

Union Street Transformation!  
“a jazzy and playful address for home and work”

# SUMMARY: DRAFT LAND DISPOSITION STRATEGY



# INNER LOOP to UNION STREET: DRAFT LAND DISPOSITION STRATEGY

1. Project Background & Case Study
2. Vision & Brand
3. Land Use & Design Opportunities
4. Land Disposition Strategy



# SITE PLAN

- |                                |         |      |
|--------------------------------|---------|------|
| • Inner Loop Closure           | Mid-Nov | 2014 |
| • Contractor Proposed Delivery | Fall    | 2016 |
| • City Contractual Delivery    | Fall    | 2017 |





# VISION







## Market Study

### Real Estate Market Analysis:

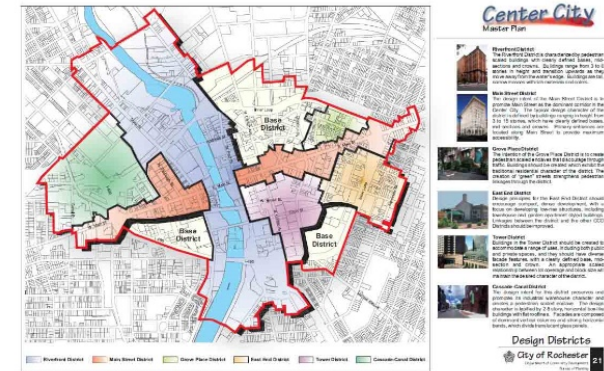
- Demographics (Population trends, Household sizes, age distribution, income distribution, Educational Attainment),
- Economic Trends (employment, employment by industry, emerging sectors, unemployment rate),
- Residential, Office, Retail, and Hotel Overview

### Real Estate Development Scenarios:

- Scenario 1: 427,913 square feet  
Residential 303 units, Retail 54K sf, Office 72K sf
- Scenario 2: 795,062 square feet  
Residential 625 units, Retail 89K sf, Office 85K sf

# PROJECT CONTEXT

- Center City Master Plan & Update
- Center City Zoning
- CDC Charrette
- Charlotte Street RFP
- Mid-Town/Eastside Parking Study
- Land Ownership
- Circulator Study
- Housing Market Study
- Main & North Union Street Alternatives
- Proposed BID
- Property Owner & Stakeholder Reviews



## The Living City: A Center City Master Plan for Rochester, New York

### Vision: Lively Streets

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

### Live - Work - Visit

#### Living

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

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

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

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

#### Working

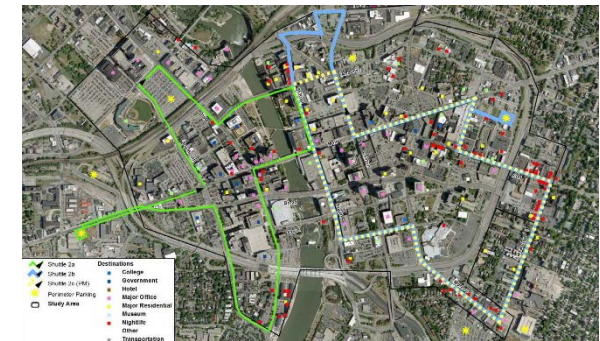
With approximately 50,000 workers, downtown contin-

Part of working downtown is the labor needed to build and rebuild our public infrastructure and private devel-

### Annual Capture of Market Potential by Study Area

Study Area	Number of New Units
<b>City Wide</b>	<b>863 - 1,725</b>
Downtown/High Falls	156 - 309
Maplewood	155 - 233
North and South Marketview Heights	65 - 130
Plymouth Exchange	86 - 130
South Wedge	119 - 180
<b>Total</b>	<b>581 - 982</b>

Table 2. Source: Zimmerman/Volk Associates, Inc., 2007.





# THE STRONG

- Interest in Program & Physical Growth
- “Adventure Play World” and Destination Tourism Concept
- Interest in Outdoor Programming
- Interest in Working w/For-Profit Tourism Related Businesses
- Desire to Grow Market Beyond a Day’s Drive
- Currently Conducting Market Research
- Offering Rochester National Exposure
  - “No. 1 Family Museum in Country” & “No. 4 Family Vacation Destination in the US” – Family Fun magazine reader’s survey 2014
  - Front Page of Wall Street Journal & Mention in/on NY Times, ABC, CBS, NBC, CNN and others
  - Over Four Billion Media Impressions Annually
  - Only “Museum of Play” in the World
- Critical Needs
  - Access
  - Safety
  - Parking
  - Aesthetics

# CASE STUDY

- Hotel Waterparks
- Urban Attractions
- Extreme Sports Venues







PROTOTYPICAL... GREAT WOLF LODGE

# ROTTERDAM: URBAN & EXTREME





# FAMILY ADVENTURE PARK (FAP)



By integrating a Family Adventure Park within this shopping centre, length of stay, retail and overall experience are greatly enhanced.

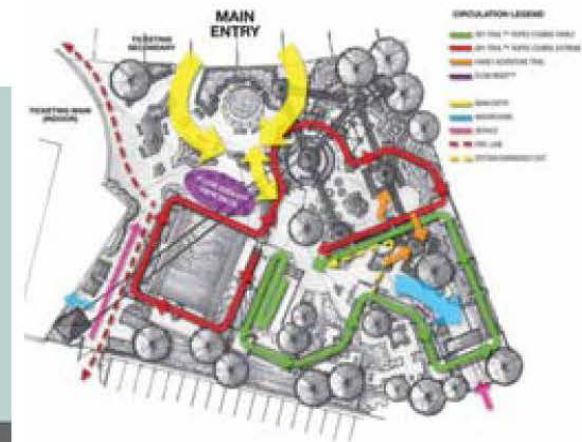


The FAP is family-oriented and promotes time together through physical activity. Combined with the indoor Ballocity™ component (not shown), this FAP engages all age groups from tots to teens, to adults.

The modern honeycomb architectural design theme mirrors trends in abstract modern Spanish styling.



The interaction between attractions is a key element of this overall design. It not only utilizes the limited available space, but also creates unique viewpoints of various attractions within the FAP.



Flow, circulation and queue lines were carefully considered to ensure the smoothest operation and flow to keep guests shopping, entertained and satisfied.

# SWOT

- Strengths

- The Strong Museum
- Surrounding Neighborhoods
- Walking Distance to Hotels/River/Convention Center/Blue Cross
- Willing Neighbors
- Martin Luther King Jr. Park
- Downtown Residential Revival
- Eastman School, Philharmonic, Jazz Fest & Musical Notoriety
- City Willing to Embrace Innovation

- Weaknesses

- Narrow Parcel
- Limited City Ownership Control
- Limited Connectivity
- Slow Real Estate Market/Limited Economic Growth
- Conservative Regional Market & Resultant Conservative Development Community



# SWOT

- Opportunities

- Partnering with Adjacent Land Owners
- Connections to Park Avenue
- Connection to River, Hotels, Convention Center & Blue Cross
- Build on Destination Market Attraction of The Strong Museum
- New Public Parking Investment
- New Neighborhood “Main Street”
- Public Transit Alternatives; Circulator Transportation System

- Opportunities (cont.)

- BID – Maintenance/PR
- Green & Welcoming Urban Respite
- Theming Around Play, Music, Sustainability & Bikes

- Threats

- Land Control
- Market Support
- Construction/Funding Delays
- Political Support
- Engineering Uncertainties

# INNER LOOP: DRAFT LAND DISPOSITION STRATEGY

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# VISION: THE NEW UNION STREET

- Nationally Renowned **Destination for Play & Music** filling a Growing Market Niche
- A New Neighborhood Center & **Urban Village Main Street** Filled with a Density of New Residents
- **Connected** Neighborhoods & Destinations
- Both **Visionary** (Iconic & Critical Mass) Development and **Incremental** Development Opportunities
- **Heavily Programmed** Neighborhood and Streets
- Residents with **Healthy & Lively Lifestyles**
- A **Reputable & Proud Address** to Live and to Work
- **Unique Urban Shopping Experience** with Convenience, Specialty Retail, Play, Sports, Music and other Themed Retail





# BRAND

- Playful
- Fun
- Educational
- Healthy
- Livable
- Sustainable
- Safe
- Friendly
- Family
- Musical - Jazzy



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# ECONOMIC CONTEXT:

## TARGET MARKET

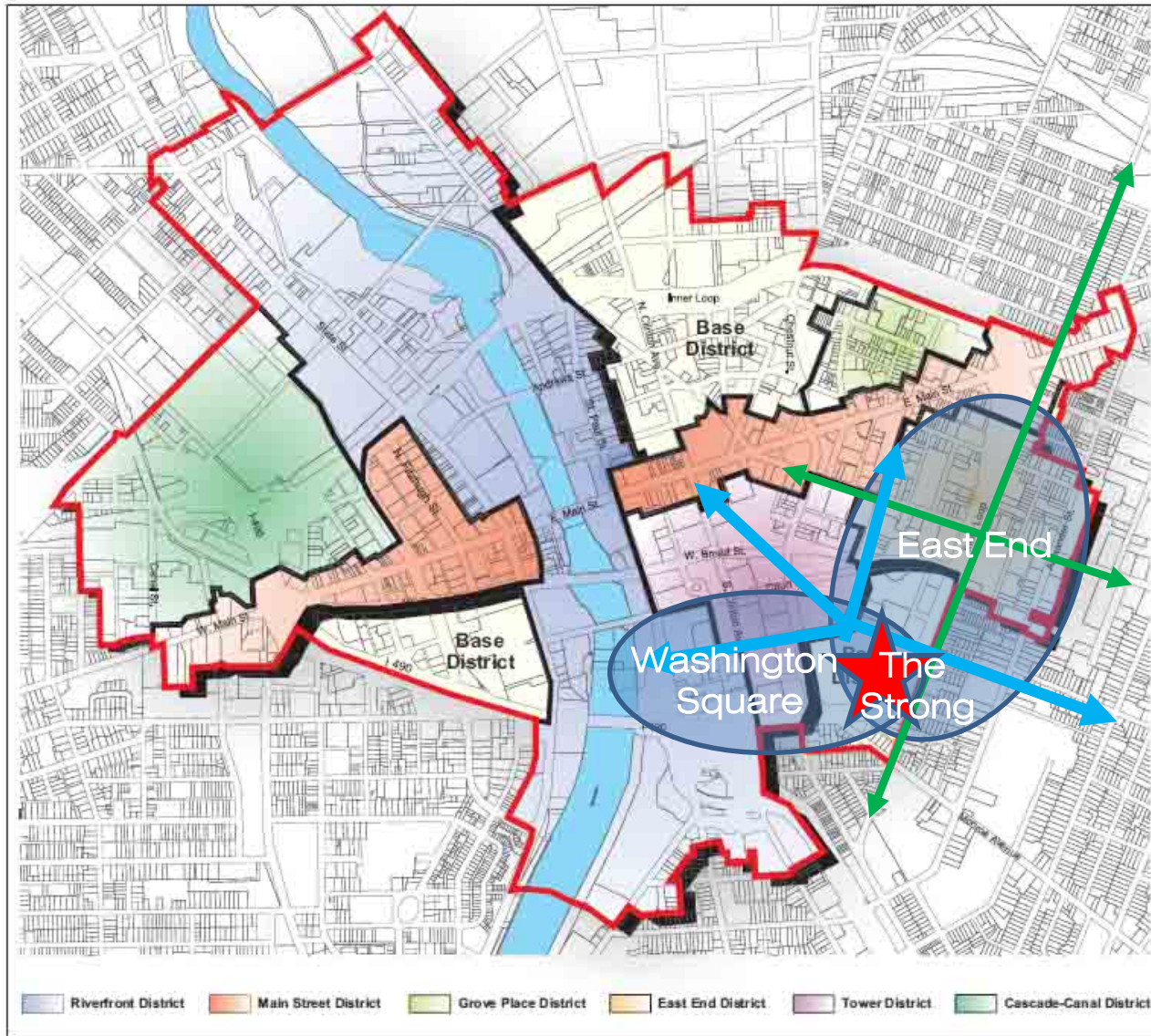
- Destination Visitors
  - Families
  - Business
  - Youth Athletics
  - Special Interest Groups (Music, Photography, Computer Games, Erie Canal, Human Rights, etc.)
- Residents
  - Mixed-Income
  - College/University
  - Bicyclists
- Metro Community
- Regional Community

## POSITIONING

- Home to No. 1 Family Museum
- Places Rated Almanac Top 10 Places to Live
- Music School, Philharmonic & Jazz Festival
- No Better Place for Healthy & Educational Play
- “Restaurant Row”: Evening Destination
- Creative & Service Retail (Play, Music, Health, Gifts)
- Healthy & Fun Living; Cyclist’s Haven; Best Address in Rochester
- History: Erie Canal; America’s 1<sup>st</sup> Boomtown; Innovation



# COMMUNITY CONTEXT: NEIGHBORHOODS & BRANDING



## Center City Master Plan



### Riverfront District

The Riverfront District is characterized by pedestrian scaled buildings with clearly defined bases, mid-sections and crowns. Buildings range from 3 to 6 stories in height and transition upwards as they move away from the water's edge. Buildings are tall, narrow masses with rich materials and colors.



### Main Street District

The design intent of the Main Street District is to promote Main Street as the dominant corridor in the Center City. The typical design character of the district is defined by buildings ranging in height from 3 to 15 stories, which have clearly defined bases, mid-sections and crowns. Primary entrances are located along Main Street to provide maximum accessibility.



### Grove Place District

The intention of the Grove Place District is to create pedestrian scaled enclaves that discourage through traffic. Buildings should be created which exhibit the traditional residential character of the district. The creation of "green" streets strengthens pedestrian linkages through the district.



### East End District

Design principles for the East End District should encourage compact, dense development, with a focus on developing low-rise structures, including townhouse and garden apartment styled buildings. Linkages between the district and the other CCD Districts should be improved.



### Tower District

Buildings in the Tower District should be created to accommodate a range of uses, including both public and private spaces, and they should have diverse facade features, with a clearly defined base, mid-section and crown. An appropriate scaled relationship between lot coverage and block size will maintain the desired character of the district.



### Cascade-Canal District

The design intent for this district preserves and promotes its industrial warehouse character and creates a pedestrian scaled enclave. The design character is typified by 2-5 story, horizontal box-like buildings with flat to gables. Facades are composed of dominant vertical columns and strong horizontal bands, which divide translucent glass panels.

## Design Districts



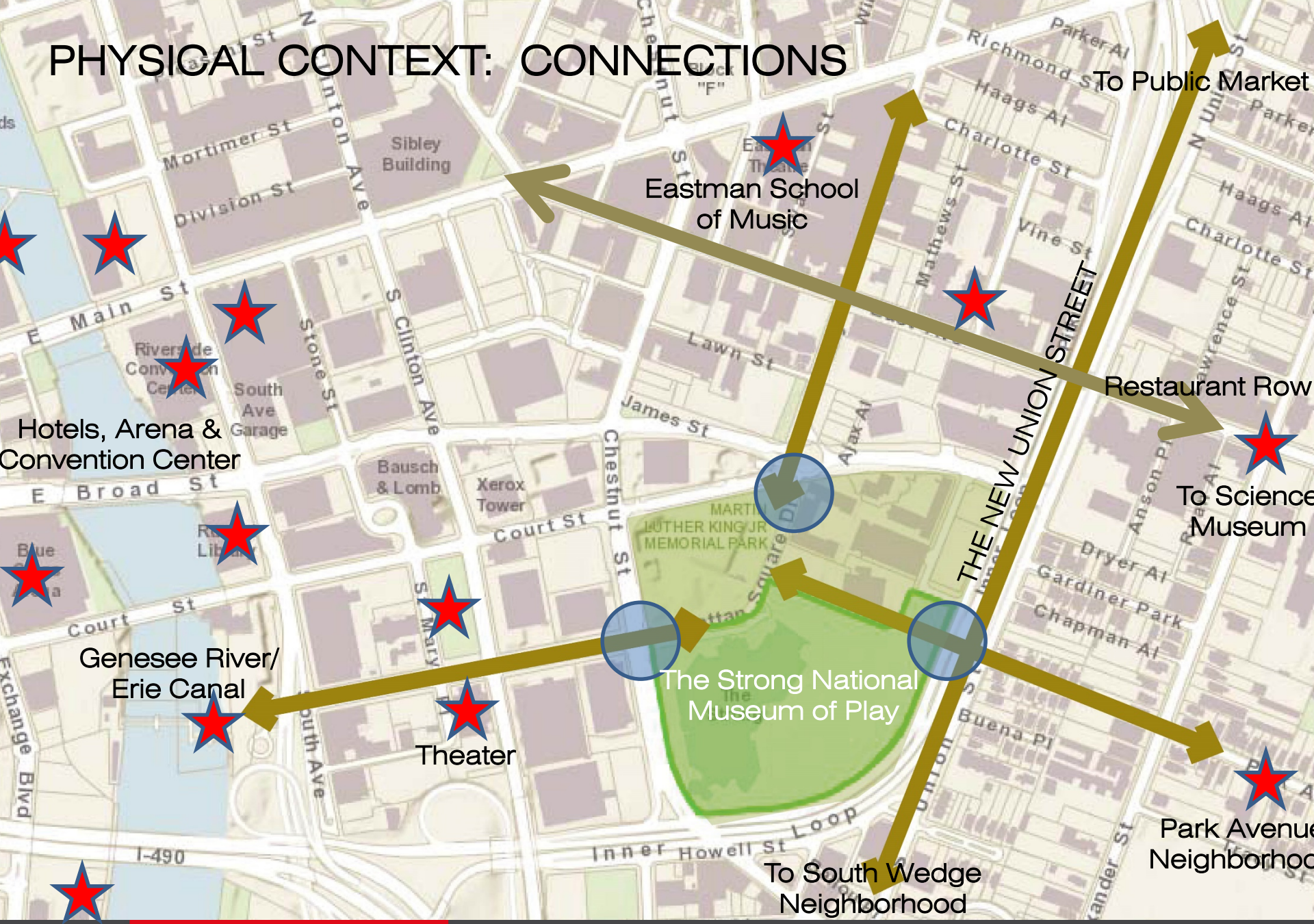
City of Rochester

Department of Community Development  
Bureau of Planning

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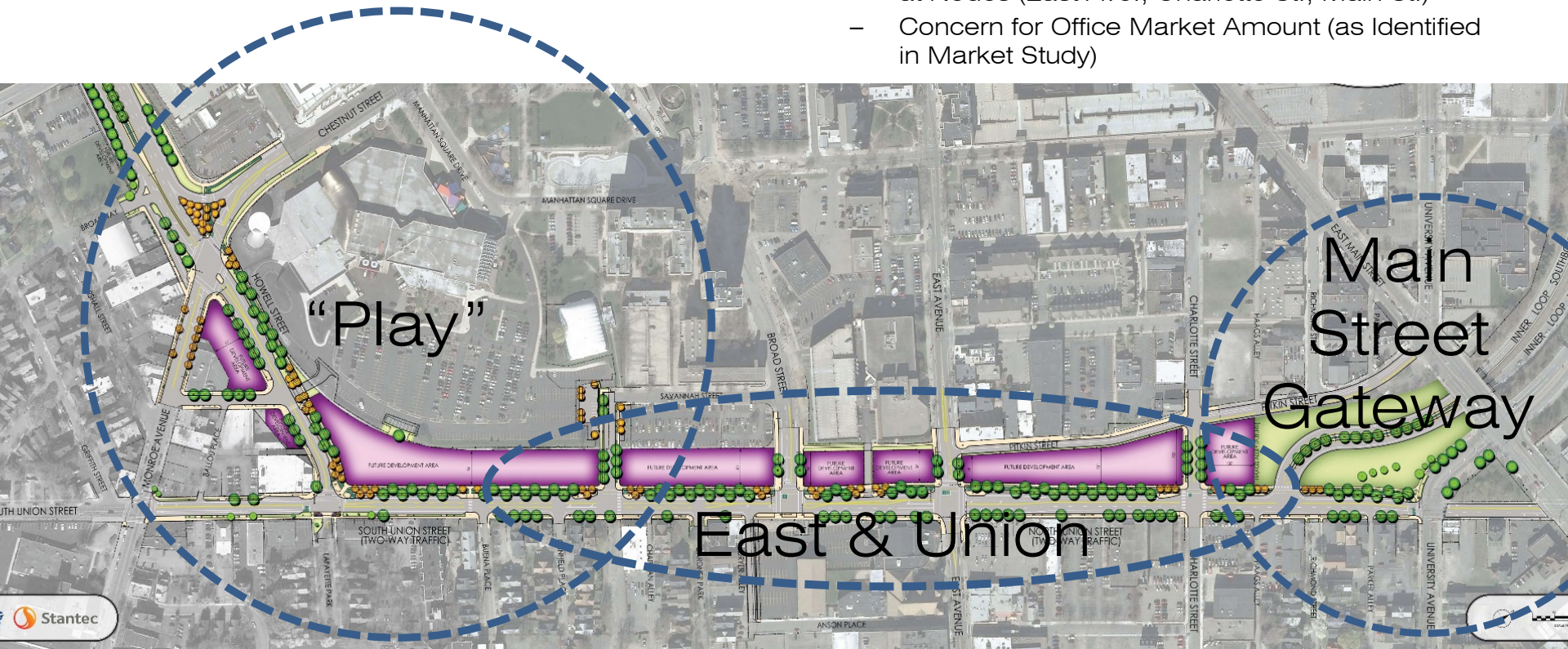
# PHYSICAL CONTEXT: CONNECTIONS





# LAND USE: TARGET AREAS

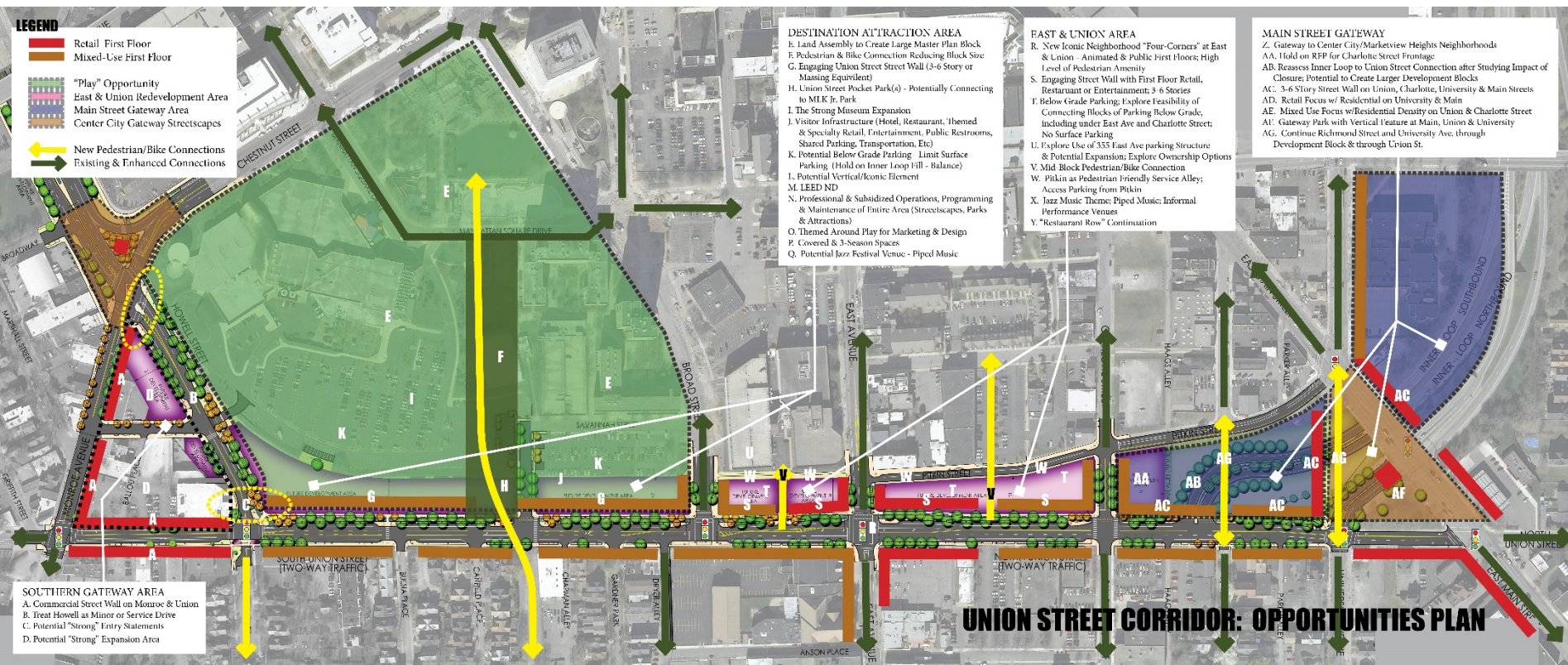
- “Play”
  - Destination Tourism (Museum/Music/Attractions/Destination Retail/Restaurant)
  - Entertainment/Recreation/Play
  - Lodging – with Careful Market Consideration
  - Outdoor Activity/Entertainment/Recreation
- East & Union and Main Street Gateway
  - Mixed Use Residential, Retail & Office (Consistent w/ Current Plans and Regulations)
  - High Density of Residential
  - Mixed Income and Mix of Housing Types (to Appeal to Markets & Encourage Faster Absorption Rates)
  - Concern for Retail Market Amount – Concentrate at Nodes (East Ave., Charlotte St., Main St.)
  - Concern for Office Market Amount (as Identified in Market Study)





# LAND USE & DESIGN: OPPORTUNITY PLAN

- Streetscape
- Connections
- Themes & Functions





# CONCEPT SCENARIO: STREET WALL, MLK JR. PARK CONNECTION, POCKET PARK & DEST. TOURISM USES

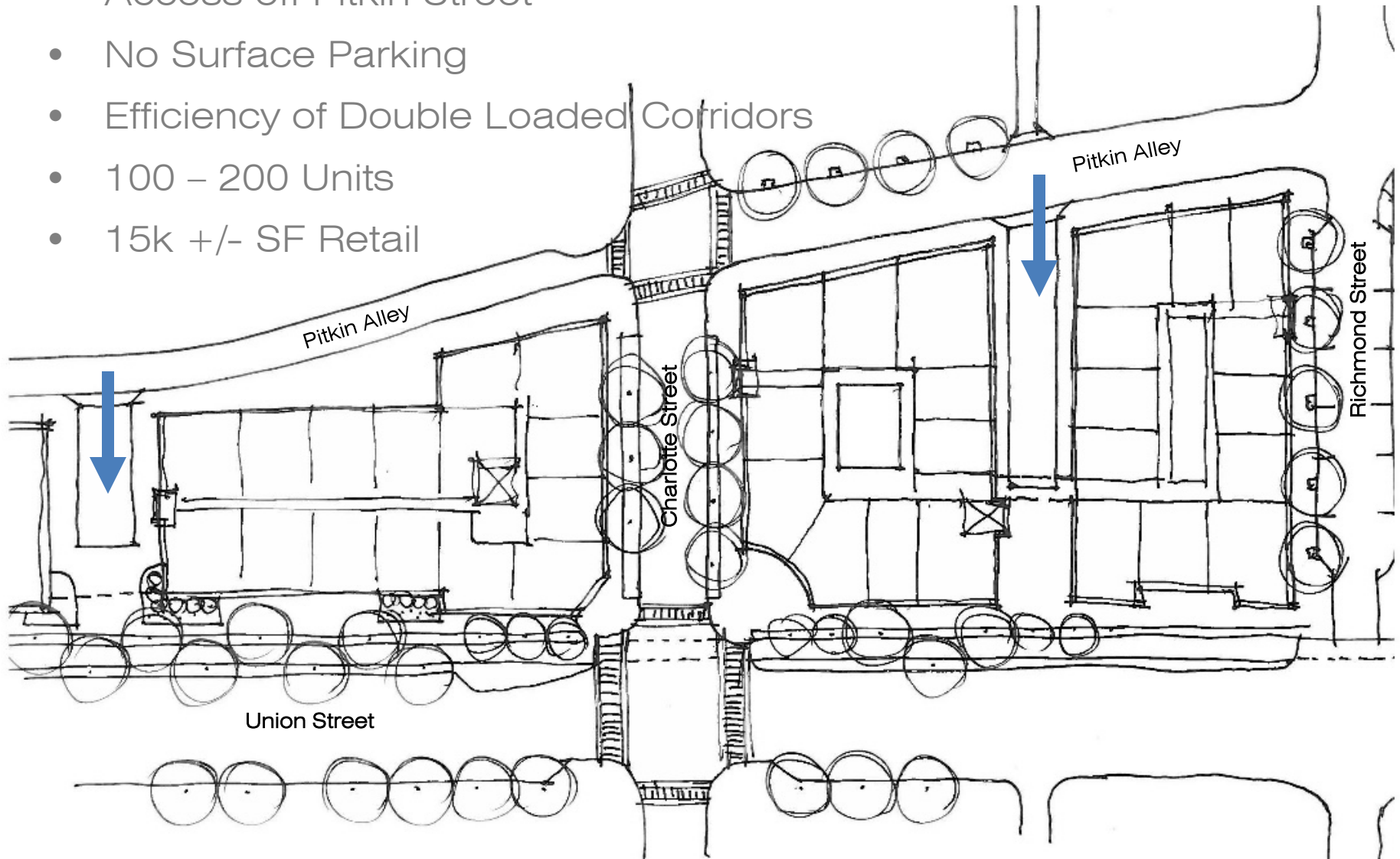






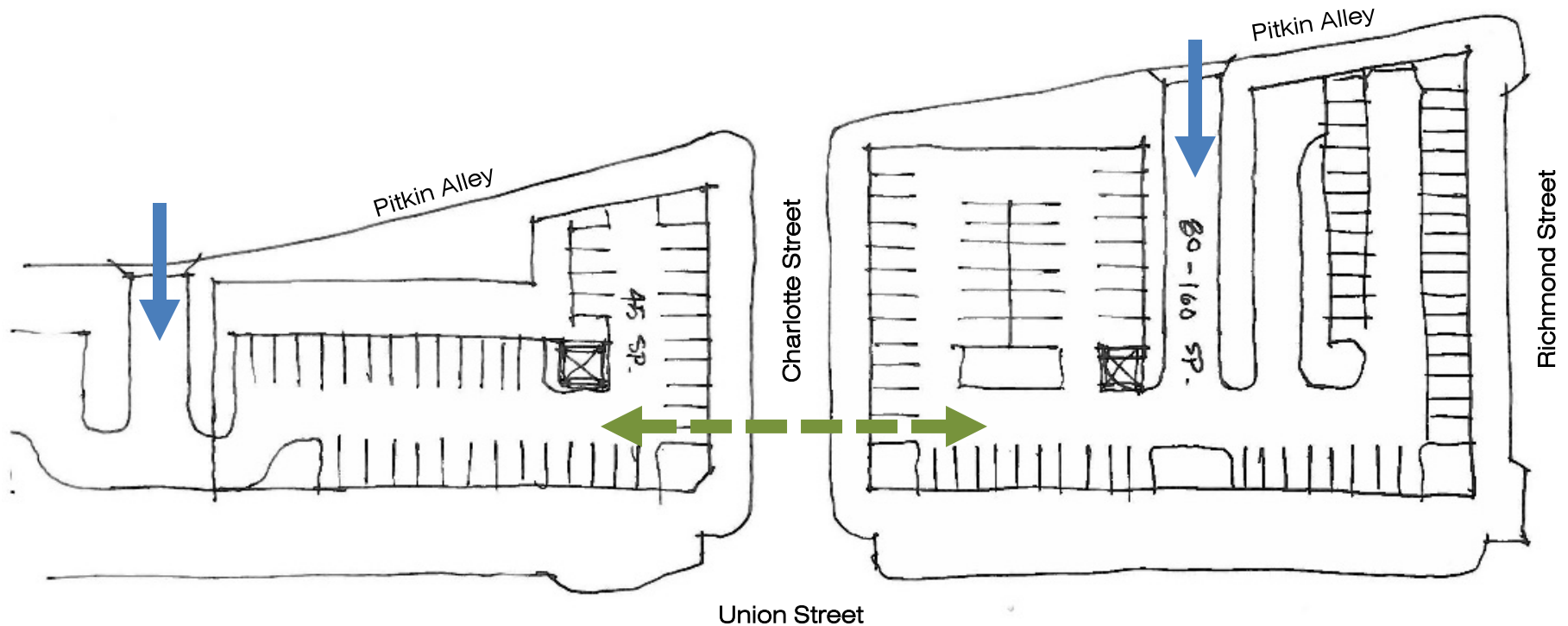
# CONCEPTUAL MIXED-USE BUILD-OUT

- Access off Pitkin Street
- No Surface Parking
- Efficiency of Double Loaded Corridors
- 100 – 200 Units
- 15k +/- SF Retail



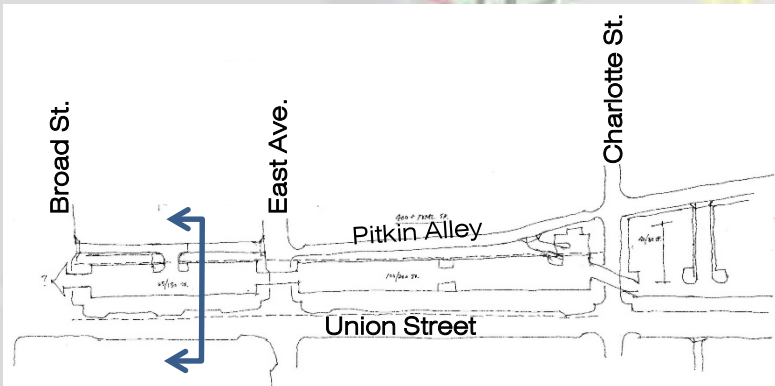
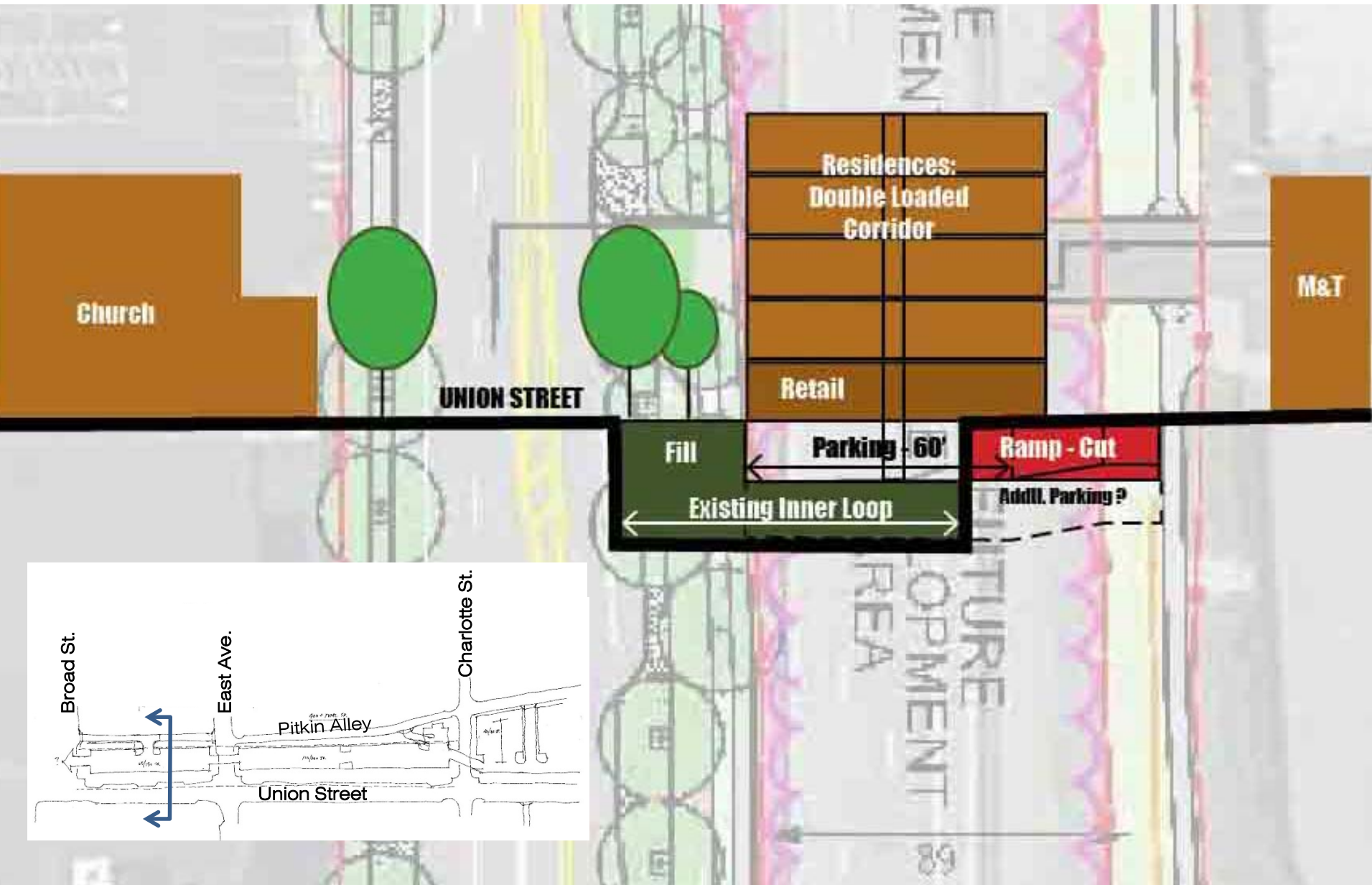
# BELOW GRADE PARKING CONCEPT

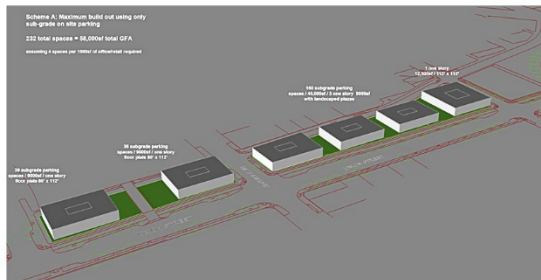
- Access off Pitkin Street
- Potential Connection Under Charlotte St (and East Ave?)
- Efficiency of “Block” Approach (Vertical Circulation & Parking)
- 120 – 200 Spaces



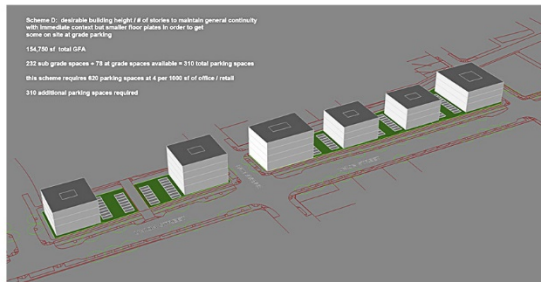


# BELOW GRADE PARKING OPPORTUNITY

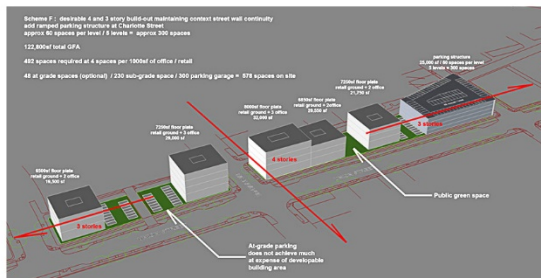




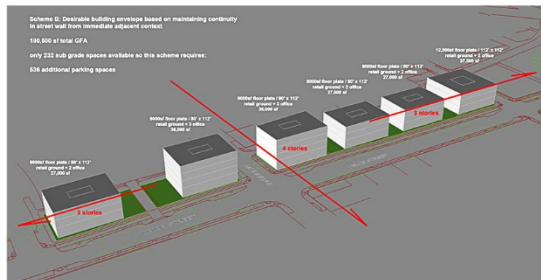
Available On-Site Sub-Grade Parking of approximately 225 spaces only allows for approximately 55,000sf total GFA assuming 4 spaces per 1000sf of net leasable floor area.



Due to the narrow site dimension, On-Site At Grade Surface Parking allows for very few additional spaces at the expense of buildable area and public green space amenities



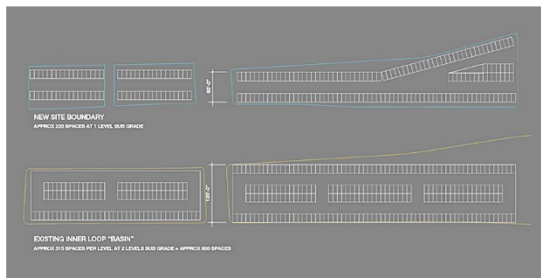
The addition of a small parking structure at the Charlotte Street extension would allow for approximately 300 additional on-site spaces but at the expense of net leasable area and urban design quality



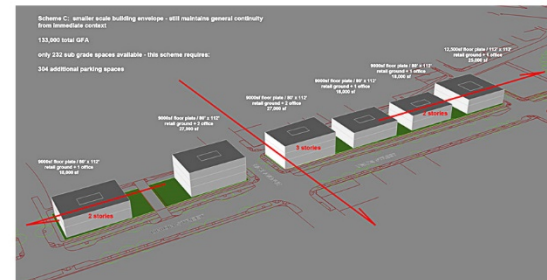
Desirable "base minimum build-out" for an urban neighborhood massing results in a minimum of approximately 200,000sf of GFA which requires approximately 575 off-site parking spaces.



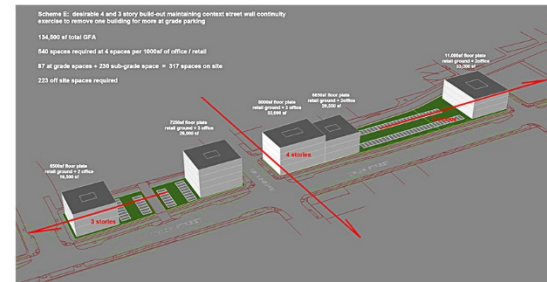
Significantly reduced massing does not maintain adequate urban neighborhood look and feel and still requires several hundred additional off site parking spaces



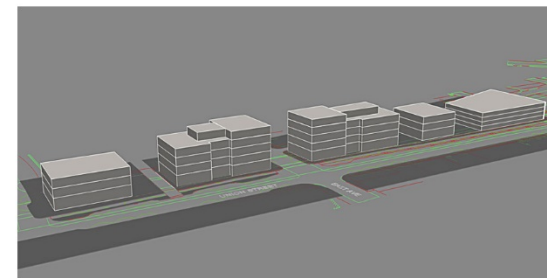
The utilization of the existing Inner Loop "basin" may have allowed for a 2 level sub-grade parking deck with a total of approximately 600 spaces



Below desirable "base minimum build-out" still requires approximately 300 additional off-site parking spaces.



Greatly increased amount of On-Site At Grade Surface Parking allows for very few additional spaces at the expense of significant buildable area



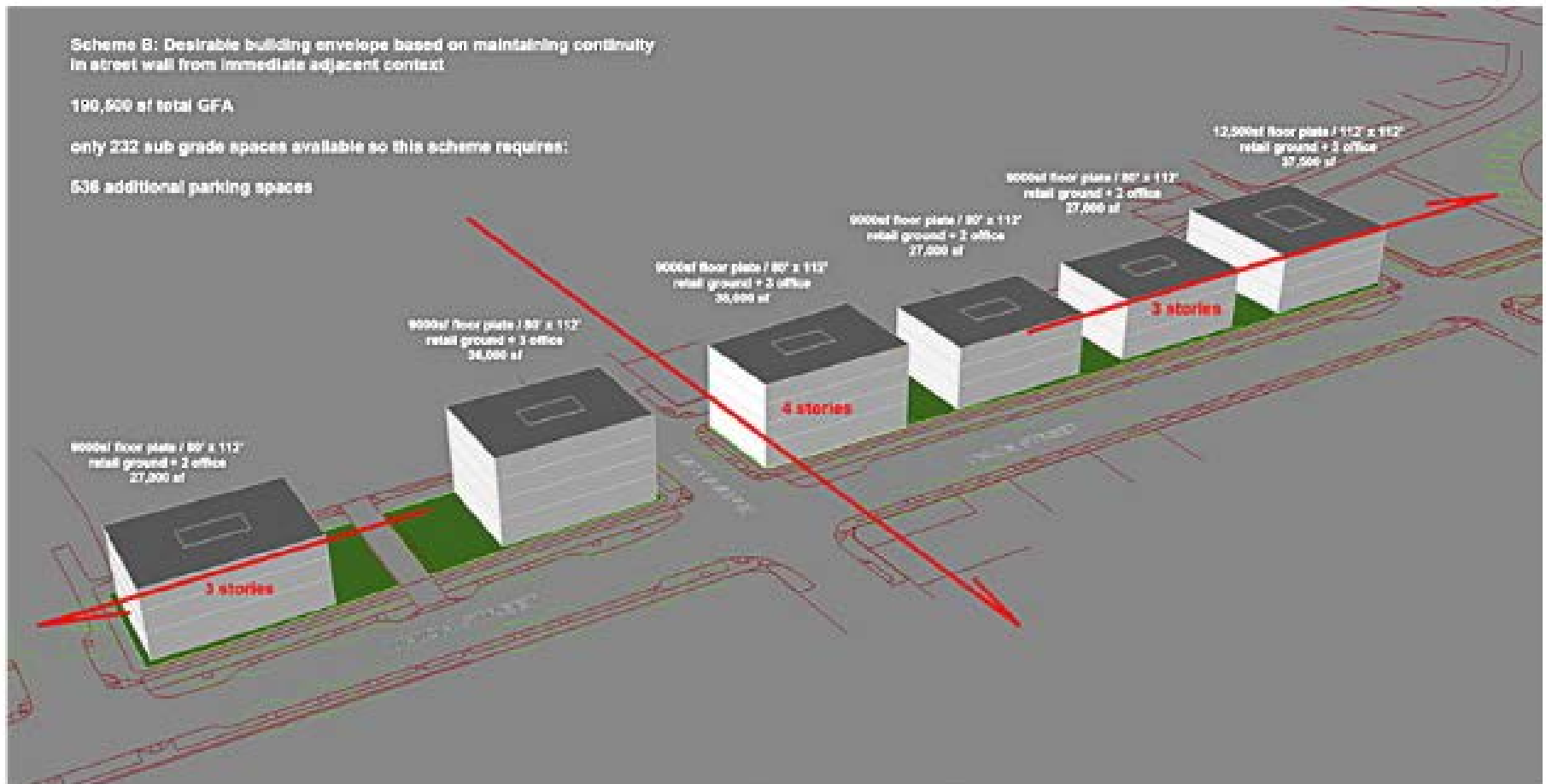
Desirable "base minimum build-out" massing for an urban neighborhood look and feel.

Scheme B: Desirable building envelope based on maintaining continuity in street wall from immediate adjacent context

190,900 sf total GFA

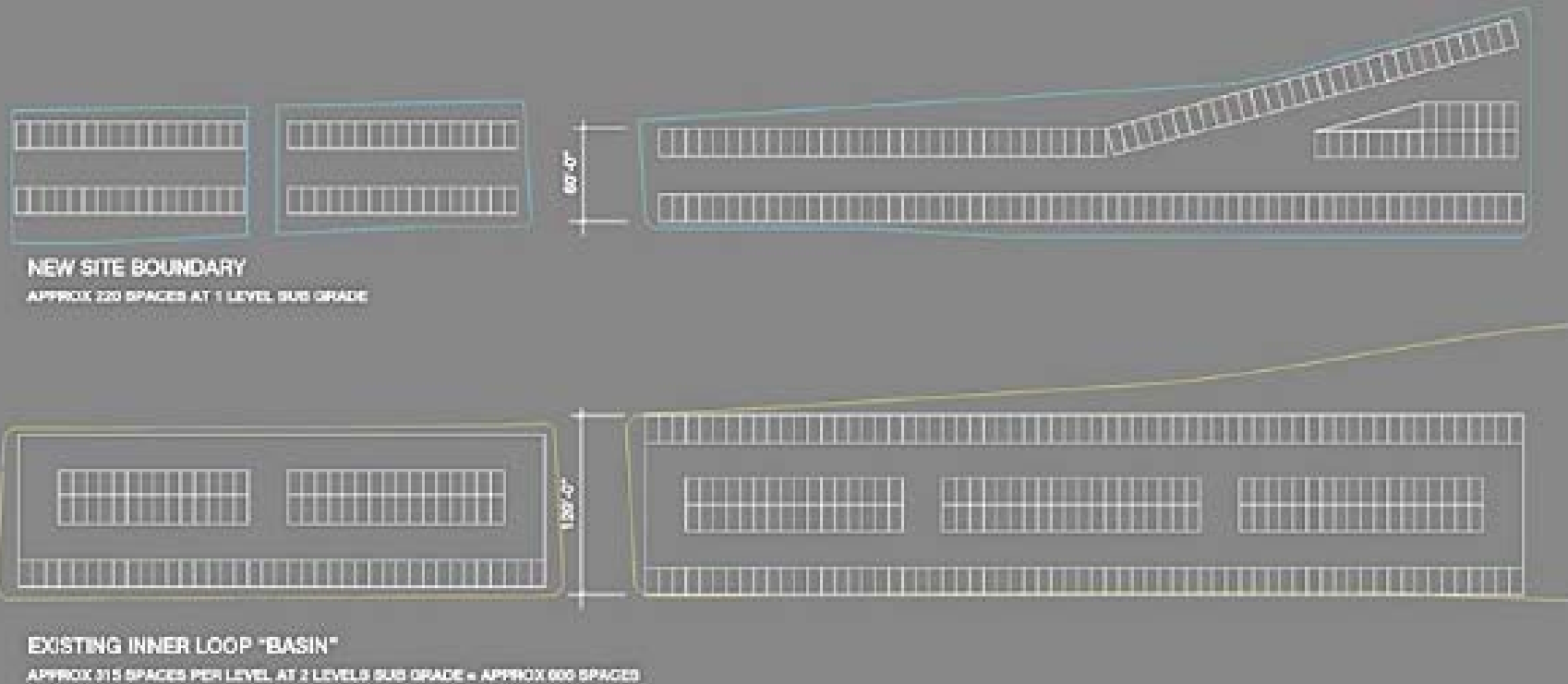
only 232 sub grade spaces available so this scheme requires:

536 additional parking spaces

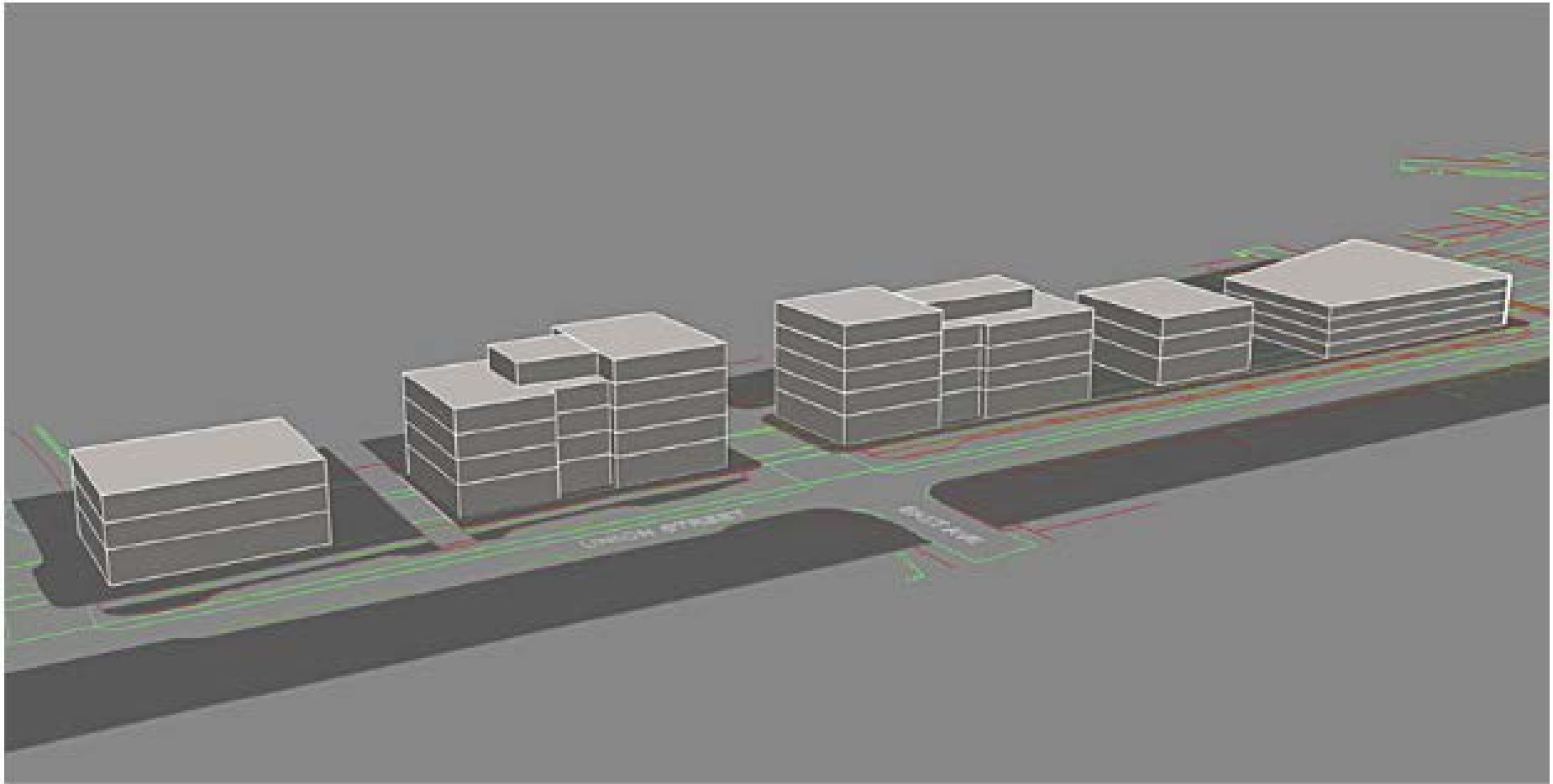


Desirable “base minimum build-out” for an urban neighborhood massing results in a minimum of approximately 200,000sf of GFA which requires approximately 575 off-site parking spaces.





The utilization of the existing Inner Loop "basin" may have allowed for a 2 level sub-grade parking deck with a total of approximately 600 spaces



Desirable “base minimum build-out” massing for an urban neighborhood look and feel.



## General Design Recommendations

- Contextual approach – forward thinking yet also acknowledging the beauty of the historical context of Rochester’s architecture. Chicago School meets contemporary design. A well-balanced blend of old and new.
- Iconic gateway image from approach along East Avenue and required massing to establish appropriate scale.
- High standards of exterior façade materials and finishes - steel frame/curtain wall construction, Terra-cotta and stone cladding, metal and full height glass storefront. Wood, Terra-cotta, stone, and various accent materials.
- Vertical Green Walls and green behind parapets incorporated into the exterior facades. Visual references to the work of French artist/designer Patric Blanc.
- Large full height glass and metal “Tribeca” style storefronts with integrated benches, lighting, and accent materials.
- Integrated exterior lighting design and night lighting concept.
- Bright contemporary interior office / retail / and residential spaces with high ceilings and large glazed openings.
- Green space pocket-park between building massing.
- Outside cafe style seating / benches / light poles / site amenities.
- Bespoke building facade, storefront, landscaping, and lighting details.
- Setback penthouse at roof levels with perimeter edge plantings.



**Philip  
Michael  
Brown  
Studio**

View from Union Boulevard looking North across East Avenue towards Main Street



City of Rochester, NY  
Lovely A. Warren, Mayor





**Philip Michael Brown Studio** View from Union Boulevard looking Southwest towards East Avenue

  
 City of Rochester, NY  
 Lovely A. Warren, Mayor





**Philip  
Michael  
Brown  
Studio**

View from Union Boulevard and new Charlotte Street extension looking Southwest



City of Rochester, NY  
Lovely A. Warren, Mayor

# PREPARATION & ADDITIONAL DUE DILIGENCE

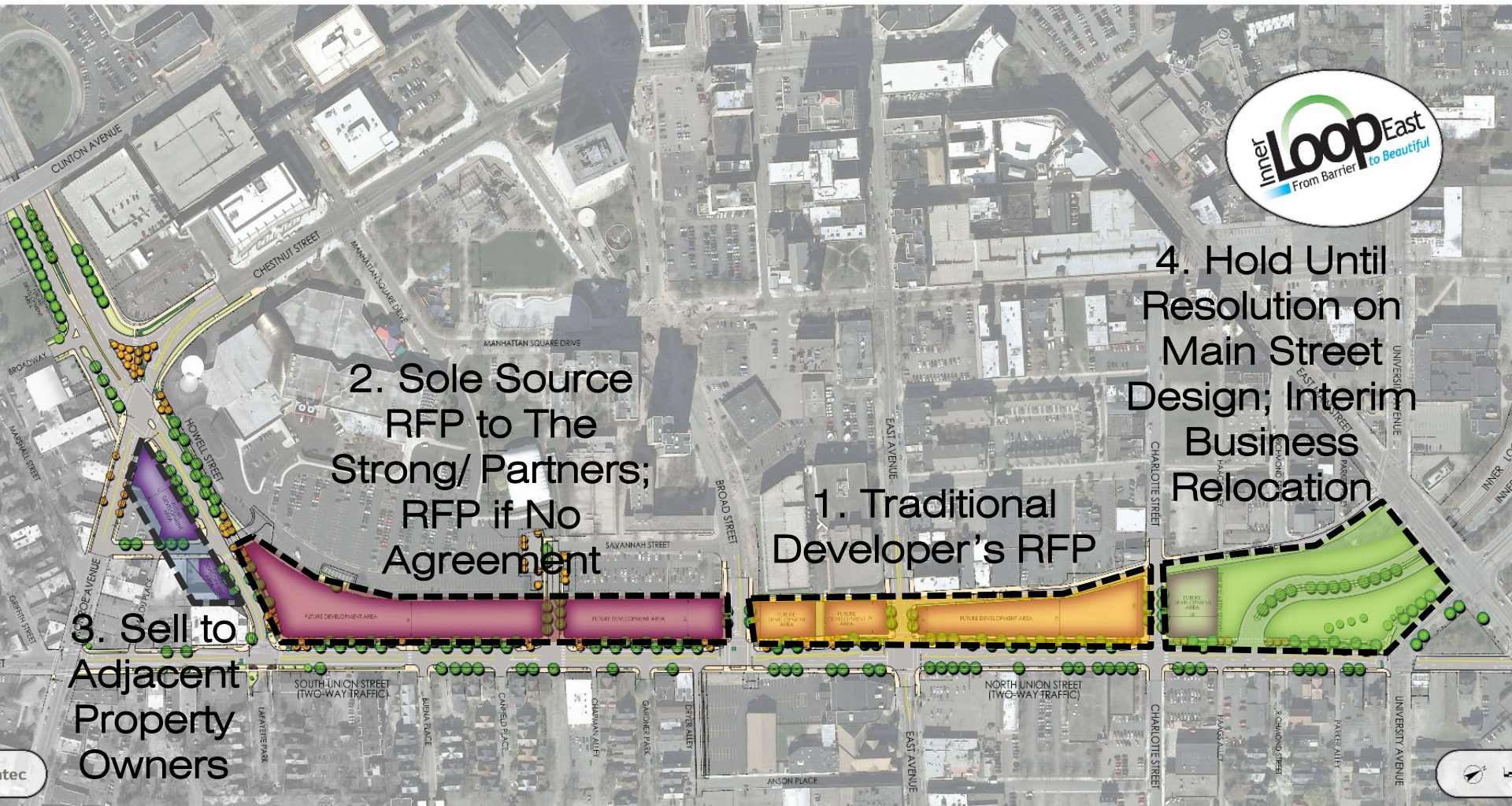
- Engineering
  - Feasibility of Below Grade Parking/Cut & Fills/Bedrock
  - Utility Design: Review for Consistency with Opportunity Plan/Development Proposals
- Zoning
  - Create New Design District (Strong/Play) (Similar to Tower District for Massing & Height Restrictions)
  - Consider Planned Development District in Lieu of New Design District
  - Allow Outdoor Uses in All Zones
  - Remove or Change Building Width Requirement
  - Modify Building Height in East End (4 Story max to 6 Story max)
- Center City Plan
  - Amend/Explore Connection to Park Ave. Neighborhood
  - Add/Revise Neighborhood Design Districts
- Market Issues
  - Determination/Impact of Potential Parking Ratios
  - Legal & Operational Limitations/Opportunities Associated with Existing Off-Site Parking Structures
- Inner Loop Design
  - Hold or Modify Placement of Fill
  - Revisit Main Street Connection after Seeing Traffic Impact of Closure
  - Hold on Savannah St. – Maybe Abandon
  - Assess Pitkin Alley Between East Ave. and Broad Street – Potential Easements

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# PHYSICAL CONTEXT: RFP AREAS



# EAST & UNION RFP CONCEPT

- Traditional Developer's RFP (Similar to Current Charlotte Street RFP)
- Treat Blocks Independently, so that Developers can Propose on Any or All Blocks
- Primary Conditions
  - No Surface Parking
  - No Driveway Access off Union St.
  - Developer/AE Team to Work with City on Inner Loop Fill & Utility Issues
- Primary Guidelines
  - High Density Residential Mix (3-6 Stories)
  - Retail 1<sup>st</sup> Floors Focused at East & Union & Wrapping Corners
  - Use of Existing Inner Loop Grade for Below Grade Parking
  - Pocket Parks & Strengthened Streetscape
  - Support Vision, Goals, Brand & Themes
  - LEED/LEED ND





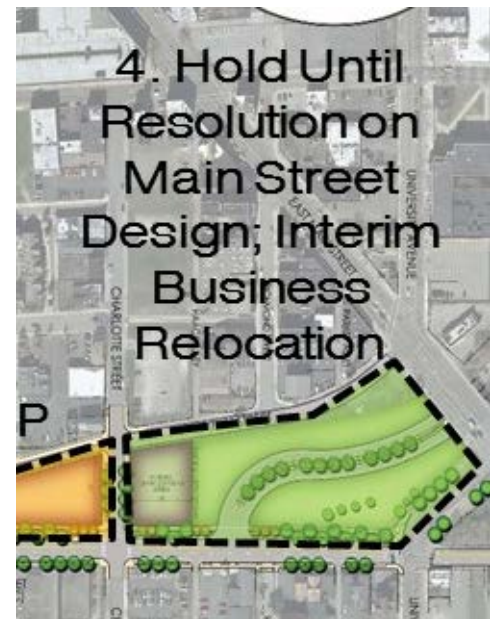
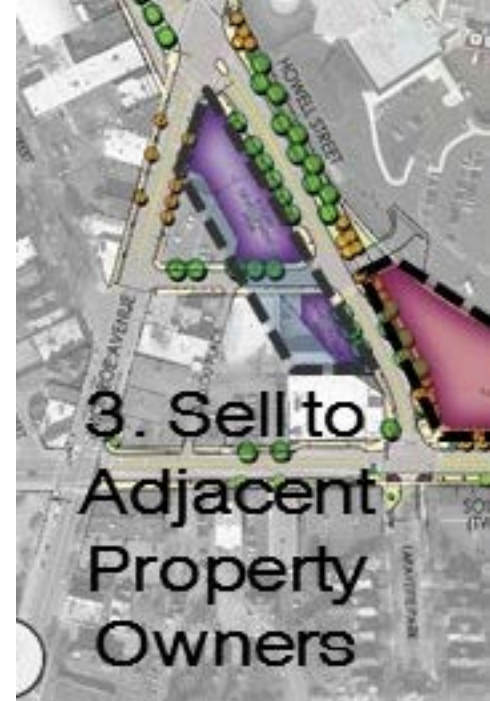
# “PLAY” DISTRICT: DESTINATION ATTRACTION RFP

- Sole Source Developer's RFP
  - Due to Adjacency of Property
  - To Support One of Rochester's Great Economic Assets
  - Due to the Challenge of Property Shape (limited depth and no access from back side)
  - Because of Consistency with the Vision & Goals for Union Street
- Primary Conditions
  - Pedestrian & Bike Mid-Block Crossing
  - Union St. Street Building Facade
- Primary Guidelines
  - Visitor Infrastructure Focus (Lodging, Food, Entertainment, Transportation, etc.)
  - Pocket Parks & Strengthened Streetscape
  - Support Vision, Goals, Brand & Themes
  - LEED/LEED ND



# REMAINING LANDS

- South Parcels
  - Sell to Adjacent Land Owners
  - Encourage Build-Out of Union and Monroe Ave Frontages
- Main Street Gateway Lands
  - Hold Until Traffic Impact of Inner Loop Closure is Understood
  - Revisit Idea of Ending Inner Loop at Main and/or Scio Streets
  - If Able to Abandon the Union Street Connection, then Negotiate Sale of Some Lands to the School and Issue a Traditional RFP for Remainder
  - Continue Urban Grid of Haags Alley, Richmond Street and University Avenue
  - Create Gateway Park at Main Street





# SUMMARY

Union Street Transformation!  
“a jazzy and playful address for home and work”

- “Play” & “Jazz Theme”
- Incremental Growth of Already Successful East End District... Two Sided S
- Lots More Housing! Density & Variety...
- Activated Public Realm with Outdoor & Healthy Programming
- Best Practices for Urban Design & Sustainability
- Leverage a Willing Partner in a Major Destination Attraction

