

The relationship between the built environment and crime has been examined from a number of perspectives since the 1960s. Some say it started with Jane Jacob’s book called *The Death and Life of Great American Cities*. In her book, Jacobs introduces the concept of “eyes on the street”. She makes the case that a mix of uses in urban areas create activity on the street throughout the day; therefore, increasing the chances of crimes being observed. In 1972, Oscar Newman released a book called Defensible Space: Crime Prevention Through Urban Design which led to many of the strategies for CPTED.

CPTED refers to design and use of the built environment to reduce crime, reduce fear of crime, and improve the quality-of-life. Research shows that decisions to commit criminal acts are often decided by the cues from the built environment

that lead to the perceived risk of being caught. Strategies of CPTED rely on design and/or manipulation of the built environment in a way that will discourage people from committing crimes. There are a number of CPTED strategies, but the most common built environment strategies are natural surveillance, natural access control and natural territorial reinforcement.

Natural surveillance and access control strategies focus on limiting opportunities for committing crime. Territorial reinforcement promotes social control of the environment through a variety of measures. Crime Prevention Through Environmental Design strategies should be an integral part of the East Main Street revitalization. All design plans for development including streetscape improvements, commercial and residential development, parks, playgrounds, and parking lots should be reviewed from a CPTED perspective. Consideration should be given to including people familiar with CPTED strategies in the design review process, including Site Plan Review. However, it is important that all perspectives and aspects of a project be considered. Just as research has shown that CPTED strategies can be effective in deterring crime, research has also shown that pedestrian friendly streets with landscaping can also deter crime and improve community spirit. How these strategies are interpreted and executed will be critical and the key to success will ultimately be balance.

The residential and business community recognizes crime issues on East Main Street. The

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN



City must engage in Crime Prevention Through Environmental Design (CPTED) methods to address these issues. Moreover, work by the Beechwood Neighborhood Coalition to connect with the Rochester Police Department can increase the effectiveness of crime prevention



Historic Beech - Nut Facility



1200 & 1214 East Main Street are challenges the community can overcome.

FAÇADE & SITE IMPROVEMENTS

5. Initiate a façade improvement program that respects the architectural heritage of the area with special attention to developing and/or maintaining active storefronts.

Meeting participants described East Main Street as having an industrial appearance. Furthermore, residents expressed concern over unattractive storefronts and signage, and little to no landscaping on public and private property. A façade improvement grant program by the City would help to mitigate this issue. Fortunately, most respondents to the business survey expressed interest in participating in a facade grant program.

6. Focus investment on sidewalk/building frontage

Historically, East Main Street contained many commercial and industrial uses. Today, buildings like the former Beech-Nut Building and 1199 East Main (Greenovation, formerly Volunteers of America Store) have a large, imposing frontage along the corridor. New siding materials, windows, and lighting may enhance current appearances. These buildings hold great potential for an enhanced public/private interface. Rather than asphalt, concrete, or empty lawns, these areas can develop a relationship to the street.

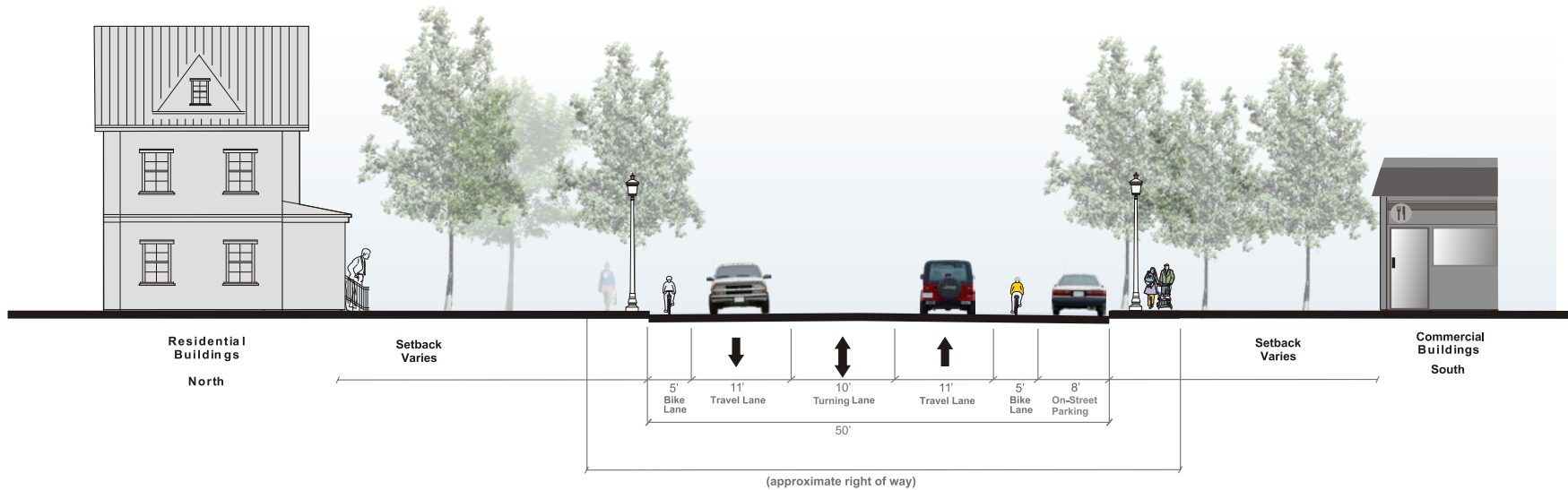
7. Encourage development of run-down and vacant properties through grant programs.

Residents feel discouraged about the condition of many properties along the corridor. Several buildings are vacant, dark, and a haven for crime. For example, 1214 East Main Street appears to be in severe disrepair, and rehabilitation may not be feasible. Its structural integrity is questionable, its roof is partially removed, and window openings boarded. If demolished, its location adjacent to 1200 East Main (NYSDEC Brownfield site) may enhance the marketability and redevelopment potential. To the fullest extent possible, encourage owner-occupied or local property manager development. Continue to monitor and hold property owners accountable.

8. Enforce property maintenance code with owners and landlords.

East Main Street Typical Cross-Section
Complete Street - (Looking East)

January 28, 2013



BIKE LANES AND ON-STREET PARKING

9. Add bike lanes and delineate on street parking.

Residents and the city expressed interest in adding bike lanes to the road. More than 28% of area households lack access to a vehicle. By adding bike lanes, the street may better reflect community needs. Moreover, East Main Street serves Rochester as a major east-west route. People have stated that there is a lack of parking. However, it appears that on-street parking is underutilized. East Main Street may benefit from delineating parking areas through road striping or informative signage. The width of the road precludes maintaining parking on both sides and adding bike lanes.

10. Enhance off-street parking lots.

Currently, many parking areas and drive isles are located adjacent to sidewalks, contributing to East Main Street's industrial appearance. Plantings, fences, and decorative walls should be used to help mitigate the visual impact of off-street parking lots.

INTERSECTION IMPROVEMENTS & GATEWAYS

11. Install countdown crossing signals at Goodman and Main Street.

12. Install or enhance gateway features at Goodman and East Main and Culver and East Main to signal entrance into neighborhood.

Meeting respondents commented on difficult crossing conditions at the East Main and North Goodman intersection. Some declared the street as having too many lanes and the intersection as unsafe. The City should explore the feasibility of downsizing the street and opportunities to make the intersection more pedestrian friendly. Landscaping and a gateway signs would enhance the sense of arrival at both gateway intersections.



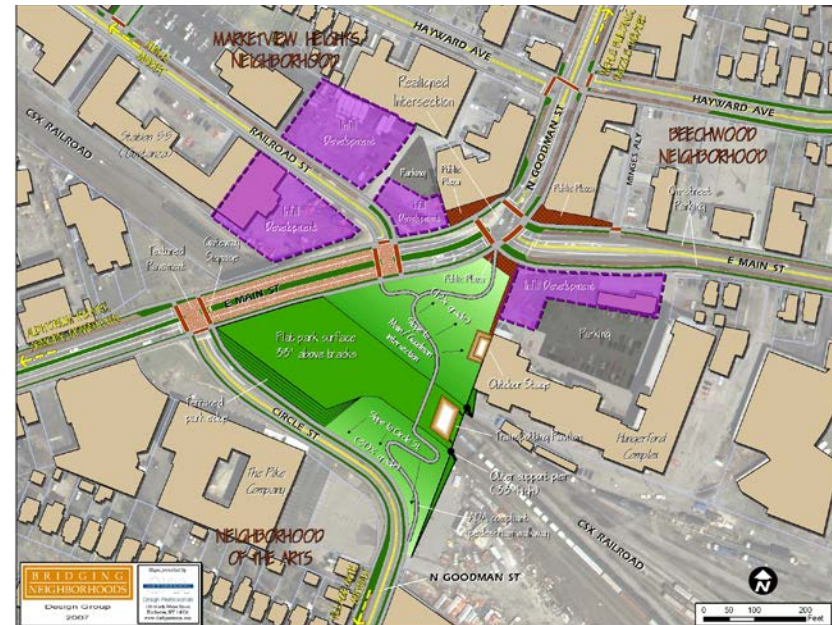
The width and grade of the East Main Street/North Goodman intersection is a significant obstacle to developing a pedestrian friendly gateway.

13. Relocate stop line at intersection of East Main Street and Mustard Street and delineate north/south intersection crosswalks across East Main Street.

The only traffic signal within the study area, is at the intersection of East Main Street and Mustard Street. Currently, the location of the RGRTA driveway and lack of a East Main Street crosswalk on the west side of the intersection forces pedestrians to cross Mustard Street to use the crosswalk to cross East Main Street. The City should consider relocating the East Main Street westbound stop line further west to avoid conflict with the RGRTA access point and add a crosswalk. Countdown signals should also be considered

14. Continue to work with the City to implement the Bridging Neighborhoods Plan.

In 2008, the City of Rochester commissioned a traffic analysis and preliminary layout of different alternatives to help improve pedestrian safety in the vicinity of the East Main Street-N. Goodman Street intersection. Numerous alternatives and options were evaluated to determine the potential impacts on the pedestrian facilities and traffic movement through the corridor. The alternatives placed a large emphasis on improving pedestrian safety while maintaining or improving current traffic movements. Local



2008 Bridging Neighborhoods Plan

stakeholders should continue to work with the City to implement feasible recommendations from the Plan.

REVITALIZATION PROGRAM ORGANIZATIONAL STRUCTURE

15. Develop an East Main Street revitalization organization with a steering committee or board along with sub-committees to address specific needs and/or topics.

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

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

In addition to the Steering Committee, sub-committees should be formed to focus on specific areas of revitalization or to address specific issues. This revitalization program could be a modified version of the Main Street Four Point Approach, which was developed by the National Trust Main Street Center. The Four-Point Approach is a comprehensive revitalization strategy tailored to meet the needs of the local community. It encompasses work in four areas; Design, Economic Restructuring, Promotion, and Organization. A committee is dedicated to each of the four areas and is typically comprised of local volunteers. For East Main Street, the Steering Committee could serve as the committee to address Organization and sub-committees could be formed to address the other topics. The subcommittees should have a chair or leader with the experience and passion for the topic and be a member of the Steering Committee.

- 16. Identify specific people and organizations, including local block clubs and faith-based organizations, in the community who could make significant contributions to the revitalization program and ask for their participation.**
- 17. Develop an annual work for the Steering Committee and necessary sub-committees to guide the revitalization program.**
- 18. Seek funding sources including grants programs, member items, etc. to help fund the program.**
- 19. Make contact with representatives from local universities to discuss opportunities for educational partnerships. Both undergraduate and graduate level programs often look for community projects that coincide with classroom studies and typically charge only for project expenses.**

ACTION PLAN MATRIX

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



to **SUCCESS** include:

- **Form a Main Street Committee or Organization.**
- **Continue to build partnerships in both the private and public sectors. Revitalization has to be a joint effort.**
- **Show progress by picking some "low hanging fruit" and get something done, such as working with City DES to add street trees.**
- **Celebrate successes and let people know about them.**
- **Emphasize quality in every aspect.**

	RECOMMENDED ACTION	PRIORITY	INVOLVED ORGANIZATIONS								
			MAIN STREET ORGANIZATION	BEECHWOOD NEIGHBORHOOD COALITION	EAST MAIN, MUSTARD, ATLANTIC (EMMA)	NORTH-EAST AREA DEVELOPMENT (NEAD)	DES	RPD	PLANNING & ZONING	BUSINESS & NEIGHBORHOOD DEVELOPMENT	
1	Plant new street trees and monitor or replace existing trees as needed to create a consistent tree canopy along East Main Street.	1	L					L	X		
2	Install new signage to ensure legibility. Aim to create simplified signage, directing users to destinations and reducing visual clutter.	2	X	X	X			L			
3	Install new street lighting fixtures along corridor to enhance human experience.	3	X	X	X			L			
4	Utilize CPTED methods.	1	X	X	X	X	X	X	X	X	X
5	Initiate a façade improvement program that respects the architectural heritage of the area with special attention to developing and/or maintaining active storefronts.	2	X	X	X						L
6	Focus investment on sidewalk/building frontage	2	X					X		L	
7	Encourage development of run-down and vacant properties through grant programs.	1	L	X	X	X				X	X
8	Enforce property maintenance code with owners and landlords.	1								L	X
9	Add bike lanes delineate on-street parking.	2	X					L			
10	Enhance off-street parking lots.	2	X					X		L	
11	Install countdown crossing signals at Goodman & Main Street.	1	X					L			
12	Install or enhance gateway features at Goodman & East Main and Culver & East Main to signal entrance into neighborhood.	3	X	X	X	X		L		X	X

	RECOMMENDED ACTION	PRIORITY	INVOLVED ORGANIZATIONS								
			MAIN STREET ORGANIZATION	BEECHWOOD NEIGHBORHOOD COALITION	EAST MAIN, MUSTARD, ATLANTIC (EMMA)	NORTH-EAST AREA DEVELOPMENT (NEAD)	DES	RPD	PLANNING & ZONING	BUSINESS & NEIGHBORHOOD DEVELOPMENT	
13	Relocate stop line at intersection of East Main Street & Mustard Street. Delineate north/south intersection crosswalks across East Main Street	2	X					L			
14	Continue to work with the City to implement the Bridging Neighborhoods Plan.	2	X	X	X	X	X	L		X	X
15	Develop an East Main Street revitalization organization with a steering committee or board along with sub-committees to address specific needs and/or topics.	1	L	X	X	X					X
16	Identify specific people and organizations, including local block clubs and faith-based organizations, in the community who could make significant contributions to the revitalization program and ask for their participation.	1	L	X	X	X					X
17	Develop an annual work for the Steering Committee and necessary sub-committees to guide the revitalization program.	1	L	X	X	X	X	X	X	X	X
18	Seek funding sources including grants programs, member items, etc. to help fund the program.	1	L					X		X	X
19	Make contact with representatives from local universities to discuss opportunities for educational partnerships.	1	L								X

APPENDIX

East Main Street Corridor Business Survey

City of Rochester 4-Part Planning Process

Your input is important to the East Main Street business district. This information will be used solely for assisting economic development planning efforts. Your responses will be kept confidential. Please complete the following questionnaire as thoroughly as possible.

East Main Street Visioning

1. What are the two most significant issues that must be addressed for East Main Street to move forward?
 -
 -
2. What are one or two opportunities East Main Street must capitalize on to become a unique place to live, shop and/or visit?
 -
 -
3. What are the specific assets that should be preserved and strengthened to help achieve your vision for the East Main Street commercial Area?
 -
 -
4. If you had to pick one thing East Main Street should become known for—what would it be?

East Main Street Business Information

5. What type of business entity do you operate? (Please check one)
 - Corporation LLC Partnership Sole Proprietorship
 - Franchise Nonprofit Other (Please specify) _____
6. What is the nature of your product / service? (Please check the one that is most descriptive)
 - Antiques Entertainment Financial Services Manufacturing
 - Hair Salon Medical Office Professional Services Real Estate
 - Religious Restaurant Retail
 - Other (Please specify) _____

7. How many years have you been in business on East Main Street?

- Less than a Year 1-2 years 3-5 years 6-8 years 9-10 years
 11-14 years 15-20 years 20+ years

8. How many people do you employ?

- 1 2-5 5-10 10-15 15-20 20-25
 25-30 30+

9. Do you own or lease your place of business?

- Own Lease

10. Where is your primary residence (home)? (Please check one)

- City - Northeast City - Southeast City - Northwest City - Southwest
 Other (Please specify) _____

11. Do you have a system to track where your customers are from? Yes No

If yes, please list the top three places where your customers are from:

- City – Northeast City - Southeast City - Northwest City - Southwest
 Other (Town, Village, etc.) _____

12. Please check concerns or challenges you have about doing business on East Main Street:

- Signage rules/regulation Traffic Parking Crime Loitering

If you have any other concerns about doing business on East Main Street, please list them here:

-
-
-

13. Please check reasons why you decided to open your business on East Main Street below:

- Low Rent East Main Street Traffic Close to my Home Good Customer Base
 Proximity to Downtown

If you have any other reasons why you decided to open your business on East Main Street, please list them here:

-
-
-

14. If the City had a financial assistance program for East Main Street, would you apply for it so you could make improvements to your business/building?

Yes No Maybe

If no, why not? _____

15. What types of assistance from the City would interest you?

Promotion/advertising Purchase of Furniture, Fixtures and Equipment Security equipment
 Building façade Energy Efficiency
 Other (describe) _____

16. Would you be interested in participating in future Four-Part Planning events or seeing the report?

Yes No

If yes, please provide your e-mail: _____

17. Would you be interested in starting a business association on East Main Street?

Yes No

Once you have completed this questionnaire you may either:

- a) Have your questionnaire picked up next week at your business

Or

- b) Scan and e-mail your completed questionnaire to Matt McCarthy at:

mccarthm@cityofrochester.gov

Thank you for your participation!