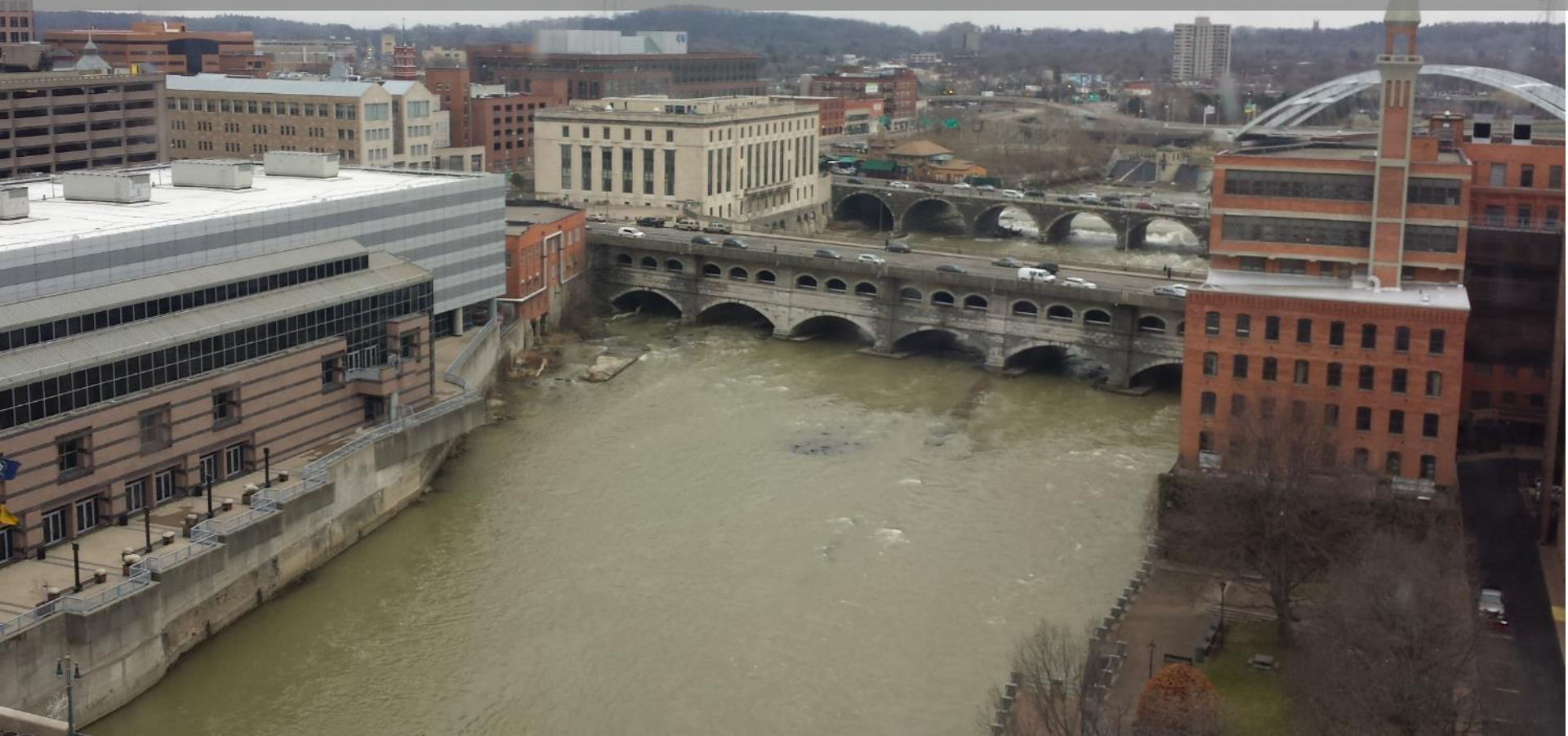


Thanks to the following people for their support in making this panel possible:

- The Honorable Lovely Warren, Mayor
- Bayé Muhammad, Department of Neighborhood & Business Development
- Zina Lagonegro, Bureau of Planning and Zoning
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- Mark Fitzstevens, Project Development Division

Rochester, New York

Activating Downtown



The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose



The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



Urban Land
Institute

Mission:

Helping city leaders build better communities

Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues





Urban Land Institute

Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

37,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences

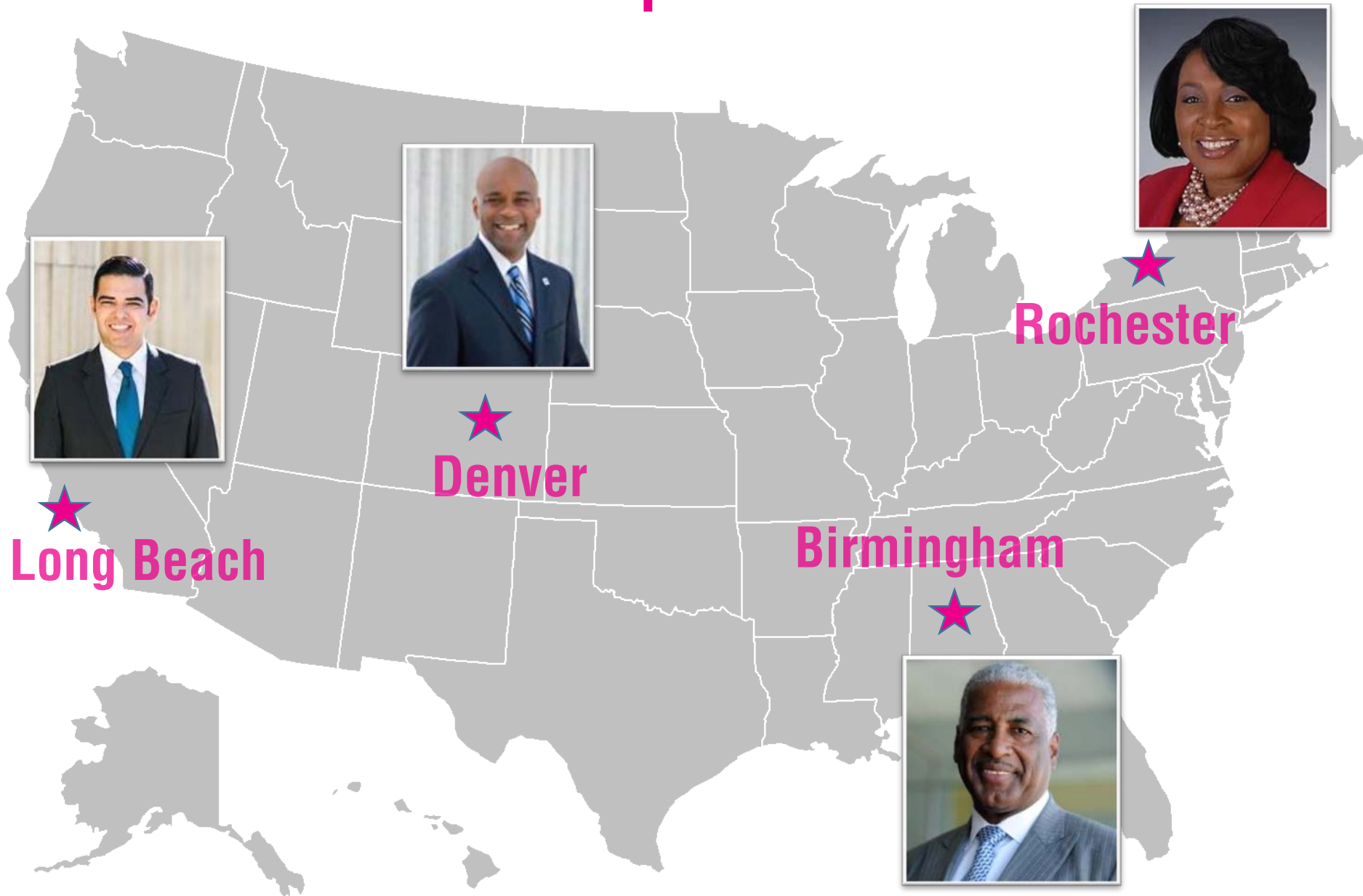


- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date:
Austin, Boston, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Omaha, Philadelphia, Phoenix, Pittsburgh, Portland, Providence, Sacramento, Seattle, Tacoma & Tampa



Daniel Rose Fellowship: alumni mayors

Daniel Rose Fellowship: class of 2016



City Study Visits

- Assemble experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city



The Panel



The Panel

- **Co-Chair:** Hilary Bertsch, Perkins Eastman, New York, NY
- **Co-Chair:** Nadine Fogarty, Strategic Economics, Berkeley, CA
- Phil Amthor, Department of Community Development, City of Birmingham, AL (Rose Fellow)
- Davon Barbour, Downtown Partnership of Baltimore, Inc., MD
- Lee Bey, Lee Bey Associates, Chicago, IL
- Deborah Bilek, ULI Washington, DC
- Jim Cloar, Downtown Advisory Services, Tampa, FL
- Charles Cross, Detroit Collaborative Design Center, University of Detroit Mercy School of Architecture, MI
- Evan Dreyer, Mayor's Deputy Chief of Staff, City & County of Denver, CO (Rose Fellow)
- Lev Gershman, Tideline Partners, Vista, CA
- Glenda Hood, Partner, triSect, LLC and former mayor of Orlando, FL (Rose Center Advisory Board)
- Senait Kassa, Billes Partners, New Orleans, LA
- Arturo Sanchez, Deputy City Manager, City of Long Beach, CA (Rose Fellow)



The Challenge

How can Rochester
activate and revitalize
Main Street, the Genesee
River Corridor, and the
Broad Street Aqueduct?

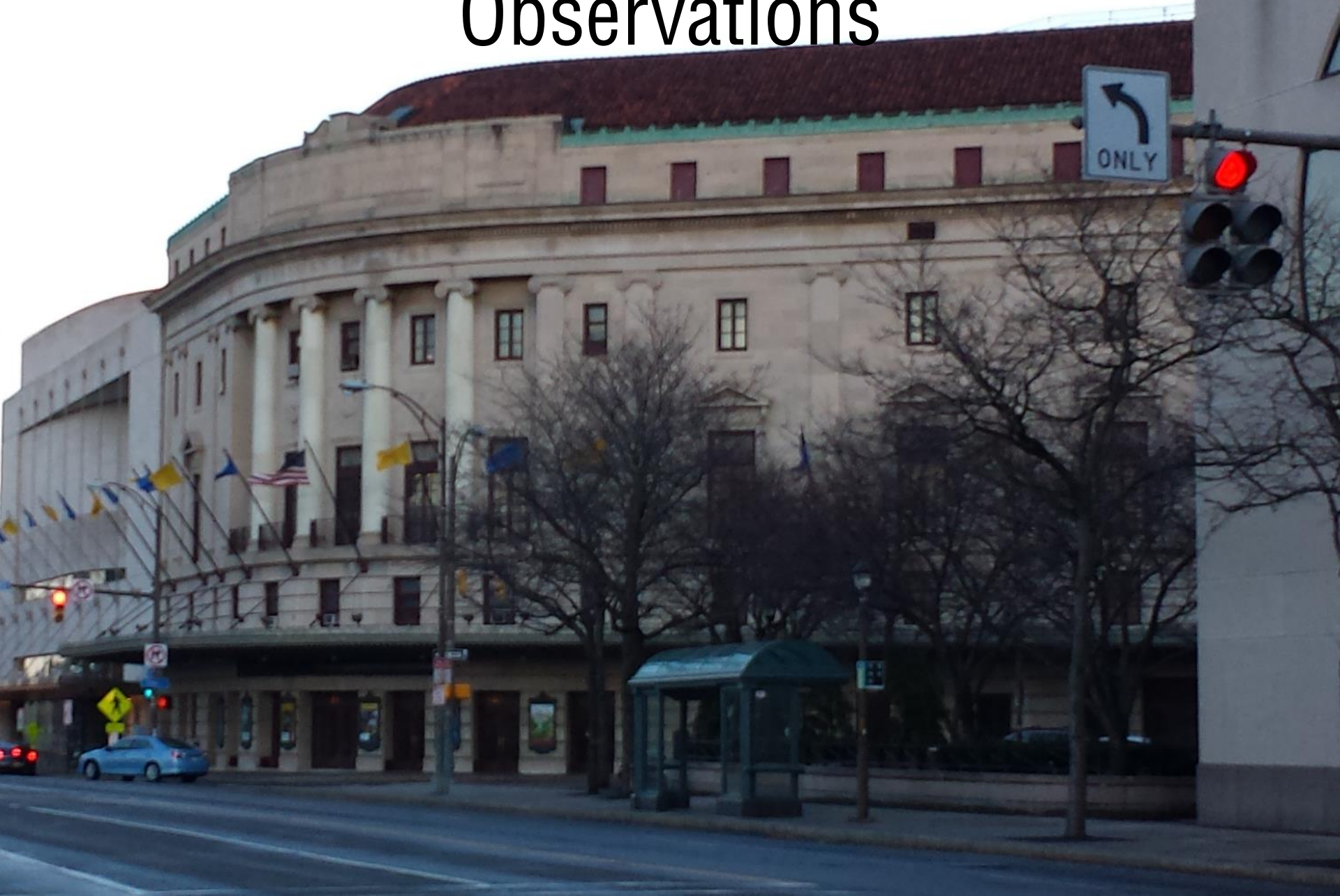


Presentation Outline

1. Observations

2. Downtown Community
3. Retail/Commercial Development Strategy
4. Connectivity + Access
5. Placemaking
6. Governance + Leadership
7. Conclusion + Homework

Observations



Observations

- Lots of recent investment in downtown
- Nostalgia for the past may be inhibiting new ideas; past failures have left scars
- Attitudes are changing about Rochester's future but negative perceptions remain
- Successes are a model of the value of organic growth
- Active, entrepreneurial artist community
- Sustained interest and investment from local development
- Impressive number of world-class arts and educational institutions

Observations



Observations

- Dearth of retail and walkable amenities to support 18 hours of activity
- As downtown becomes more successful, access needs will change (i.e., parking)
- New downtown transit center, but transit not currently viewed as an amenity – not attracting choice riders
- Removal of Inner Loop East segment is impressive accomplishment that will connect eastside to downtown

What We heard

- “Rochester is a great place to raise a family; people move back here if they leave”
- “The aqueduct is the frosting, but we don’t have a cake yet”
- “City isn’t easy to work with when you have creative ideas”
- “None of my employees can go anywhere to eat downtown so they eat at their desks”
- “We need to focus on small victories instead of swinging for the fences”
- “We want a stronger voice in Rochester’s future”





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Downtown is a critical piece of the entire city's future

Now is the time to move beyond individual projects

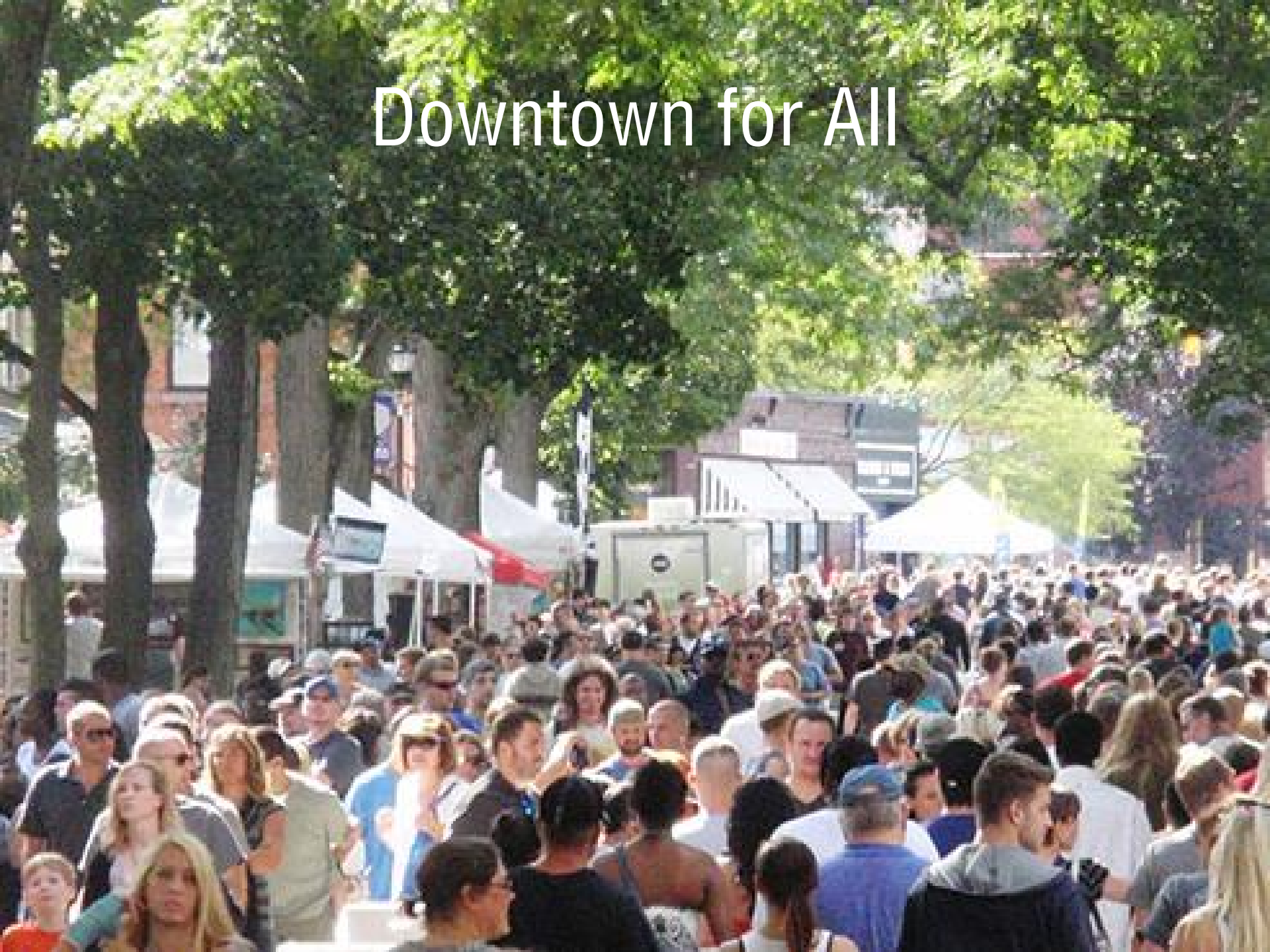
Recent Downtown Development



Recent Downtown Development

- Lots of new housing units coming on the market
 - Millennials/empty nesters
 - Expensive apartments
 - 95% occupancy
 - Mostly rental with limited opportunity for ownership
- Conversion of office buildings
- Main Street retail on the horizon?

Downtown for All



Downtown for All

- A place for all Rochesterians
- Family friendly
- Celebrate “authentic” Rochester and the arts
- A mix of uses that supports 24/7 activity
- A safe neighborhood
- An economic engine for the city



Actions

- Encourage more varied housing options (2 BR+, condos, affordable)
- Integrate youth organizations and schools within the vision for the downtown community
- Focus economic development efforts on Main Street and Downtown vs. regional interests
- Promote local hiring through development process
- Leverage development to create jobs
- Nurture Rochester's creativity



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National Retail Landscape

- Retail is moving away from commodity shopping and towards experiential (internet)
- Big box retail is consolidating/shrinking
- Organic home grown products and brands are increasingly popular (i.e., craft beer)
- Cultural shift towards shop local and farm local
- Food is the new anchor
- Healthy fast casual and focus on fitness
- Main Street is a social experience (i.e. premium on customer experience)

Key Considerations

- How does Main Street fit into the broader Downtown experience
- Define the value proposition of Main Street
- Retail leasing is expensive
- Can the retail experience be both in the store and on the street?
- What are sites/opportunity areas to cultivate momentum?
- Branding the experience
- Don't dilute efforts to solidify Main Street's long term success as primary retail corridor
- Be mindful that streetscape renovation will disrupt retail businesses and leasing efforts

Short-Term Recommendations



Short-Term Recommendations

- Know thy self and get the word out
 - Demographics
 - Parking options
 - Building inventory, ascertain individual ownership
 - Existing tenant inventory
 - Plans renderings of planned streetscape improvements
 - Distribute to community (e.g. brokers, architects, wall therapy, food truck alliance, etc.)

Short-Term Recommendations, continued



Short-Term Recommendations, continued

Use programming to generate foot traffic and establish awareness

- Partner with existing events and draw programming to Main St

- Partner with existing groups, non-profit, incubator, university (e.g. food truck alliance)

- Promote a competition to award funding and enable permitting for a public event on Main St.

- Encourage pop-up retail/art

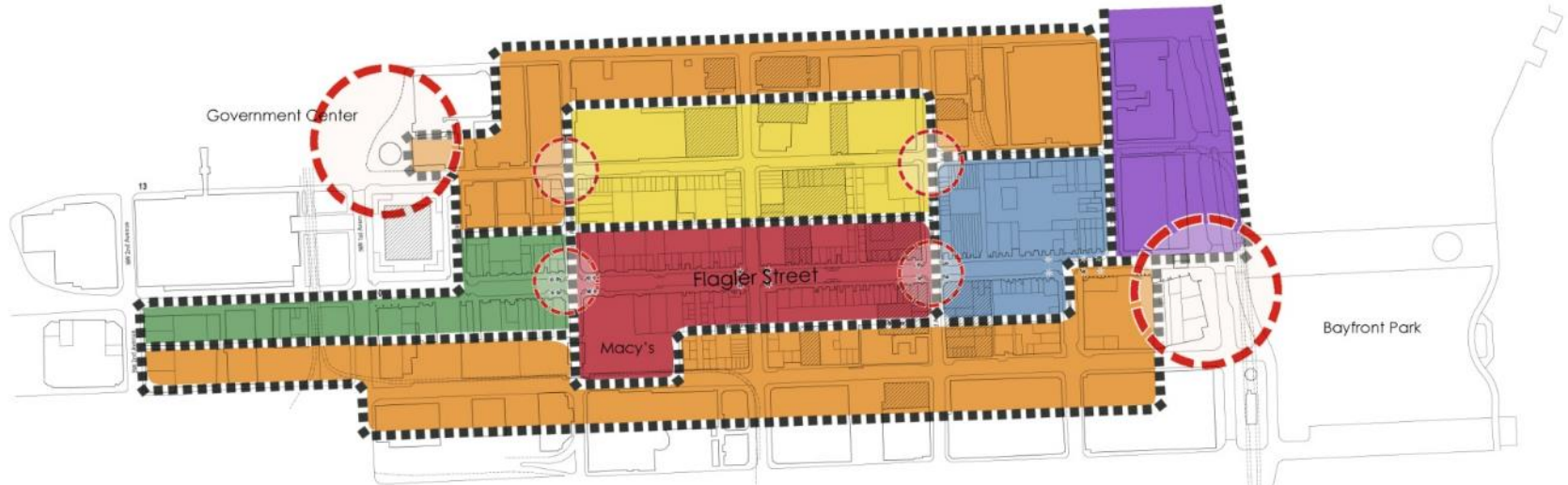
- Consider code enforcement as mechanism to get owners to comply where appropriate

- Assign public and private champions to lead revitalization effort

Long-Term Recommendations

- Create management entity to coordinate retail efforts
- Develop and sustain marketing program (social media, advertising, etc.).
 - Examples (Center City Philadelphia, Downtown Orlando, etc.)
- Develop targeted retail incentive program(s)
 - Examples: Façade Improvement Grant, Tenant Improvement Allowance, Attraction Incentive)
- Maintain sustained focus on business recruitment and retention
- Develop workforce development program (National Retail Federation Customer Service certification, culinary/hospitality)

Develop Merchandising Plan



Downtown Miami

- Biscayne Food & Beverage
- Lifestyle/ Retail
- Comparison/ Specialty Retail
- Jewelry & Gifts
- Entertainment & Dining
- Service & Value Oriented Retail
- Gateways

Develop Leasing Plan



Market! Market! Market!

BE IN ON IT

PHILADELPHIA RETAIL

WHO WE ARE CONTACT US

WHY PHILADELPHIA

DEMOGRAPHICS

RETAIL NEIGHBORHOODS

SUCCESS STORIES

AVAILABLE SPACE

STARTING A BUSINESS

NEWS

"You have a really large customer base; within 50 miles of Center City there are millions and millions of people...You can really reach a lot of people."

- Steven Lagos,
Owner/Designer,
Lagos Jewelry

IT'S A FACT:

\$491,530,000 in demand for shoppers' goods within 1 mile of Philadelphia City Hall



play video

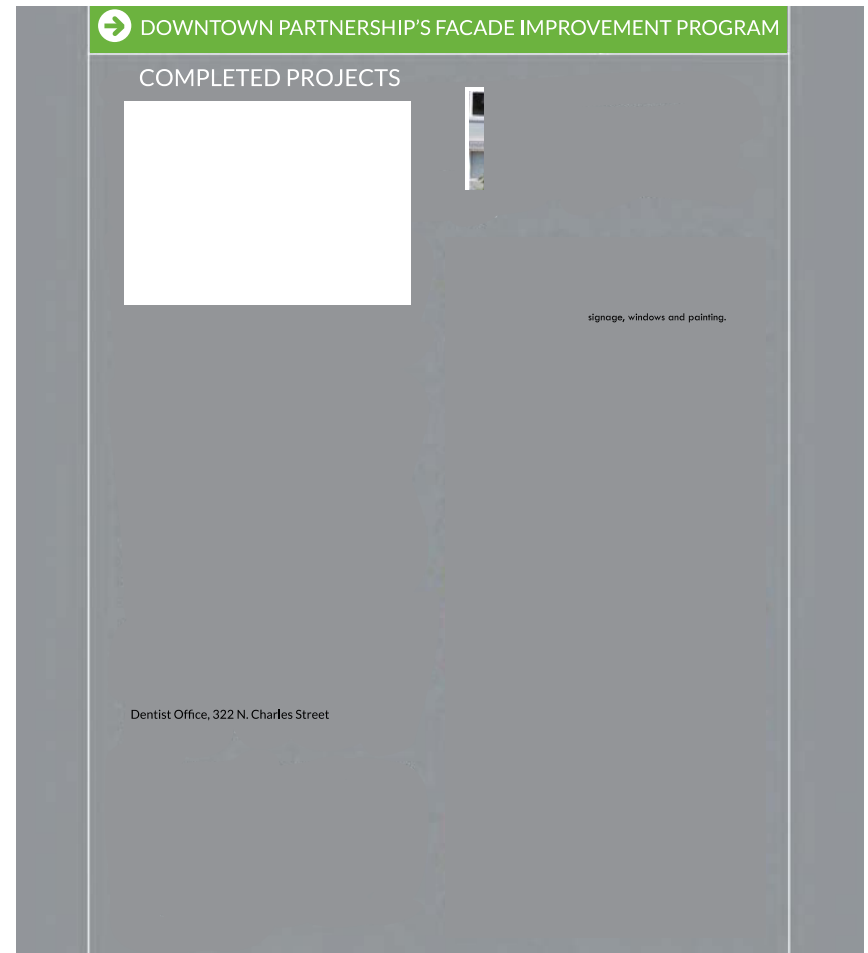


1901 Walnut St.



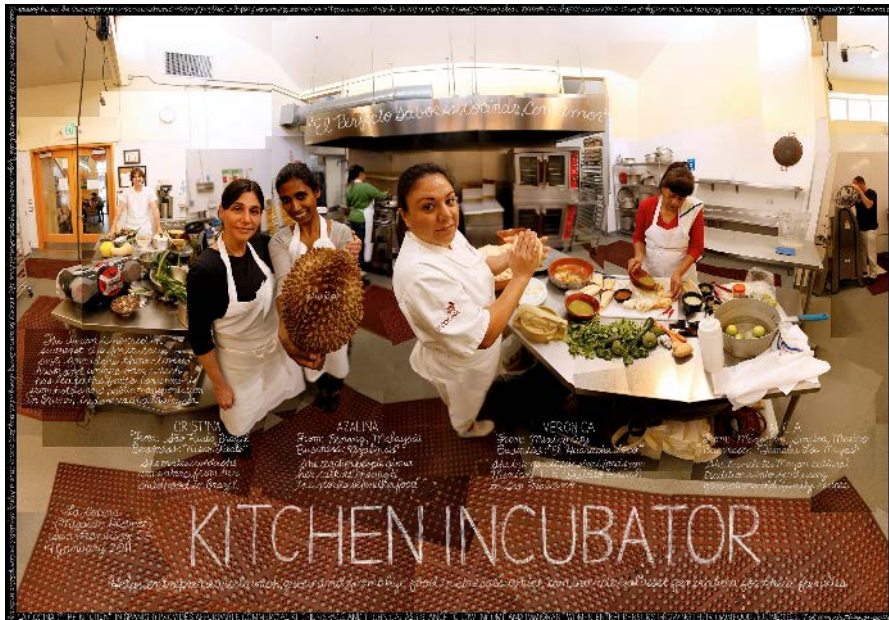
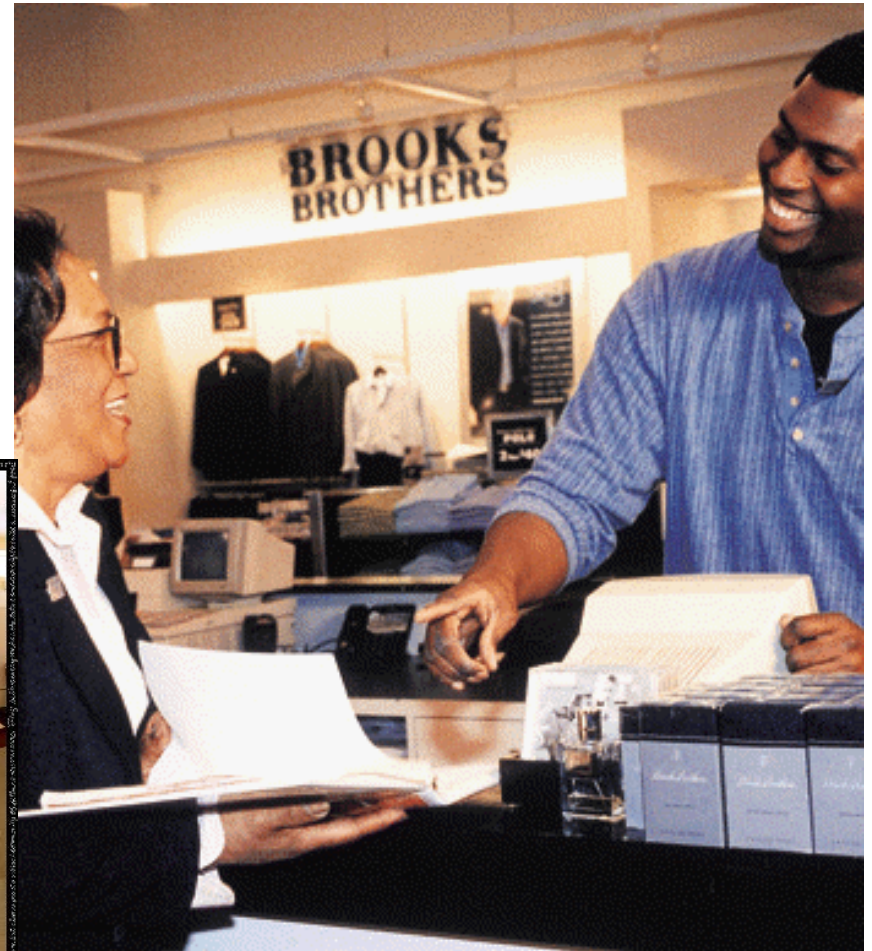
Develop Retail Incentives

- Façade Improvement Grants
- Tenant Improvement Allowance
- Tenant Attraction Incentive



Workforce Development

- Retail/Customer Service Training
- Culinary/Hospitality
- Entrepreneurship



Long Term Recommendations

- Divide Main Street into manageable nodes for leasing/construction
- Leverage City-owned property to facilitate retail development
- Help retail tenants and landlords create buzz!
- Create management entity to coordinate retail efforts

Downtown Denver: Larimer Square





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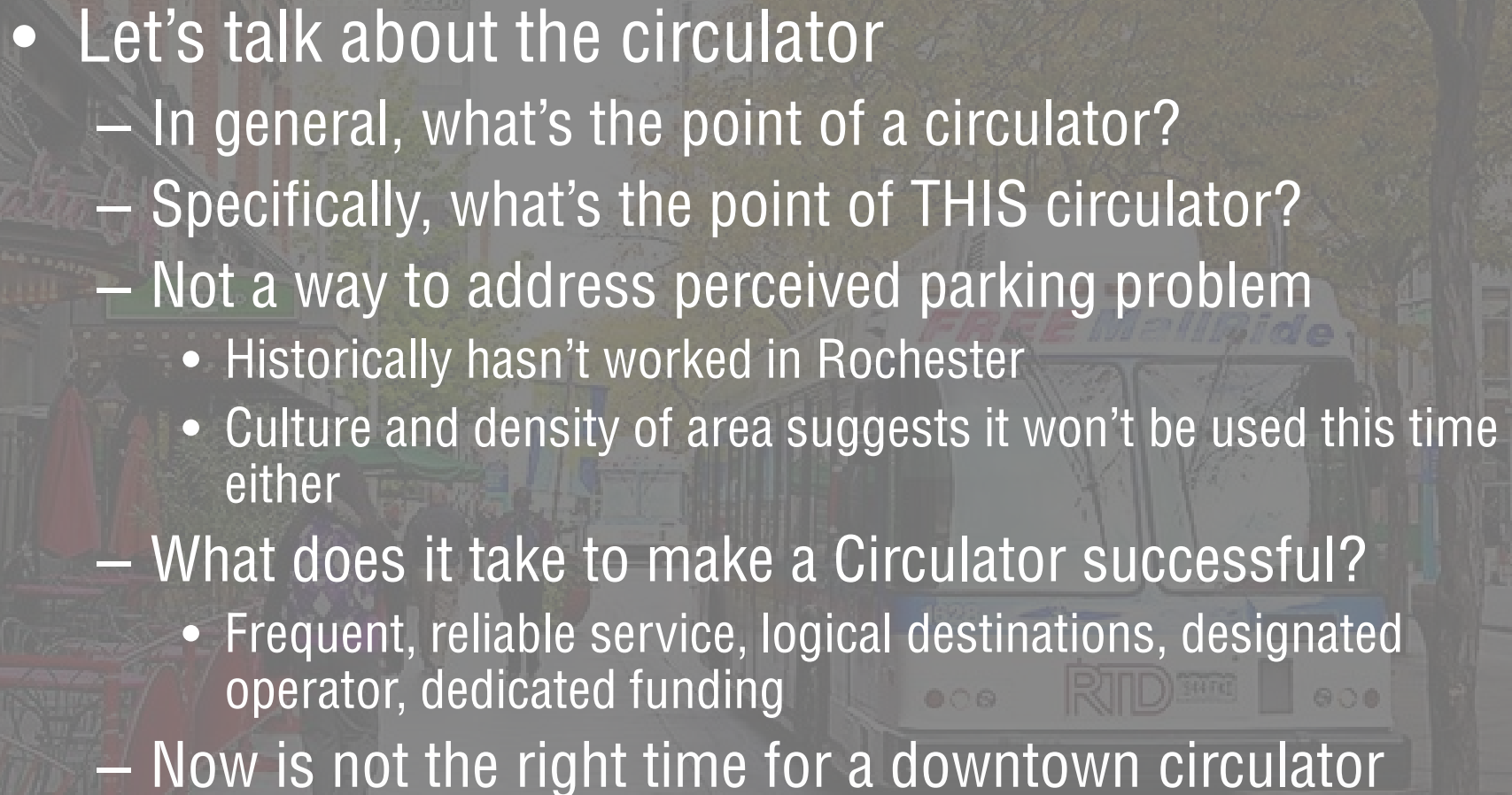
Connectivity + Access

- Big Ideas
 - Excess capacity in the existing system
 - Decommissioning subway
 - Removal of Inner Loop
 - “This place has no traffic!”
 - Parking culture: perception vs. reality
 - Parking is easy and cheap (but may not be EXACTLY where users want it to be)
 - Public vs. private garages
 - Bureau of Parking



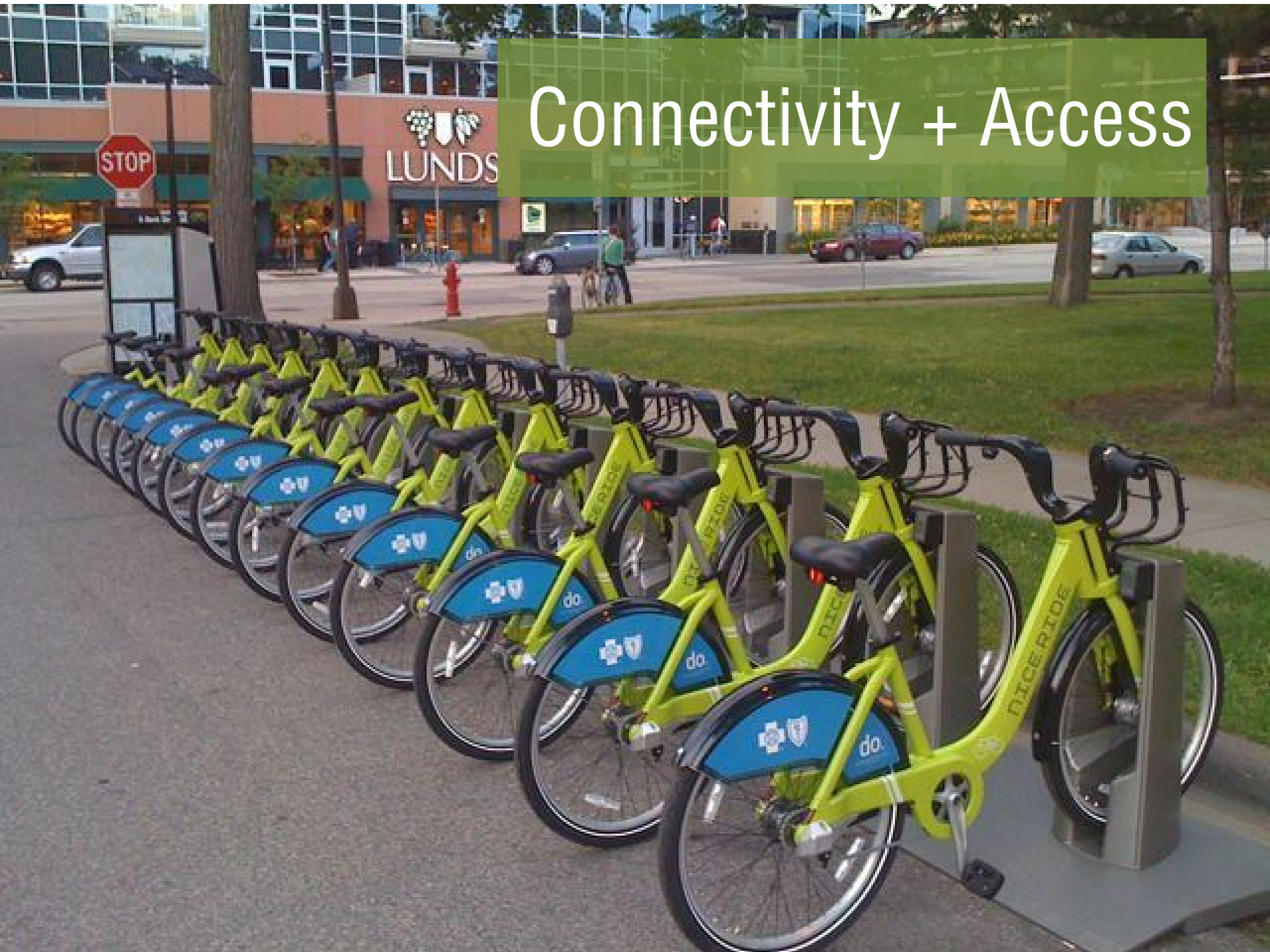


Connectivity + Access

- 
- Let's talk about the circulator
 - In general, what's the point of a circulator?
 - Specifically, what's the point of THIS circulator?
 - Not a way to address perceived parking problem
 - Historically hasn't worked in Rochester
 - Culture and density of area suggests it won't be used this time either
 - What does it take to make a Circulator successful?
 - Frequent, reliable service, logical destinations, designated operator, dedicated funding
 - Now is not the right time for a downtown circulator

Connectivity + Access

Connectivity + Access





Connectivity + Access

- Consider alternatives and refocus efforts: TDM strategies that reduced demand for auto trips, such as:
 - Ride sharing (we know this is contentious at the state level)
 - Provides safe rides home
 - Creates employment options
 - Attract more choice transit riders
 - Car sharing (e.g., zipcar)
 - Bike sharing
 - Accelerate Bike Master Plan
 - Millennials, millennials, millennials!
 - Gets people on the street, on paths, etc.
 - Walkability, friendlier pedestrian infrastructure and design

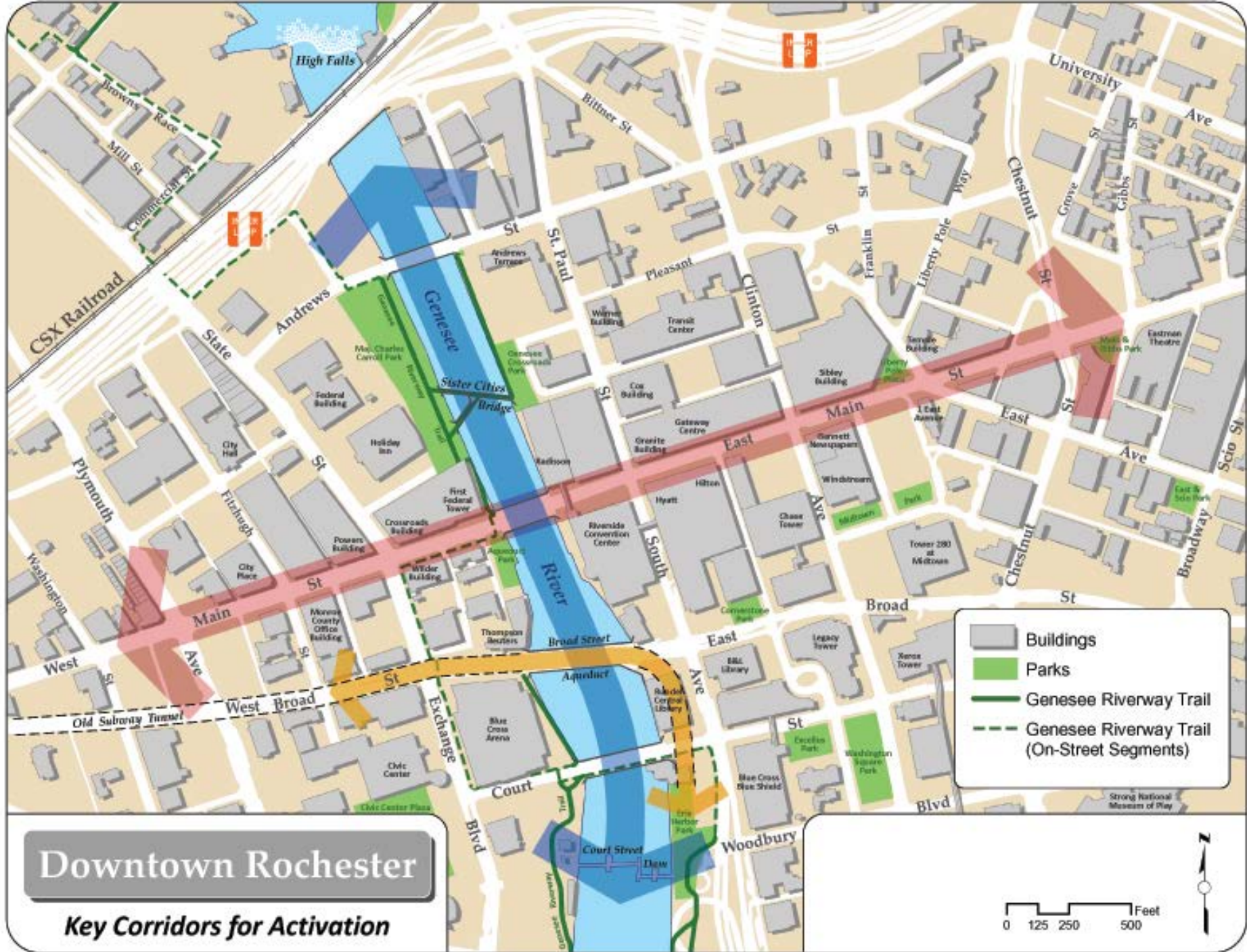


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Barriers



Downtown Rochester

Key Corridors for Activation

The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
CITIES

Believe.

0 125 250 500 Feet

Goals

- Livability
- Economic Development
- Retail Development
- Security
- Safety
- Connectivity & Access
- Authenticity & Identity

Issues

- River is a barrier and underutilized asset
- Architecture has turned its back on the river and key public spaces
- Aqueduct not accessible, seen as not safe
- Public spaces and trails are fragmented
- Barren streets









I & S Variety Stores

FOR LEASE
140-811

PROCE

Program these assets as a short-term strategy to invigorate and energize

Invest in design and renovation of assets

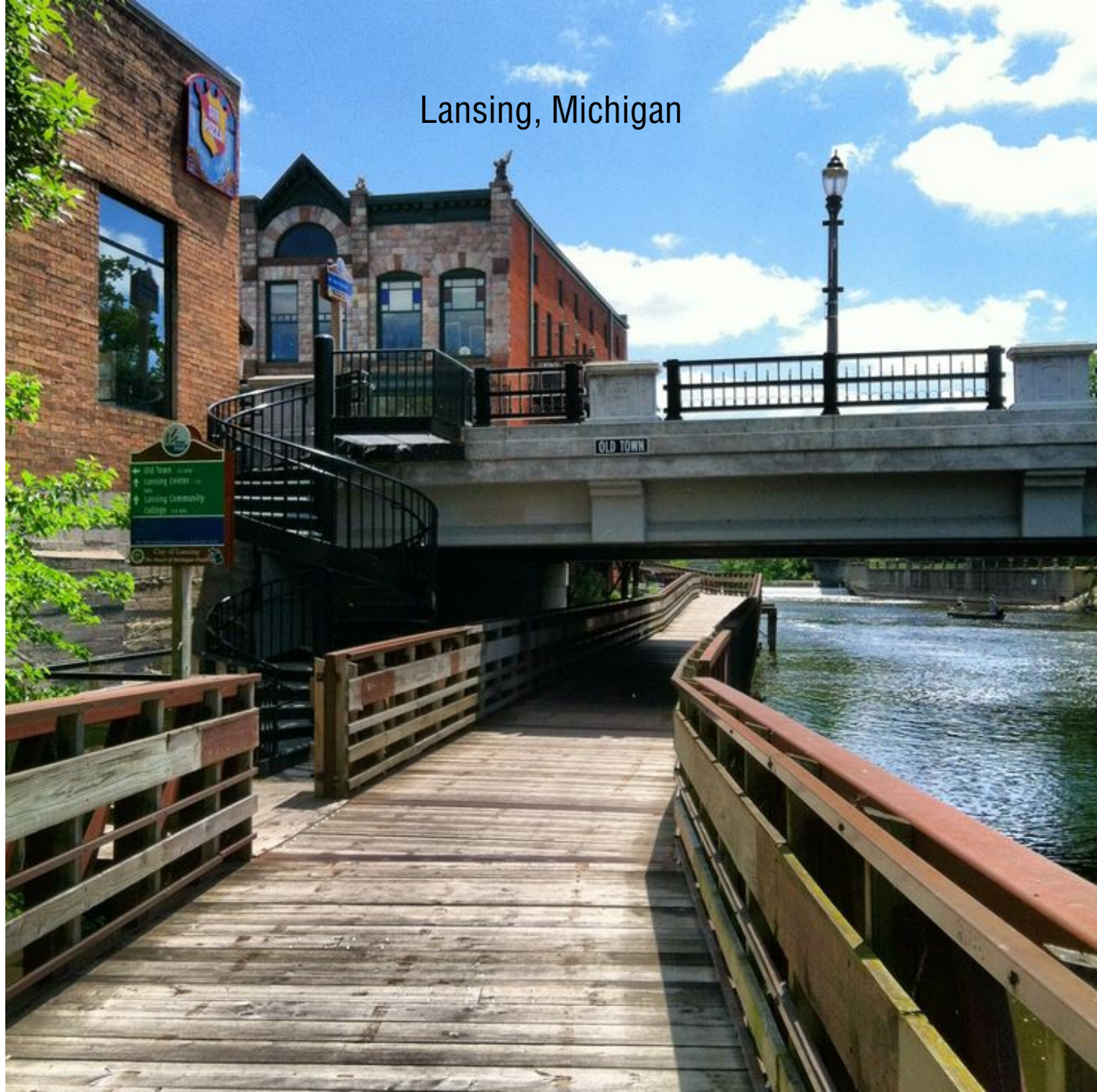
Prioritize and focus resources and energy



Philadelphia



Lansing, Michigan



Tampa Riverwalk





Existing Main St. Bridge Section



Proposed Main St. Bridge Section



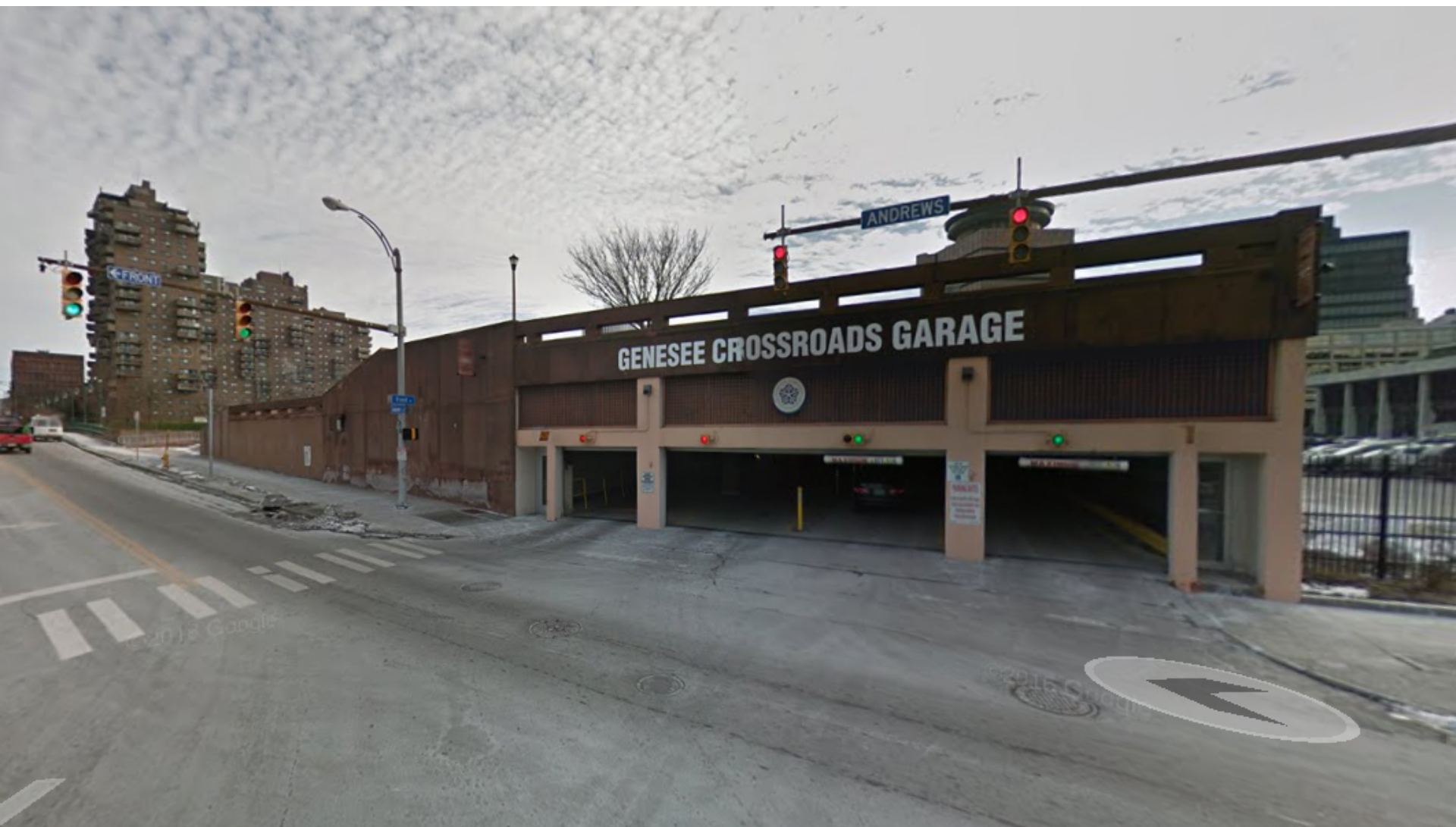












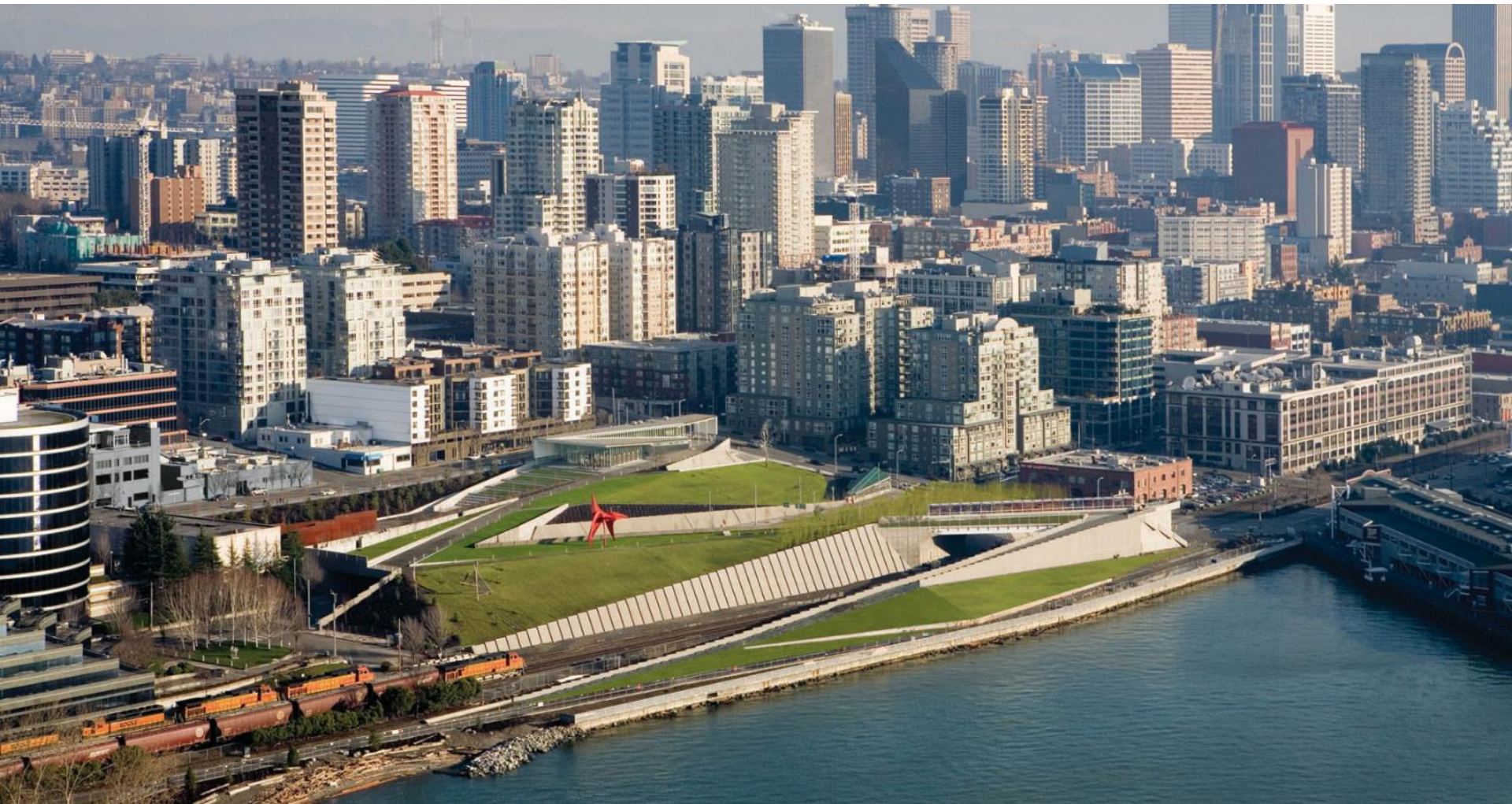
GENESEE CROSSROADS GARAGE

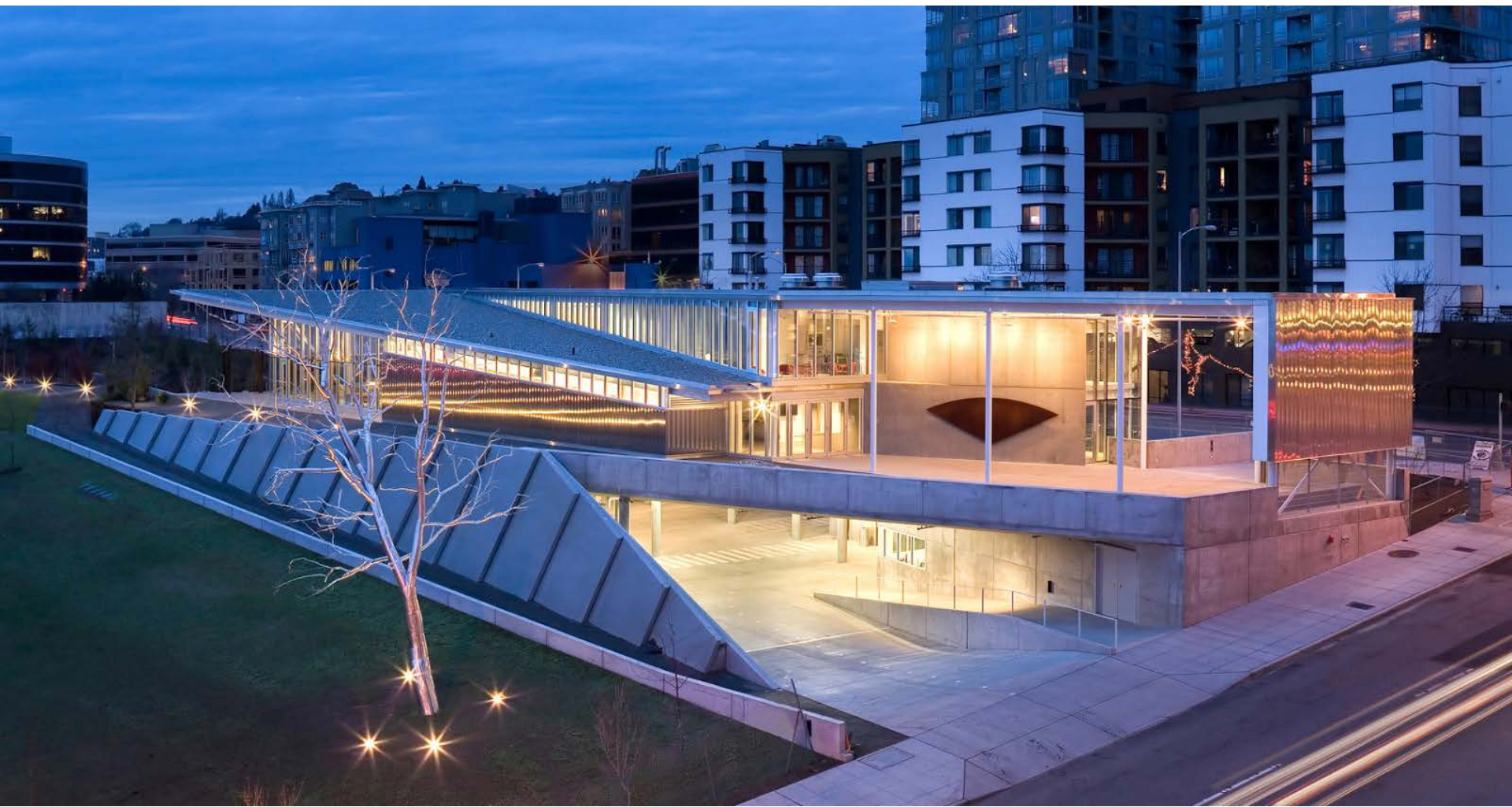
ANDREWS

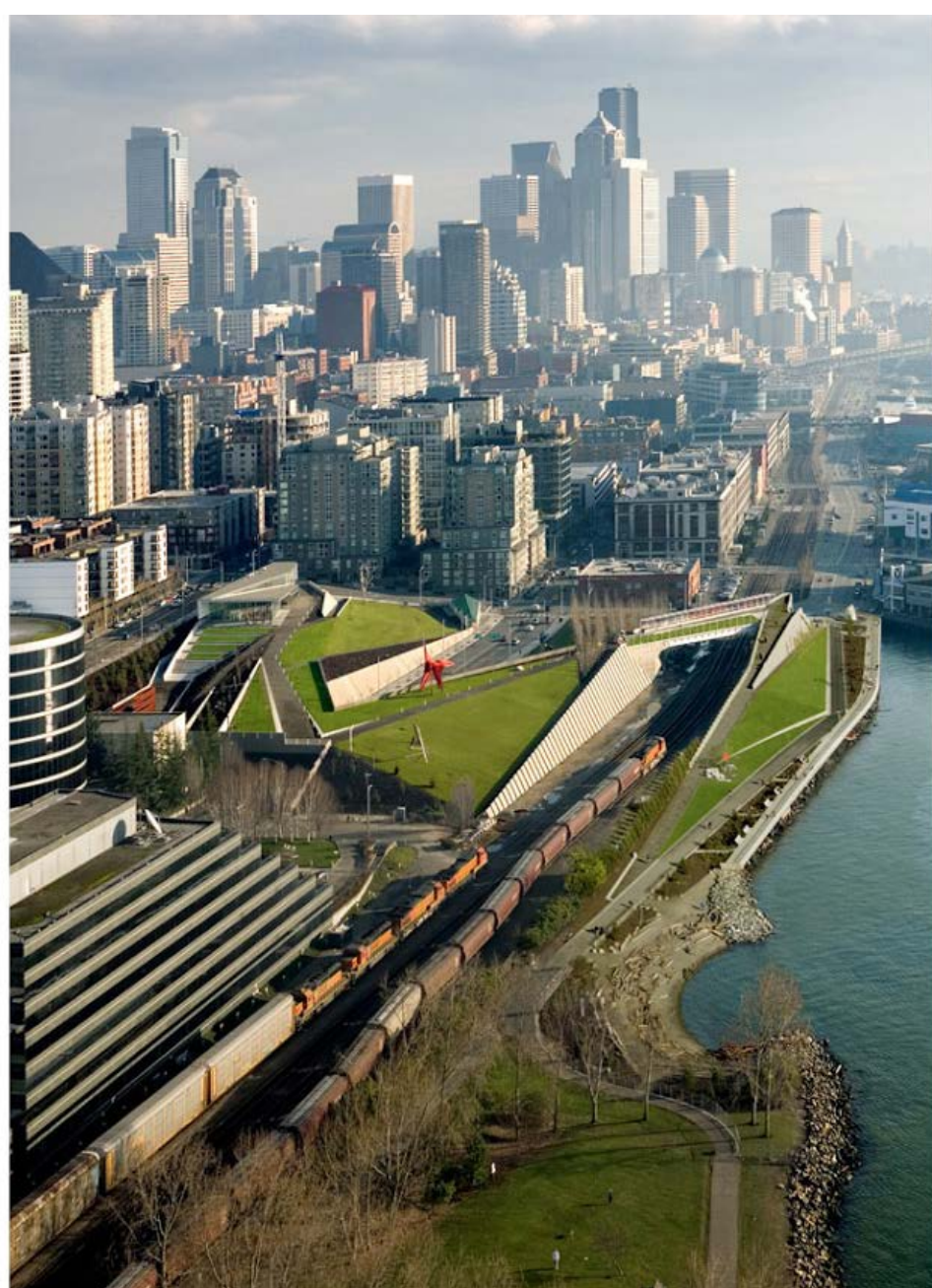
FRONT

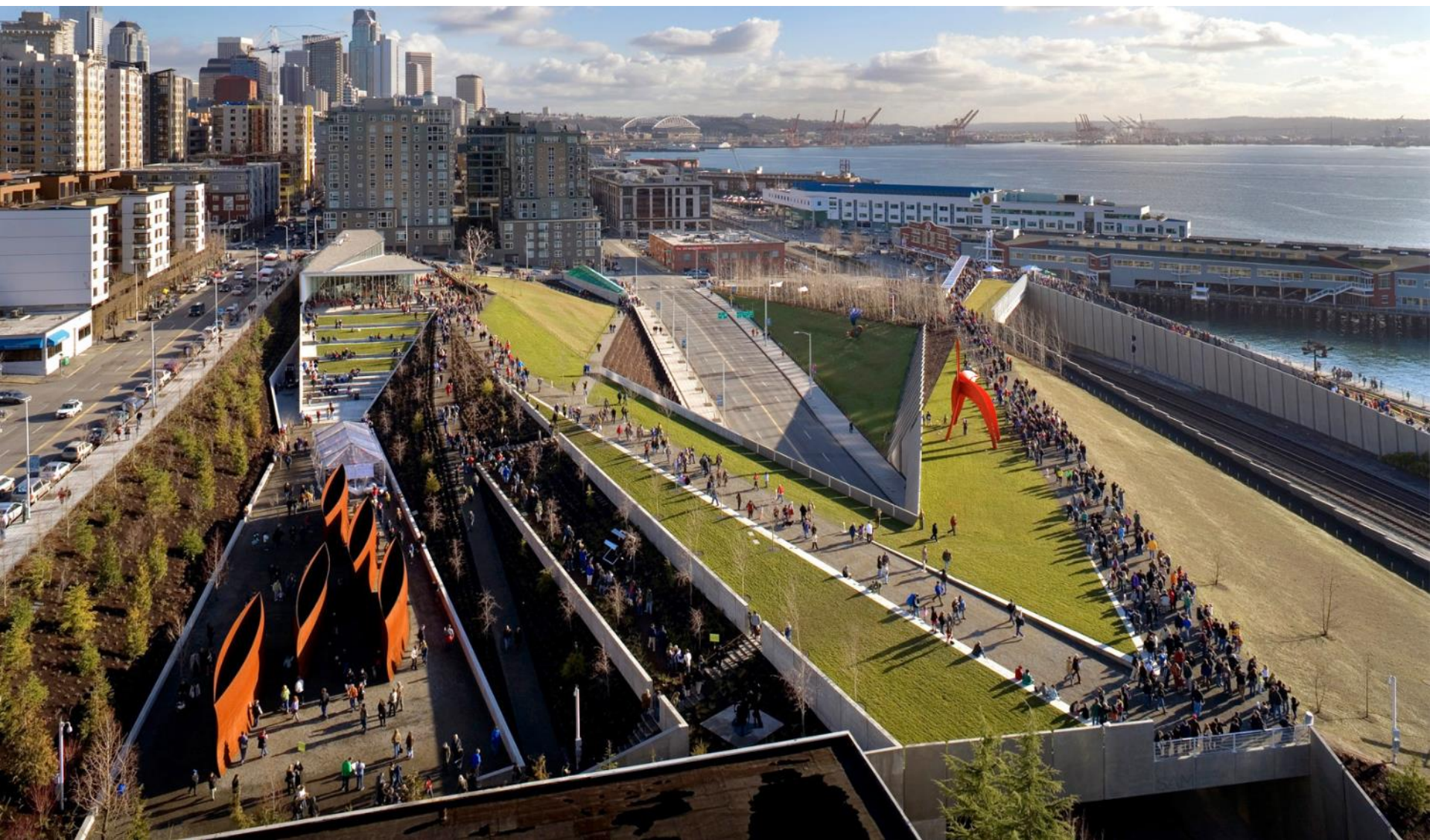


Olympic Park, Seattle













Marseille, France



WaterFire -- Providence, RI





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Vision for Downtown is Not Clearly Understood by all Stakeholders

- Leadership
- Champions of change
- Valued partners
- Financial foundation

Leadership

- Courage, Commitment and Collaboration
 - Define the issue
 - Do the research
 - Identify the stakeholders
 - Engage the community
 - Develop the action plan
 - Monitor and evaluate progress
 - CELEBRATE SUCCESSES!

Inside Game



Inside Game

- Instruments of change
 - Staff with decision making authority
- Fearless policy development
- Clear, consistent, and moving in the same direction
- Know your lane, stay in your lane, respect where you're going
- Be creative!
 - Zoning should be permissive not just prescriptive
 - Reimagine the Downtown Enhancement District

Outside Game

- Community partners – build a culture of collaboration
 - Private Sector
 - Non-Profit Sector
 - Community Organizations

Value Your Partners



Value Your Partners

- They can do things the City cannot:
 - Advocate for proposals
 - Take the heat
 - Funding sources
 - A trusting constituency
 - Timing

Partnership Examples



Partnership Examples

- Dallas Arts District – land assembly
- Tampa Sports/Arena – pre-development studies
- St. Louis Park – development/management
- Downtown Management – enhanced services

Financial Foundation

- Increase parking fees
 - Enhance downtown improvements
 - Fund transportation needs
- Tax Increment Financing (TIF)
 - Create new funding mechanism for downtown
 - Provides community benefits (e.g., workforce development, daycare, etc.)
 - Fund innovative projects (e.g., Chicago 606 Trail)
 - Fund traditional main street projects (e.g., State Street)

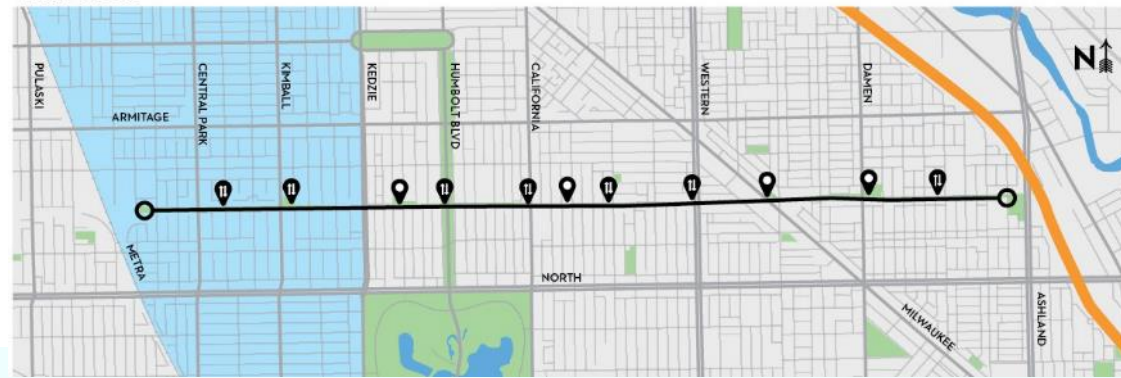
Financial Foundation



State Street – Chicago Loop

Bloomington Trail

The 606



Bloomington Trail





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Conclusions

- Downtown should be a place for all Rochesterians
- Embrace incremental retail success on Main Street today with a laser focus on long-term diversity
- Downtown has a parking allocation and culture challenge to solve for, not a capacity challenge
- Focus first on access, programming and design priorities to connect and activate the riverfront and Main Street
- Transformative success can only be achieved through bold leadership that creates a new culture of collaboration -- for a new Rochester

Homework

1. Take an inventory of existing retail businesses and vacant locations on Main Street
2. Bring together stakeholders to explore potential expansion of Downtown Enhancement District and what additional services they need
3. Identify code and administrative changes to allow creative activities that encourage use of private and public spaces
4. Prioritize near-term actions geared toward activating Main Street for everyone

Next check-in:

Rose Fellowship Retreat
Philadelphia, April 19

ALL GREAT CHANGES ARE PRECEDED BY CHAOS

Thank you to the following people; their assistance and insights were essential to the panel's work:

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