

Thurston Village

Revitalization Plan



City of Rochester

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Acknowledgments

Many community members, City staff, and elected officials contributed significant time and effort in the development of this Plan. Their passion and commitment are greatly appreciated.

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Community Vision

Developing a community-based vision is critical in developing a neighborhood plan. It is not often that community members have the opportunity to get together to discuss their neighborhood in a positive and constructive manner. The objective is to develop an ideal image of what the community will be like in years to come. It should reflect the common values of the community. Having a vision can motivate community residents by providing a long-term goal. It must be remembered, however, that a vision is an ideal state. It may not be attained in its entirety but it can and should guide community actions.

Visioning Workshops

Two visioning workshops were held with community stakeholders. More than 60 people attended each of the workshops to share their vision for Thurston Village. Attendees were divided into breakout groups and each went through several exercises including a SWOT analysis. During this exercise attendees were asked by a group facilitator to identify the strengths, weaknesses, opportunities, and threats that face the community and their responses were recorded on easel pads. Several groups had similar responses and in some cases all the groups had the same response. The tables on pages 3 and 4 summarize the responses provided by attendees.



Mayor Duffy speaks to attendees at a visioning session.

Community Planning and Design Workshop

In November 2007, a community planning and design workshop was held at the Ebenezer Baptist Church at 174 Thurston Rd to discuss design and redevelopment in Thurston Village.

Approximately 50 community members attended including residents, property owners, business owners, and City officials and staff. Attendees discussed existing businesses and what future businesses they would like to see on Thurston Road. A majority of the planning and design workshop was spent working in small groups with tracing paper, markers, and a study area base map. With the help of a facilitator, participants were asked to sketch or draw their ideas for the development and /or redevelopment of the area. They were asked to reflect on previous visioning exercises for inspiration and to focus on things like streetscape character, building location, and parking. A summary of the working session is listed below.

Strengths 	Weaknesses 	Threats 
<p><u>1. PEOPLE & ORGANIZATIONS</u></p> <ul style="list-style-type: none"> •Diverse income & ethnicity •Diverse age & education •Gifted, determined, dedicated •A “Family” Community •Churches & Religious institutions •Strong Community Association •West Side Culture & History; e.g., Susan B., Frederick Douglass <p><u>2. PHYSICAL ATTRIBUTES</u></p> <ul style="list-style-type: none"> •Small town setting •Affordable residential area •Architecture Houses & Business •Natural Mixed-Use District •Walk able Scale, with Sidewalks •Grid street layout, maintained •Traffic volume modest •Green Spaces, Garden, Trees •Most Locally-owned Businesses •Variety of Businesses <p><u>3. LOCAL SERVICES</u></p> <ul style="list-style-type: none"> •US Post Office •YMCA, Presbyterian Home •Police, Fire, City services <p><u>4. NEARBY ASSETS</u></p> <ul style="list-style-type: none"> •Airport, Interstate 390 •River, Canal, Trails •Genesee Valley Park •Bus Lines •U of R, R.I.T. •Schools, Hospitals, Library 	<p><u>1. PUBLIC SAFETY / LAWLESSNESS</u></p> <ul style="list-style-type: none"> •People do not feel safe; can’t walk at night •Open Drugs & Loitering tolerated •Speeding & loud stereo tolerated •Parking on sidewalks tolerated •Rental residents’ disputes, noise, urinating, spitting, basketball hoops in street •People gave up calling 911 •Poor Police presence; “Impacts” are short-lived •People fear reprisal, retaliation <p><u>2. CODE VIOLATIONS</u></p> <ul style="list-style-type: none"> •Storefront Transparency violations; grates, signs, curtains block windows •Sign violations: homemade, excess size •Lighting non-conforming (yard lights, etc) •Litter from stores, trash left out too early •Property Code violations; vacant properties •Residential tenants not screened •Business tenants not screened •Unregistered cars on the street <p><u>3. INFRASTRUCTURE</u></p> <ul style="list-style-type: none"> •Lighting poor, street & sidewalk, unattractive •Parking very limited, hard to find •Road congestion; unsafe to cross at times •Lack attractive trash receptacles •No benches at bus stops, shelters •Not enough planters, flowers •Lack cohesive design elements •Not bike friendly; no lanes, no racks <p><u>4. BUSINESS ENVIRONMENT</u></p> <ul style="list-style-type: none"> •Abundant hair and beauty •Key businesses missing (see list) •Vacancies, closings •Uncooperative businesses •Businesses allow people to sit & hang outside •Area has bad rep. on college campuses 	<p><u>1. MEGA-TRENDS</u></p> <ul style="list-style-type: none"> •Sprawl - no regional controls on growth •People moving South & West •People moving to suburbs & exurbs •Wal-Mart, , big boxes, shopping malls •Franchises could under-price locals, esp. food •Youth shy away from independent businesses •Declining City population and tax base <p><u>2. GOVERNMENTAL POLICY</u></p> <ul style="list-style-type: none"> •Reduced Federal \$\$, Reduced State \$\$ •Reduced City funding and programs •City slow to foreclose on tax liens (Shamrock) <p><u>3. CRIME TRENDS</u></p> <ul style="list-style-type: none"> •Local violence; homicide; “puts us so far back” •Drugs, guns, robberies, assaults, gangs •Shady businesses <p><u>4. YOUTH ISSUES</u></p> <ul style="list-style-type: none"> •Schools under-perform, high drop-out rate •Unoccupied youth loitering could kill any vision •Parents irresponsible, youth unsupervised <p><u>5. LOCAL ECONOMY</u></p> <ul style="list-style-type: none"> •Job losses •Stagnant property values •Bankruptcies, increasing vacancies •Businesses Turnover (lack of continuity) •Business owners afraid to invest •Lower % owner-occupancy; more renters •Absentee landlords; renters neglect & damage <p><u>6. NEGATIVE ATTITUDES</u></p> <ul style="list-style-type: none"> •Apathy •Arguing among ourselves vs. working together •People who think we’re a slum and treat us so •Media – superficial, prejudiced reporting •Realtors still steer prospective buyers away •Insurance redlining, Banks redlining

Opportunities/Vision 	Opportunities/Vision 	Opportunities/Vision 
<p>1. <u>ZERO TOLERANCE FOR CRIME</u></p> <ul style="list-style-type: none"> • Frequent patrols, bike patrols, horse patrols • Walking patrols like East end, Thurs, Fri, Sat • Cameras in high traffic areas • No loitering, no drug sales • No speeding, noise, no parking on sidewalks <p>2. <u>THURSTON VILLAGE IDENTITY</u></p> <ul style="list-style-type: none"> • Better image; think of ourselves as a village • Brand as historic district, Thurston Village • Develop & promote “Thurston Village” • Professional marketing and local promotion • Website promoting Thurston businesses • Promote as “Family friendly” (YMCA, etc.) • Thurston Road festival – reintroduce people • Annual parade, Fall festival, Holiday festival • Community museum for local art & culture <p>3. <u>PEOPLE ON THE STREET</u></p> <ul style="list-style-type: none"> • More “good people” on the street • People feel safe, connected to neighbors • More pedestrians, bicyclists • More homeowners, residents • All ages, all races; attract from suburbs • Customers, some from far (Buffalo, Canada) • College students, discounts at businesses • Increased visitors from Brooks Landing • Dog walkers (with scoops) • Window painting –families, children decorate <p>4. <u>YOUTH INITIATIVES</u></p> <ul style="list-style-type: none"> • Youth involved – jobs, rent-a kid, beautification • Playgrounds, Gym, Basketball court • Youth activities (free) • Community use of schools, gyms, after school • Playground for smaller children • Summer programs, work w/ youth, Teen City • More for young women – YMCA programs 	<p>5. <u>STREETSCAPE–INFRASTRUCTURE</u></p> <ul style="list-style-type: none"> • Increased lighting for street and sidewalk • Decorative Lighting (like Chili, Elmwood Br.) • Prune trees so they don’t block lighting • Bump-outs, recessed parking, diagonal? • Crosswalks • Left turn lanes & signals at Brooks & Thurston • Left turn lanes & signals at Brooks & G.P.B. • Traffic calming striping • Sidewalks fixed, missing trees replaced • Bike Lanes • Pocket parks, gardens, green space, • Clean streets, better snow plowing <p>6. <u>STREETSCAPE–AMENITIES & ART</u></p> <ul style="list-style-type: none"> • Urban Village theme • Marquee/Gateway at district entrances • New street signs; set a tone • Planters, benches, attractive litter baskets • Public art on the street • Bike racks, bike lanes, bike friendly street • Historical markers, Monuments • Kiosk listing businesses, “you are here” info • More flowers, landscaping, hanging pots • Residences need better landscaping • Music piped in on the street • Cobblestones from one end to the other • Decorations, holiday lighting, flags, banners • Walking street with waterfall <p>7. <u>ADEQUATE PARKING</u></p> <ul style="list-style-type: none"> • More parking for businesses & apartments • 2-level parking between Sawyer & Enterprise? • Vacant lots converted to parking, landscaped • Recesses on side streets • 1-hour limits on Saturdays • Free bus rides, shuttles 	<p>8. <u>IMPROVE PROPERTY APPEARANCE</u></p> <ul style="list-style-type: none"> • Architectural restoration, classy and clean • New storefronts with open display windows • Tailored” look, fresh painted, awnings • Attractive business signage • Exterior lighting, security lighting & cameras <p>9. <u>BUSINESSES</u></p> <ul style="list-style-type: none"> • Wide variety of businesses • Prefer locally owned • Mix local shops & chains, like Monroe Ave. • Family businesses, open evenings • Nice sit down restaurant – steak, atmosphere • Vegetarian, Ethnic, Diner with breakfast • Snuffy’s, Lorraine’s, catering • Coffee Shop, Tea Room, Bakery, Deli • Retro Ice cream soda shop, like Louie’s • Sidewalk cafes • Eat in pizza place, family oriented • Dunkin Donuts, Tim Horton’s • Subway, Starbucks • Gift shop, like Creator’s Hands • Flea market, Antiques • Green grocer, Florist, Wine shop • Book / Music store, like Brockport Liftbridge • Family shoes, Shoe repair shop • Bank – with ATM (free) • Movie theatre • Medical offices • Tool library, toy library • Job development opportunities • Small business counseling • Recruit business from other parts of the city • Responsible investors welcomed

Top 10 Businesses Frequented by Group

1. Rite Aid
2. Hunt's
3. Post Office
4. 7-Eleven
5. Julius Café
6. Crowley's
7. YMCA
8. 19th Ward Community Assoc.
9. Ali's Tailor Shop
10. Presbyterian Home



Businesses Not Currently On Thurston That the Group Would Support:

Most people wanted to see one of the following businesses:

- Ice cream parlor(5)
- Small diner/soup & salad(3)
- Bagel/coffee shop (3)
- Florist (3)
- Green grocer (3)
- Fish/meat market (2)
- Pizza (2)



Other Ideas:

Underlined bullets had broad support:

- Light Bus shelters
- Change pavement
- Stop sign at Enterprise
- Pedestrian level lighting
- Façade \$\$\$ available
- Security cameras
- Much of the housing in the 500 block has serious code violations that need to be addressed
- Vacant lot at 555, some sentiment for a restaurant/business, some for parking lot (most people that frequent Thurston did not think parking was an issue, but perception was that there was an issue)
- Take advantage of wide sidewalks to have outdoor seating in nice weather
- General consensus was that bump-outs would not be a good idea
- Some sentiment to move Ali's to 575 Brooks, although several people thought that it would be cannibalizing the street to just move a successful business to another storefront. Significant concern that 575 Brooks is a critical location where that was a LOT of sentiment for ice cream/food place
- Street art/furniture
- Move post office to 504 and have drive thru

In general everyone felt there needed to be an advertising campaign perhaps tapping into the AD Council or Digitech.

They also felt strongly that foot patrols and increased police presence (with police enforcing zero tolerance and clearing corners of loitering) was critical to the success of Thurston Road revitalization.

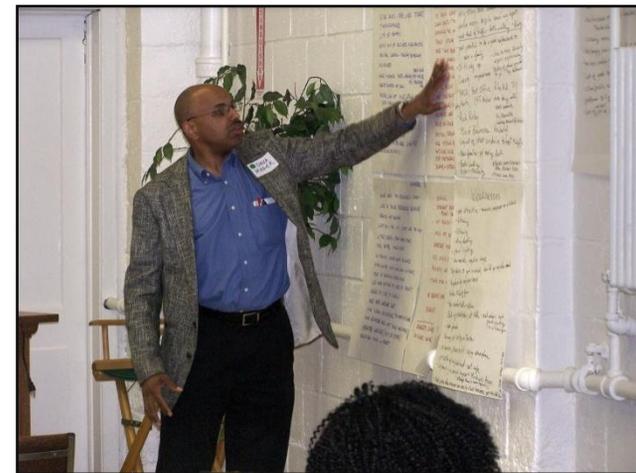


Image Preference Survey

It is often difficult for people to envision what they want their community to look and feel like in the future without showing them alternatives. An image preference survey (IPS) is an effective tool to help people develop a consensus as to what they would like their community to look and feel like in the future by evaluating images showing different design features.

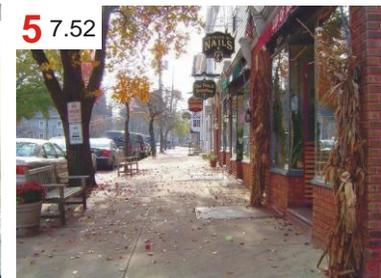
An IPS was administered by the Sector 4 Community Development Corporation. A mix of local business owners, property owners, and residents were surveyed to evaluate the design characteristics that they would prefer to see on Thurston Road in terms of storefronts, signs, and streetscape. Each person was asked to review and rate images on a scale of 1 (least desirable) to 10 (most desirable). The responses were tabulating and the images were sorted based on score from highest to lowest. A total of 56 surveys were completed.

Thurston Road Image Preference Survey Answer Form

Least desirable				←→	Most desirable					
1	2	3	4	5	6	7	8	9	10	

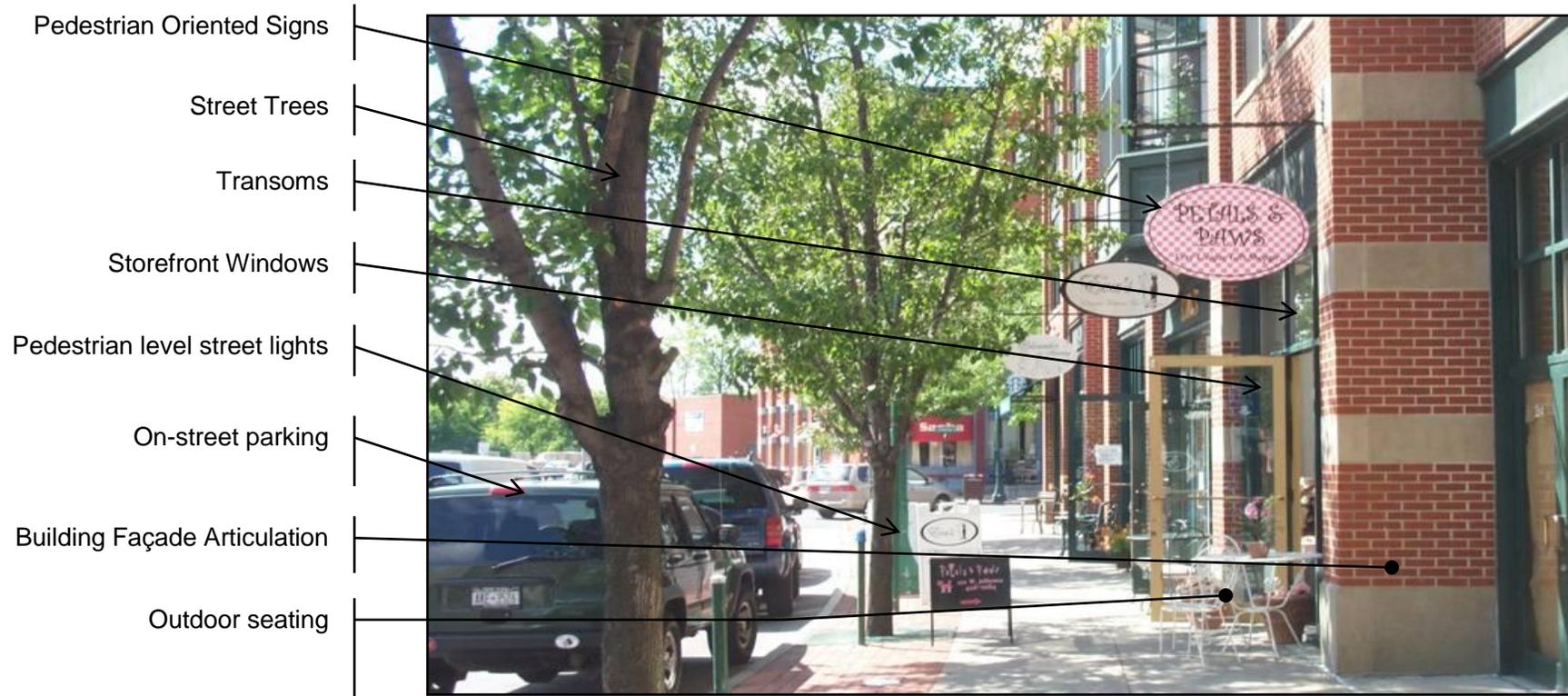
Top Five Rated Images

The images below are the top scoring images from the image preference surveys. These images represent the visual and spatial characteristics desired for Thurston Road and provide a strong indication of the vision community members have for buildings facades and the streetscape. The images influenced the design guidelines presented in this document.



Design Components

It takes several characteristics working in together to make a place feel special. The same applies when people rank images high. The image below ranked number 2 overall because it has several place-making characteristics. These characteristics can and should be used in developing façade and streetscape improvements in the Thurston Road commercial district.



It also has good enclosure!

Vision

The information collected at the visioning workshops and the community planning and design workshop was instrumental in developing a vision for Thurston Village. In summary community members want a vibrant 'urban village' with the following characteristics:

- A Safe Village
- Attractive Streetscape
- Attractive Commercial Buildings
- A Strong Business Environment
- Attractive Residential Properties



Economic Overview

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

Demographic Characteristics

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 by the City of Rochester Economic Development Department and the Sector 4 Community Development Corporation using Claritas demographic and market data software and is depicted in the tables to the right and below.

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. 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.

Item	1/2 Mile Radius	1 Mile Radius
Residential Population	8,945	23,061
Daytime Population (employees , shoppers	1,313	7,553
Estimated Group Quarters Population	128	344
Population by Race/Ethnicity		
African American alone	6,507	17,665
White alone	1,915	4,092
Other & 2 or More Races	455	1,103
Hispanic or Latino origin	302	836
Asian/Pacific Islander	68	201
Households	3,289	8,347
Average Household Size	2.68	2.72
Households w/ Age 18 and under	2,140	5,460
Male	46%	46%
Female	54%	54%
Median Age	33.73	32.16
Average Age	34.64	33.64

Item	½ Mile Radius	1 Mile Radius
Owner Occupied Housing Units	1,975	4,696
Renter Occupied Housing Units	1,314	3,651
Median Owner Occupied Housing Value	\$74,465	\$73,525
Average Household Income	\$44,364	\$41,909
Median Household Income	\$37,488	\$34,331
Est. Per Capita Income	\$16,634	\$15,414
Average HH Effective Buying Income	\$35,011	\$33,180
Median HH Effective Buying Income	\$31,515	\$29,315
Aggregate Income	\$146,000,000	\$350,000,000
Aggregate Income per Square Mile	\$1,638,608,305	\$135,553,834
Annual Aggregate Consumer Spending	\$124,998,000	\$305,838,000
Annual Consumer Spending per Sq Mile	\$1,402,895,623	\$118,450,039
Annual Consumer Spend per HH	\$38,005	\$36,640
Total # of Businesses	143	473
Business by Type:		
Services	81	259
Retail	35	83
Manufacturing	4	34
Finance/Insurance/Real Estate	2	11
Construction	10	35
Government	1	8
Wholesale	6	28
Transport/Communication/Utilities	3	11

Retail Market Opportunity Gap

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.

Retail Market Power Opportunity Gap Report by Merchandise Line Item



Total Spending in ½ Mile Radius:	\$107.9 Million
Total Sales in ½ Mile Radius:	\$38.7 Million
Total Opportunity “Gap”:	\$69.2 Million

Merchandise

Opportunity

Vehicles (Not Permitted)	\$17.8 Million
Groceries & Food	\$13.2
Meals & Snacks	\$5.7
Drugs, Health, Beauty	\$4.3
Auto Parts	\$4.0
Lumber & Building Materials	\$3.8
Women’s Wear	\$3.8
Computer H/W & S/W	\$2.1
Men’s Wear	\$2.0
Children’s Wear	\$1.3
Footwear	\$1.2
Sporting Goods	\$1.2

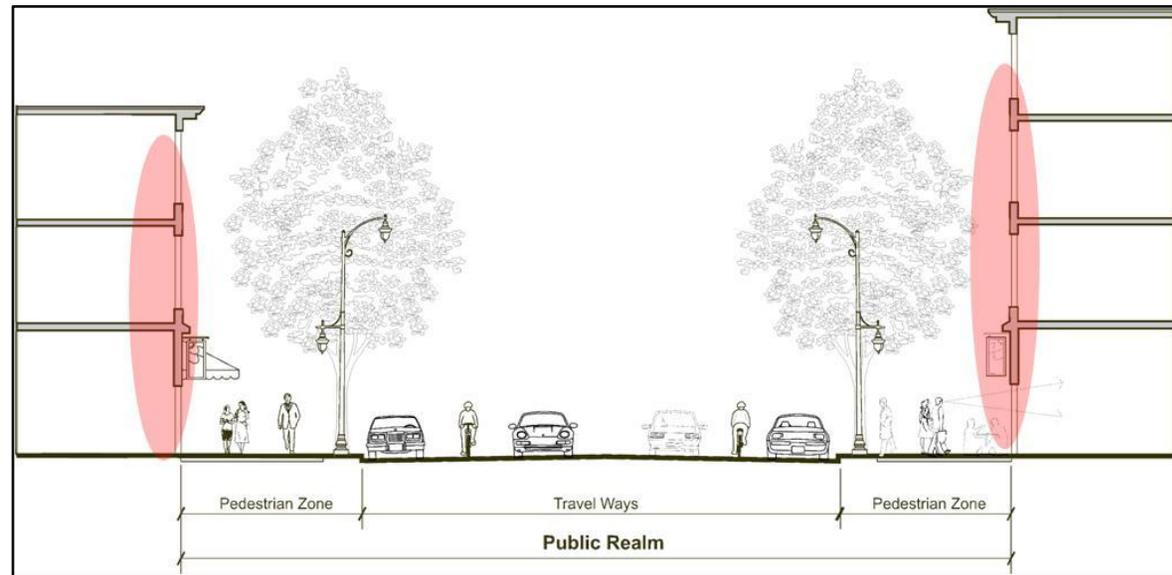
(There Are 24 Other Categories Less Than \$1.0 Million).

Community Design Guidelines & Plan

The general design guidelines and the community design plan below were developed based on the ideas generated and shared by participants at the visioning sessions, the planning and design workshop, and the from image preference survey.

Conceptual Community Design Plan

Much like the drawings and sketches prepared by groups at the workshop, the community design illustration is conceptual. The objective is to emphasize the fundamental public realm principles that are integral to the vision. It includes both short term improvements (e.g. streetscape enhancements, facade improvements, etc.) and long term improvements (e.g. infill buildings).



The public realm includes all streets, sidewalks, rights-of-ways, waterways, parks and other publicly accessible open spaces, and public and civic buildings and facilities. Building facades are important because they are the interfaces between the public and private realms.

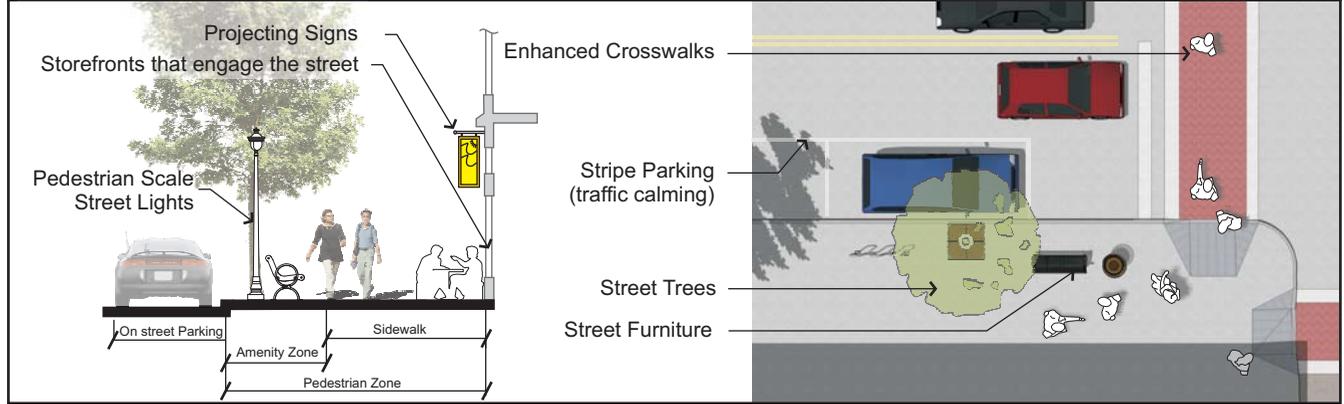
Design Guidelines

The design guidelines are not intended to replace regulations in the City zoning code but rather complement the code and articulate the community's design preferences.

Design Character



Streetscape & Public Realm Improvements



- Existing Thurston Road Buildings
- Existing Buildings Improve Signs
- Existing Buildings Improve Windows
- Proposed Buildings
- Enhanced Crosswalk

April 27, 2009



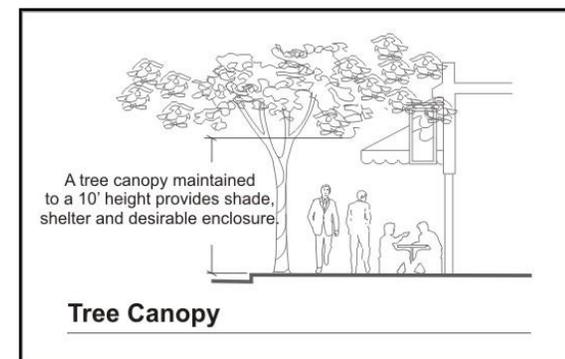
Streetscape Design Guidelines

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 urban tolerant and of appropriate scale when mature.
- Trees should be strategically placed as to limit the obstruction to storefronts and merchant signs while still providing a contiguous canopy over the street.
- Canopies should be maintained to a maximum of 10 feet from the sidewalk surface and should not interfere with illumination levels.
- Small and/or ornamental trees should be placed a minimum of 15 feet from pedestrian scale light poles (center-to-center) and large shade trees should be placed a minimum of 30 feet from pedestrian scale light poles (center-to-center) as to avoid conflicts between illumination levels and tree canopies.



Sidewalks

Currently, sidewalks along Thurston Road are generous. They vary from approximately five feet wide in the residential areas to twelve feet or greater in the commercial areas.

- In commercial areas, maintain sidewalk widths of at least twelve feet to provide ample pedestrian zone and opportunity for outdoor seating and amenities.
- Sidewalk materials should include scored concrete, exposed aggregate, and/or brick or concrete pavers. Stamped concrete has a high maintenance cost, often does not withstand high levels of traffic, and sometimes does a poor job at imitating and maintaining the look of traditional materials.
- A single paver type and color should be considered for all paving patterns developed throughout the Village.
- The finish materials and pattern of the sidewalk should be maintained through driveways, alleyways, and curb ramps.



Crosswalks

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

- A change in material and/or color should be considered at strategic locations, such as near the Post Office.
- 'Piano key' striping, concrete pavers, exposed aggregate and other durable materials should be considered. Stamped concrete does not work well in crosswalks and should be avoided. The patterns cannot withstand high levels of vehicular traffic.
- If stamped patterns (e.g. StreetPrint) are used they should not attempt to mimic patterns found with traditional materials, such as brick.



Street Furnishings

Street furniture makes our urban spaces habitable. It participates in the 'place making' of the Village as a whole. 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. People watching is a popular and entertaining activity on the street and the benefits should not be overlooked.

- Street furniture should be located in the street furniture/landscape zone of the sidewalk.
- Street furniture consists of seating, bollards, trash receptacles, planters, and bicycle racks.
- Street furniture should be placed in a coherent composition. It should have a fairly regular pattern of placement to let pedestrians know they can expect places of rest or cover every so often.
- Style, materials and color of the street furniture shall form a cohesive design and complement each other.
- Steel furnishings are maintenance friendly and dry quickly after rain or snow.
- Consider weather, sunlight shadow and views in the placement of furniture.
- Bicycle racks should be provided at parks and plazas and in the street furniture/landscape zone on the sidewalk.



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 in Thurston Village should be replaced with decorative pedestrian level poles and fixtures.

Lighting extends the use of a commercial district beyond the daylight hours and into the evening, providing for the continued use of the streets and public spaces. Lighting provides a sense of security and safety for the pedestrian, giving a sense of continuous habitation and oversight. This makes it a prerequisite to consistent pedestrian activity throughout the evening hours.

- Maintain outdoor lighting at a pedestrian scale that supplies adequate illumination for both pedestrian use of the sidewalk and street, and vehicular use of the street.
- Lighting at the sidewalk along Thurston Road should maintain a pedestrian scale. A total height (pole and light fixture) of 12' is preferred. Pole and fixture design should be complementary. A consistent street fixture should be provided throughout the Thurston Road corridor.
- Illumination levels along Thurston Road should be maintained at 2 foot candles (3 foot candles at signalized intersections).



Facades and Storefronts Design Guidelines

Building facades 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. A rhythm of storefronts creates a powerful visual image that shoppers, motorists, and pedestrians can easily identify. While some uniformity may be helpful in reducing overall construction costs, business owners are encouraged to imaginatively explore the relationship of their type of business (i.e. restaurant, bookstore, office, flower shop, etc.) and how that type translates into a unique storefront treatment within your business district.

- Original storefronts should be maintained in existing buildings and restored using original window openings and materials when possible.
- Facades should be three-dimensional.
- Vertical and/or horizontal reveals, offsets and recessed windows are encouraged.
- Proposed buildings should respect and, if appropriate, continue the order and rhythm of adjacent buildings.
- Facades should reflect the vernacular architectural styles, respect historic architectural detail and portray urban character.
- The use of reflective, smoked or tinted glass should be discouraged.
- Street level facades should have the highest level of transparency and depth.



Security

- Roll-down security grates should be discouraged.
- Storefront windows with laminated safety glass should be encouraged.
- If security grates are necessary they should be open wire-mesh type security grates with a minimum of 70% transparency and completely retracted and out-of-view during business hours.
- Open wire security grates shall be located on the inside only
- Exterior bars and/or grates shall be prohibited



Awnings

Awnings provide shelter from the elements, soften the hard edges of buildings and can sometimes add character to a building and street. Awning should be reviewed on a case-by-case basis considering the architectural character of the building. Buildings that lack articulation and architectural detailing could be enhanced by an awning.

- Awnings should be constructed of cloth, canvas or other flexible materials.
- Awnings should not detract from or compete with the architectural character of the building.
- Colors and patterns should be compatible with the building materials.



Sign Design Guidelines

The primary function of a sign is to provide information to all street users including to pedestrians, cyclists and motorists. However, inappropriate signs can interfere with circulation, obstruct views and diminish the aesthetic quality of the environment. Sign placement, size, materials and colors are all-important and should be considered in sign regulations and enforced.

- Signs that hang perpendicular to buildings from attractive brackets are visible to all users, are consistent with 'urban' character and should be encouraged.
- The use of color and artistic expression should be encouraged.
- Durable wood, painted plastics, metals, or pre-fabricated pin mounted letters are encouraged.
- Address numbers should be clearly identifiable and be integrated into the design of the sign or professional displayed on the door or storefront glass.
- Three-dimensional, fixed signs that include an icon of the business type or are the business name and/or logo are encouraged.
- When several businesses reside in one building 'sign banks' should be considered.
- Flexibility should be built into the signage components (e.g. sign bracket) to allow for changes or upgrades.
- Projecting signs shall not exceed a mounting height of 14 feet above finished grade and must have a clearance between the bottom of the sign and finished grade of at least 8 feet.
- Projecting signs shall have a maximum total sign area of 15 square feet.
- Projecting signs may not project more than 4 feet from the wall of the building to which the sign is attached.
- Signs should comply with signage regulations in the City's sign code.



Building Facade Lighting Design Guidelines

Lighting dramatically enhances the storefront appeal and the overall character on the commercial district. It creates a greater sense of security and can promote commercial and retail businesses during all hours of the day.

- Building mounted fixtures will vary from building to building, but should be complementary to the overall character of Thurston Village as well as its individual buildings.
- Mounting brackets and associated fixture hardware should be inconspicuous.
- The lighting of selected building facades should contribute and reinforce the overall sense of building organization, massing, and façade treatment throughout the commercial district.
- The light sources which illuminate building facades shall be located, aimed, and shielded such that light is directed only onto the building façade and not onto adjoining properties.
- Light fixtures shall not be directed toward adjacent streets or roads.
- ‘Yard’ type light fixtures should be prohibited.
- Interior display areas to promote merchandise or services inside a business should be encouraged.
- Lighting sources should be concealed as much as possible.



Illustrative Example: Storefront w/Flush Sign

Removing noncompliant signs and exposing hidden storefront windows can significantly improve the aesthetic quality of the building and, at the same time, make the businesses more inviting. Projecting signs are also encouraged.



Illustrative Example: Storefront w/Awning & Projecting Sign

Awnings can sometimes improve nondescript buildings by adding depth and color to the front façade. Restoring storefront windows establishes an indoor to outdoor relationship for businesses, which is important in urban commercial districts.



Action Plan

The matrix below is intended to provide a general guide regarding the implementation of the Recommended Actions to achieve the community’s vision. It identifies who might 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.

Implementation Matrix Key

Lead Responsibility	L
Project Partner	P
Critical Priority	1
High Priority	2
Moderate Priority	3

A Safe Village

Recommended Action	Priority	Involved Organizations							
		Sector 4 CDC	TBMA	NSC	Planning/ Zoning	Business & Housing Dev.	DES	RPD	
1.0 WALKING PATROLS <ul style="list-style-type: none"> From Ravenwood Ave. to Brooks Ave. Random 1-hour walking “Details” Time Between 10 a.m. to 9 p.m. Daily, random, any 5 out of 7 days Interact with businesses & citizens 	1	P	P	P				L	
2.0 SURVEILLANCE CAMERAS <ul style="list-style-type: none"> 2 or more locations with histories of loitering, drug sales: Thurston & Anthony Thurston & Rosalind Remote RPD monitoring & recording 	1	P	P	P				L	
3.0 TRAFFIC ENFORCEMENT <ul style="list-style-type: none"> Random monthly checks, Speeding, Car Stereo, Sidewalk parking 	3		P					L	

Streetscape - Attractive & Functional

Recommended Action	Priority	Involved Organizations							
		Sector 4 CDC	TBMA	NSC	Planning/ Zoning	Business & Housing Dev.	DES	RPD	
4.0 STREET LIGHTING <ul style="list-style-type: none"> Lighting levels similar to Chili Ave Attractive light fixtures Insure street lighting provides good pedestrian lighting 	2	L/P	P					P/L	P
5.0 PEDESTRIAN-FRIENDLY <ul style="list-style-type: none"> Attractive & Highly visible Crosswalks Traffic-calming striping & unrestricted recessed Parking Implement according to the Community Design Guidelines and Conceptual Plan 	2	L/P	P					P/L	P
6.0 STREET FURNITURE <ul style="list-style-type: none"> Planters, Benches, Kiosks Trash Receptacles, Bike Racks 	2	L/P	P					P/L	P
7.0 SIGNAGE for village identity <ul style="list-style-type: none"> Thurston Village Street Signs, Gateway Arches 	3	L/P	P					P/L	P
8.0 COORDINATE WITH RTS for Bus Shelter moved at Milton St.	3	L			P			P	
9.0 GREEN THE STREET <ul style="list-style-type: none"> Missing trees replaced (involve City Forester) Other plantings Vacant lots 	3	L	P		P	P		P	

Attractive Commercial Buildings

Recommended Action	Priority	Involved Organizations							
		Sector 4 CDC	TBMA	NSC	Planning/ Zoning	Business & Housing Dev.	DES	RPD	
10.0 FAÇADE IMPROVEMENT PROGRAM according to the design guidelines	1	L	P	P	P	P			
10.1 Create Attractive, Compliant Store Signs <ul style="list-style-type: none"> Assist for oversize signs Assist to remove signs over R.O.W. Assist to replace internally-lighted signs Remove unused free-standing signs Remove abandoned signs 	1	L	P	P	P	P			
10.2 Attractive, Compliant Storefront Lighting <ul style="list-style-type: none"> Assist to Upgrade to indirect fixtures 	1	L	P	P	P	P			
10.3 Attractive, Compliant Store Windows <ul style="list-style-type: none"> Remove excess posters, coverage Assist to open to original window area Assist to eliminate “roll-downs” Assist to eliminate “grates” 	2	L	P	P	P	P		P	
10.4 Other Issues <ul style="list-style-type: none"> Assist to replace deteriorated awnings 	3	L	P	P	P	P		P	
11.0 HOLD A "ROUND TABLE" MEETING with respected local developers to share the revitalization plan and to discuss the potential interest in specific development sites along Thurston Road.	3	L	P		P	P			

Strong Business Environment

	Recommended Action	Priority	Involved Organizations						
			Sector 4 CDC	TBMA	NSC	Planning/ Zoning	Business & Housing Dev.	DES	RPD
12.0	TARGET NEW BUSINESSES – based on the gap analysis as indicated in the Economic Overview and the types of businesses identified by community members at the workshops.	3	L	P		P	P/L		
13.0	RECRUITING TO FILL VACANT STOREFRONTS – take an active role in soliciting new businesses	3	L	P		P	P/L		
14.0	DEVELOP A BRANDING CAMPAIGN FOR THURSTON VILLAGE and a marketing "tool kit" that includes the collateral necessary to effectively market Thurston Village across a multitude of media platforms.	3	L	P			P		
15.0	STREET MANAGER - continue to search for funding.	2	L	P		P	P		
16.0	THURSTON VILLAGE WEB SITE - Maintain an exciting and effective web site. Consider combining web sites with other organizations or coordinate a consistent approach with links to other organizations' web sites.	3	L	P			P		
17.0	OUTDOOR SEATING - Encourage restaurants, coffee shops, delis and other businesses to develop outdoor activities (e.g. outdoor seating and sidewalk sales.) Work with the City to modify the Zoning Code accordingly.	3	L	P		P			
18.0	PREPARE A PARKING STUDY that looks at demand, supply, and future parking opportunities.	3	L	P		P			

Attractive Residential Properties

Recommended Action	Priority	Involved Organizations							
		Sector 4 CDC	TBMA	NSC	Planning/ Zoning	Business & Housing Dev.	DES	RPD	
19.0 CONDUCT CODE COMPLIANCE SURVEYS	2	P		L	P				
20.0 PROPERTY MANAGEMENT for distant absentee owners	2	L		P	P	P			
21.0 TENANT SCREENING – work with property owners to develop a screening process / standards.	3	L		P	P	P			
22.0 TRASH & DEBRIS COMPLIANCE	3	P/L		P/L					
23.0 OWNER INCENTIVES <ul style="list-style-type: none"> • Lead abatement assistance 	1	P		P	P	L/P			