

Downtown Rochester

Master Plan Report ■ August 2010





Rochester Downtown Master Plan

The Rochester Downtown Master Plan is the culmination of a nearly yearlong collaborative effort by the City of Rochester, the Mayo Clinic, the University of Minnesota Rochester, the Rochester Downtown Alliance and the Rochester Area Foundation. This unprecedented partnership was created out of a recognition that the future of our community is tied, in large part, to the health and well being of our downtown.

Rochester is in an extremely fortunate position. All of the elements necessary to create a truly exceptional downtown are already in place. We have a well educated and diverse population, a healthy and growing economic base, and a compact, walkable downtown situated in an attractive natural environment. Most importantly, we have public and private institutions committed to maintaining downtown Rochester as the heart of the community.

The Master Plan presents a vision of what downtown can become. The realization of that vision will be the result of thousands of actions made by both the public and private sectors. This Plan, when adopted, will provide direction and guidance to city leaders, downtown stakeholders and all of the individuals and organizations whose decisions will shape the future of downtown. It provides a framework for coordinating and integrating future development in a way that will allow downtown to reach its full potential. The Plan is not a static blueprint. We must constantly evaluate our progress and accomplishments and adjust our course as time passes and circumstances change.

Thank you to the thousands of individuals who completed surveys, participated in roundtable discussions, attended open houses, and contributed comments to the project web site. Your insights, ideas, and constructive criticism were invaluable in the preparation of this Plan. We hope that you will remain actively engaged in making downtown an exciting and vibrant place to work, learn, live, shop, and play as well as a place to heal.

Ardell F. Brede, Mayor, City of Rochester

Glenn S. Forbes, Medical Director, Community Affairs, Mayo Clinic

Stephen W. Lehmkuhle, Chancellor, University of Minnesota Rochester

Jon Eckhoff, Executive Director, Rochester Downtown Alliance

Steve Thornton, Executive Director, Rochester Area Foundation

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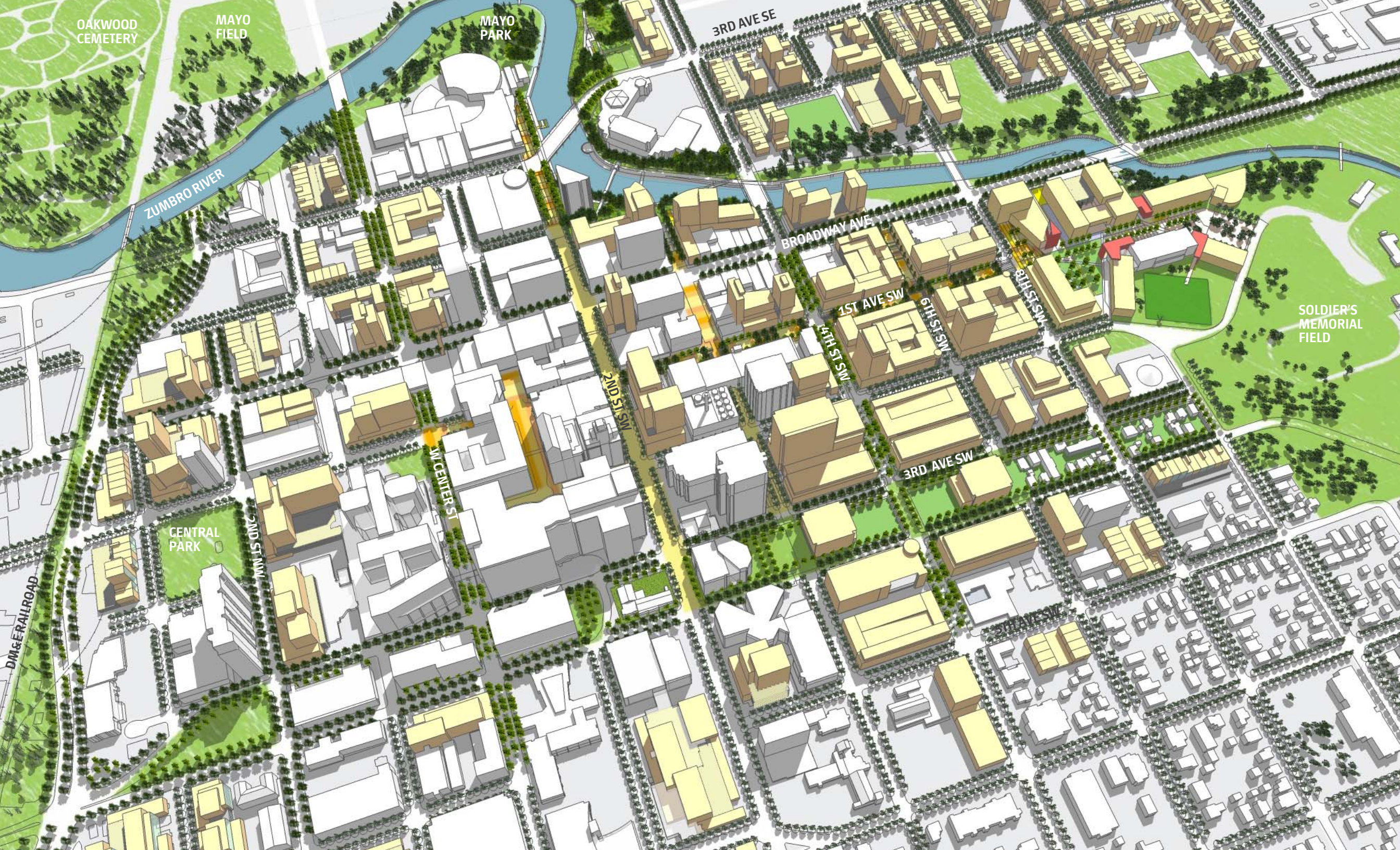
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Acknowledgements

An aerial architectural rendering of a city, showing a dense grid of buildings and streets. The entire image is overlaid with a semi-transparent blue color. The text 'executive summary' is positioned in the lower right quadrant of the image.

executive summary



OAKWOOD CEMETERY

MAYO FIELD

MAYO PARK

3RD AVE SE

ZUMBRO RIVER

BROADWAY AVE

SOLDIER'S MEMORIAL FIELD

1ST AVE SW

6TH ST SW

8TH ST SW

4TH ST SW

2ND ST SW

3RD AVE SW

CENTRAL PARK

2ND ST SW

1M CENTER ST

DM & RAILROAD

Executive Summary

Downtown Rochester's unique position as home to the Mayo Clinic, the largest integrated medical practice in the world and the University of Minnesota Rochester, a forward-looking research university, both of which are continuing to grow and expand, offers a healthy economic base on which to project future civic improvements and development opportunities. With the combined strengths of these key institutions, an active, engaged community; and distinctive natural and architectural features, the Downtown has the potential to sustain itself as a significant economic force and vibrant community in the future. Rochester is fortunate to have many of the ingredients of a great downtown already—including historic architecture, large public parks, strong neighborhoods within walking distance, and the Zumbro River within the core. In addition to these physical assets, the City's future health is reliant on a strong, diversified economy that supports a similarly diverse community. This 2010 Rochester Downtown Master Plan process has given the City and its many constituents and residents the opportunity to reflect on the future of their Downtown, and shape a compelling vision that will provide a flexible framework for change for decades to come.

The Downtown Rochester Master Plan marks an historic moment for the City capturing the spirit of partnership between the public and private sectors. The master plan represents a commitment to the health of the Downtown that is shared by residents and employers who play such a significant role in the economic vitality and quality of life in the City. The collaboration entered into by the City, Mayo Clinic, University of Minnesota Rochester (UMR), the Rochester Downtown Association, and the Rochester Area Foundation to embark on this Master Plan lays the foundation for development of an organizational framework that can advance the plan, shepherding implementation of its priority projects and setting a national precedent for the level of collaboration undertaken by community leaders.

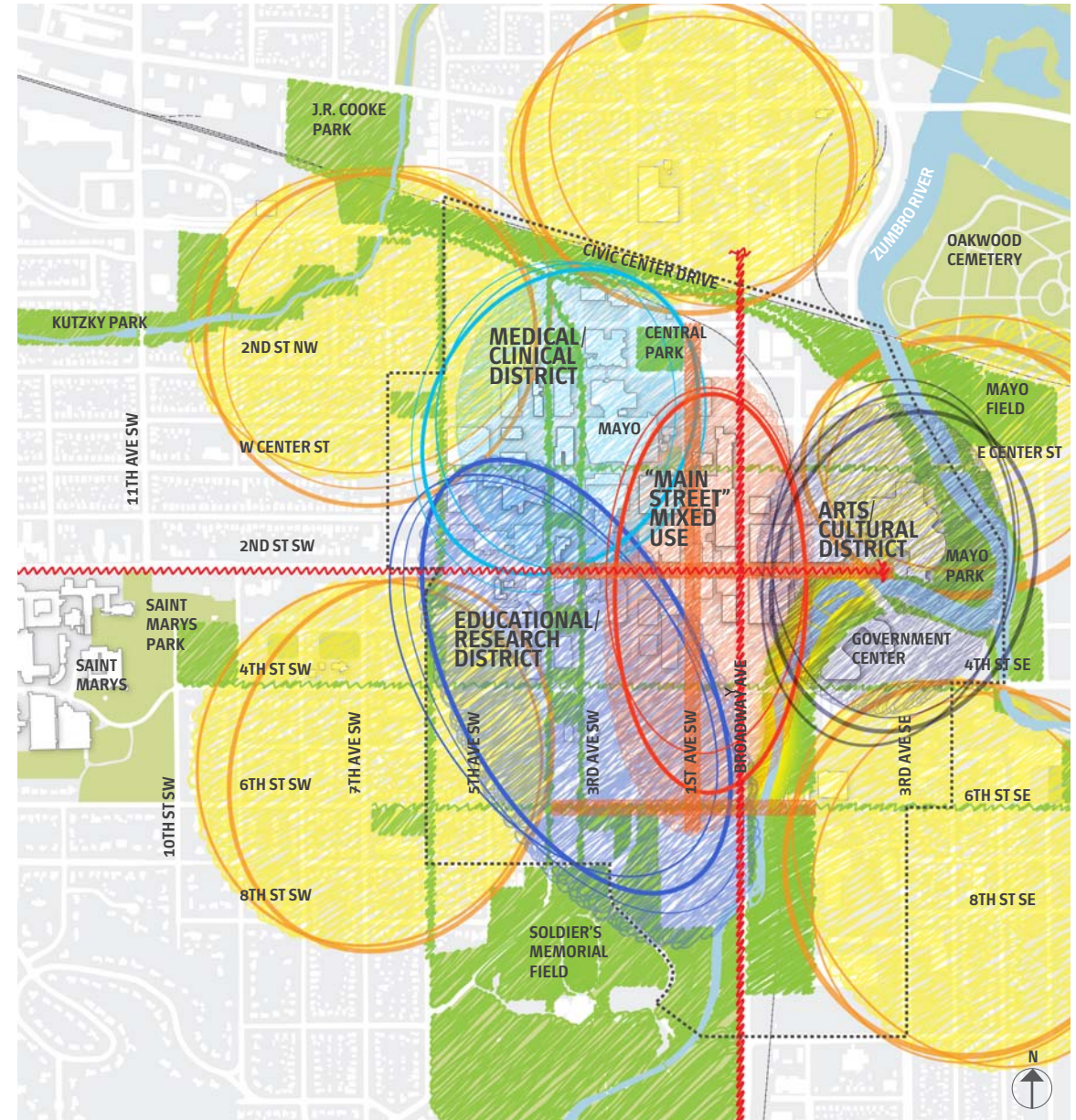
In the six years since the City last examined its Downtown with the 2004 Market-Based Downtown Plan, a number of significant changes have occurred that have impacted the development of Downtown and set the stage for a reassessment of future opportunities. In addition to ongoing Mayo Clinic growth, the University of Minnesota Rochester (UMR) has committed to developing a considerably expanded presence downtown with a permanent location envisioned at the southern end of 1st Avenue SW. Civic and cultural initiatives have also enlivened the downtown, with events and a farmers' market attracting new people downtown in the evenings and on weekends. Similarly, the City's interest in development of a downtown arts district and a planned expansion of the Mayo Civic Center facility reinforce the growing cultural scene. At the same time, a number of new private developments have been completed or are underway.

◀ ILLUSTRATIVE VIEW FROM THE WEST






These changes and improvements bring a new set of challenges. Projects must be assessed, successes must be reinforced, and a new, forward-looking vision must be defined to anticipate future development. Growth must be managed to ensure density that is sensitive to the surrounding neighborhoods and designed for Rochester's continental climate. With increased density and population comes a further need to manage traffic into and out of the Downtown, critically examine parking and travel needs, and offer transportation demand management solutions. The Master Plan is fully integrated with a concurrent, comprehensive Mobility Study. The Downtown Rochester Master Plan is an extraordinary opportunity for the City of Rochester and its many devoted citizens to think broadly and comprehensively about its future by establishing strategic policies to attract, enhance and direct Downtown opportunities.



◀ THE STUDY AREA FOCUSES ON DOWNTOWN AND ROUGHLY INCLUDES THE BLOCKS BOUNDED BY THE RAILROAD TO THE NORTH, 6TH AVENUE W TO WEST, THE ZUMBRO RIVER AND 3RD AND 4TH AVENUES SE TO THE EAST, AND A SOUTHERN BOUNDARY THAT INCLUDES ALL OF SOLDIER'S MEMORIAL FIELD AND RUNS ALONG 9TH STREET SE EAST OF THE PARK AND ALONG 7TH STREET SW WEST OF THE PARK.



CONCEPTUAL FRAMEWORK

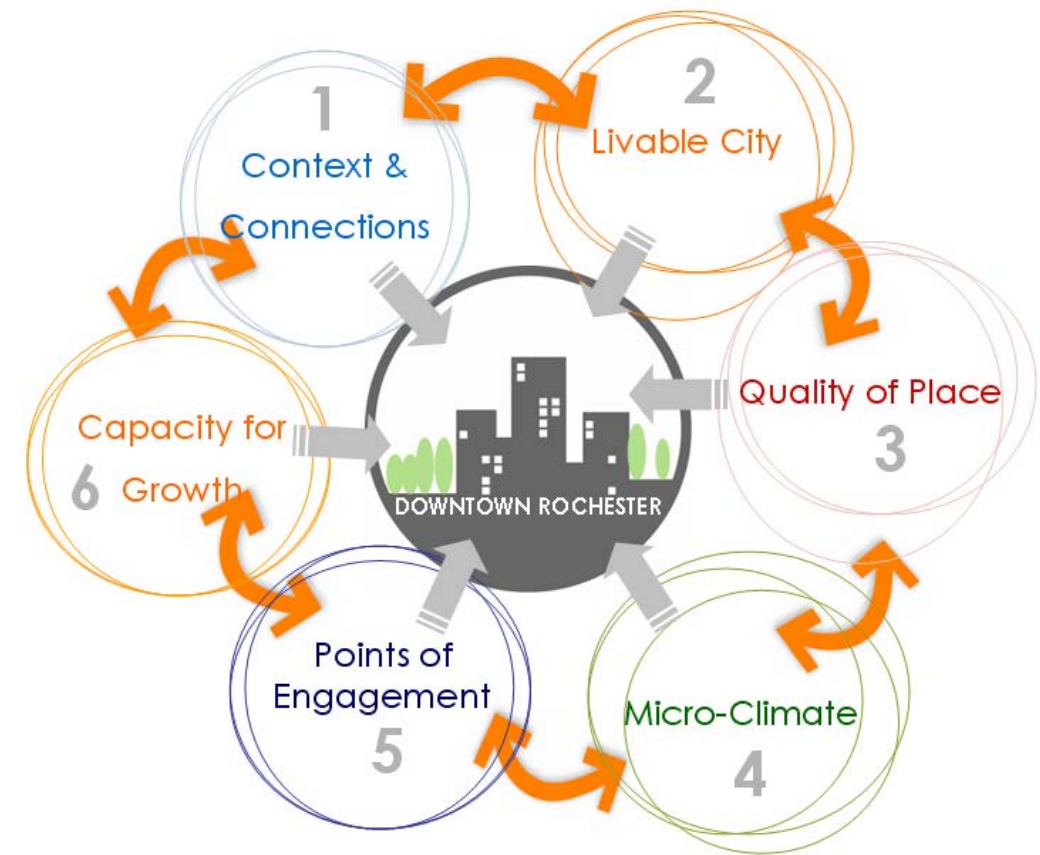
-  OPEN SPACE
-  PRIMARY STREET
-  ACTIVE CONNECTION
-  BIKE STREET/COMPLETE STREET
-  RESIDENTIAL

A Flexible Framework for Development

The master plan establishes a strong and sustainable framework of open space, streets, and an engaging public realm that forms a foundation within which future development will occur. The framework is composed of several parts: a framework of districts that envisions the specific mix of land uses that makes up each distinct area of downtown; an urban design framework that defines the urban form of the city by giving shape to the public realm through building massing, density, and the scale of streets; and an open space framework that sets the landscape character and helps define priority investments for streets, the river, trails, open spaces, and plazas. The mobility framework builds on the relationship between transportation and land use and balances an increasing number of mobility options—from transit to pedestrians and bikes to single occupancy vehicles—replacing priorities that privilege one mode at another’s expense. And, finally, the sustainability framework ties together these components to achieve a plan that is not only environmentally sensitive and climatically appropriate, but also socially and economically sustainable.

The following principles directed the development of the master plan and the prioritization of its initiatives:

- Create a vibrant, economically healthy downtown that is walkable, livable and promotes human interaction
- Create strong connections between major activity centers including the CBD, UMR, and the Mayo Clinic
- Promote mobility options that reduce dependency on automobiles
- Create pedestrian friendly streets that balance use by people and automobiles
- Build upon historic buildings and landmarks that contribute to Rochester’s history and culture
- Establish a connected open space system including the river
- Create strong connections between indoor and outdoor spaces at street level, subway, and skyway
- Develop buildings that engage the street, shape the civic realm and minimize energy use





SAINT
MARYS
PARK

SOLDIER'S
MEMORIAL
FIELD

2ND ST SW

3RD AVE SW

6TH ST SW

1ST AVE SW

BROADWAY AVE



Development Opportunities

Downtown areas remain vibrant and competitive with their suburban counterparts because of their walkability and critical mass of activity. Within Rochester's core, multiple districts exist, each with their own unique mix of uses, development types, and future needs. The Master Plan builds on these unique districts, each one with a strong identity developed out of its own geography and opportunities, that together comprise a holistic Downtown.

Distinct development opportunities have been identified within specific mixed use downtown districts. These catalytic development opportunities should be viewed as exemplary development sites that can stimulate additional downtown development. They should be created to a high standard of design and urbanism that sets the precedent for future investments.

Development opportunities have been explored for the following areas:

- "Main Street" Mixed Use District
- Riverfront and Arts District
- Education and Research District



ZUMBRO RIVER

1ST AVE



1ST AVENUE CORRIDOR AND DEVELOPMENT FROM THE SOUTH

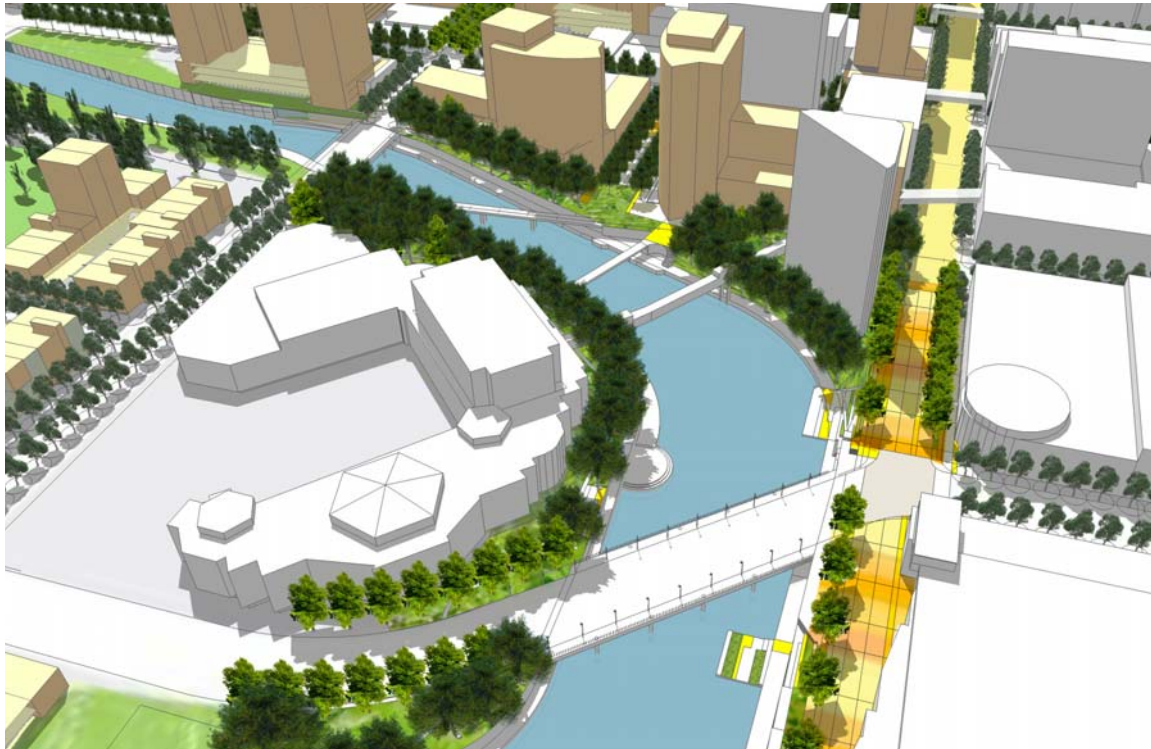


ARTIST'S RENDERING OF RETAIL ON 1ST AVENUE, AND NEW PEDESTRIAN ORIENTED STREETSCAPE

“Main Street” Mixed Use District

Historically, 1st Avenue was in fact called Main Street, and the Plan calls for a return to the spirit of this former name, with proposed development that characterizes the pedestrian scale urban design and mixed use retail nature of historic “Main Streets” across the country and the world. First Avenue will form the main retail spine of Downtown, with housing and a mix of office, research, incubator and university-related uses.





VIEW DOWN 2ND STREET FROM THE EAST

ACTIVE USES ORIENTED TO THE RIVER, AND A RECONFIGURED RIVER'S EDGE CREATE A MORE INVITING FACE FOR THE ZUMBRO RIVER.
VIEW FROM THE 4TH ST BRIDGE LOOKING SOUTH

Riverfront and Arts District

Revitalization of the Zumbro River is one of the most significant development and open space opportunities within Rochester. New developments along the river's edge that take advantage of the waterfront are combined with the careful redesign of the public realm along the river, with improvements to landscape, continuous trail connections, and revitalized open spaces that take advantage of key locations along the river's edge.

◀ NEW EVENTS AND GATHERING SPACES ALONG THE RIVER FORMED BY
STREETSCAPING AND THE TEMPORARY CLOSURE OF 2ND ST SE FOR FESTIVALS



ZUMBRO RIVER

SOLDIER'S
MEMORIAL
FIELD

3RD AVE SW

4TH AVE SW

2ND AVE SW



POCKET PARKS ALONG 3RD AVENUE AND A DOUBLE ROW OF STREET TREES CREATE A GREEN CORRIDOR



VIEW FROM SOUTH TOWARD THE DOWNTOWN CORE

Education and Research District

A new linear park along 3rd and 4th Avenues creates a green spine that defines the area and provides a distinctive setting for new research and commercial development along this north-south corridor that connects the new UMR campus to the established Mayo Clinic campus.

◀ ILLUSTRATIVE VIEW FROM THE NORTH



SOLDIER'S
MEMORIAL
FIELD

4TH ST SW

2ND ST



The public/private investments and collaborative organizational framework outlined in the Downtown Rochester Master Plan will help Downtown grow and evolve into an integrated, urban environment, helping the City maintain its leadership position in the region and establishing a national reputation as both a great medical community and great place to live. While Rochester is an outstanding city in many ways—high caliber downtown employers who attract smart, innovative employees; quality residential housing stock, and excellent natural resources—it must continue to evolve and make downtown improvements to retain and enhance its leadership position. There will be ever-increasing competition both locally and globally to attract the best employees, companies, businesses, services, retailers, families and young professionals and the Master Plan will help Rochester to compete.

An aerial architectural rendering of downtown Rochester, New York, showing a dense grid of buildings and streets. The entire image is rendered in a monochromatic blue color scheme. The text 'downtown rochester today' is overlaid in white on the right side of the image.

**downtown
rochester
today**



History

Since it was first established in the mid 1800s, Rochester has been a center for agriculture and medicine in the Minnesota region and has continued to evolve ever since. Rochester is Minnesota's third largest city and is home to leading medical, technology, and educational institutions, including the Mayo Clinic and one of IBM's largest development facilities. It was founded along the Zumbro River in 1854 by George Head, and grew exponentially in its early years with the population jumping steeply from 50 people in 1856 to 1,500 by 1858. It was named the county seat of Olmsted County in 1857 and was a major stagecoach stop between St. Paul, Minnesota and Dubuque, Iowa.

Rochester's position along important transportation routes was reinforced with the arrival of the railroad in the late 1860s, and by 1870 the town had reached a population of approximately 4,000. The railroad brought both immigrants and business opportunities to the city, which soon developed a grain market recognized by the Minneapolis and Chicago exchanges. This early agricultural economy has carried through to the present day with the presence of Seneca Foods and dairy producers such as Kemps, though agriculture has long been eclipsed by the medical and technology institutions that are now the basis of Rochester's economy.

Rochester's development has been intertwined with medicine since 1863, when Dr. William W. Mayo arrived to serve as an examining surgeon for Civil War draftees. Within a couple of decades, the Sisters of St. Francis had raised \$60,000 to open Saint Marys Hospital, which remains to the west of downtown. Now, the Mayo Clinic is Rochester's dominant employer, with 32,000 people working for the organization, over half in a number of facilities downtown. Mayo's international reputation for high-caliber care draws approximately 2 million visitors annually, and it remains the world's first and largest integrated medical practice.

Beyond medical facilities, Rochester has housed one of IBM's largest development centers since 1956. The company employs about 4,000 people, predominantly on their campus north of downtown. There are also a number of educational institutions in the area, including the recently-established University of Minnesota Rochester with its downtown campus. The combination of economic opportunity and high quality of life mean the city is frequently listed as one of the best places to live in the nation—a quality this downtown plan will only enhance.

Major Downtown Players and Current Efforts

The master plan represents a unique, historic and collaborative effort among multiple Rochester partners. The City, the University of Minnesota Rochester, and Mayo Clinic have joined efforts on the plan to ensure that the future initiatives of each party are coordinated and support each other. These three main partners are supported by other downtown initiatives and active groups including the Rochester Area Foundation, Rochester Downtown Alliance (RDA), and Destination Medical Community. Sasaki led the team providing planning, urban design, transportation planning, and public engagement, and was joined by Progressive Urban Management Associates (P.U.M.A.) with expertise in market analysis, strategic planning, organization and finance; and by AECOM Ellerbe Beckett, providing architectural services and institutional knowledge about the Mayo master planning process. At the same time, the City engaged Nelson\Nygaard to complete a comprehensive mobility study, focused on increasing accessibility, managing growth and demand, increasing multi-modal options, and improving the pedestrian experience, which has been integrated with the Downtown Master Plan both in process and in recommendations.

City of Rochester

Well before initiating this hallmark master planning effort, the City of Rochester has been making active strides toward guiding development within the Downtown toward a more walkable, vibrant, downtown destination. This 2010 master plan follows the City's 2004 Downtown Plan, which recommended four distinct development districts within the Downtown. Many of the 2004 plan's recommendation have been successfully implemented, including the transformation of the University Square mall into a thriving mixed-use retail environment, with the University of Minnesota Rochester on the upper levels; formation of the RDA, establishment of a tax abatement district, investments in Peace Plaza, and an active events calendar.

This master plan was also developed in response to other recent City initiatives including design guidelines to promote sensitively-scaled development and walkable urbanism within the Urban Village zone at the northern edge of Soldier's Memorial Field. A Rochester Downtown Bicycling Plan is also in place, and plans for an arts district within the downtown are under development to capture the energy of the Mayo Civic Center and the many fine and performing arts organizations that are active in Rochester. Rochester's recent pioneering accomplishments also include being the first Minnesota city to adopt a complete streets policy and the second to achieve a Bicycle Friendly Community designation.

In addition to City planning initiatives, a number of development projects have been gaining momentum within the downtown. Several housing projects and future proposals have been testing new mixed use typologies and public-private partnerships to bring new housing choices to the downtown. Additionally, planning and design is complete for a major expansion of the Mayo Civic Center that will significantly increase the Center's capacity to host larger regional and national level events. Likewise, the City and other partners have already invested in significant infrastructure and streetscape improvements that will pave the way for a better pedestrian experience and quality development. Both the 2nd Street Transit Corridor and 1st Street promenade improvements are examples of the City's commitment to developing a vibrant, welcoming street-level experience within the downtown core.

University of Minnesota Rochester

With the University of Minnesota Rochester's recent announcement of a plan for a compact campus downtown, the 2010 master plan was initiated at an opportune moment for the City to reflect on the future of its downtown and capitalize on the development that the institutional presence can spur. Since 2005, the University of Minnesota Rochester (UMR) has been making increasing commitments to develop its presence downtown. Following expressed support from the City as well as the Minnesota Governor and State legislature in 2005, UMR established its first downtown location in the upper floors of the University Square shopping mall in 2007. This site provided beneficial adjacencies with the Mayo Clinic and the two institutions jointly agreed to work together and guide future educational and research collaborations.

In 2007, UMR undertook an official master plan study to investigate the scale of growth, academic vision, and potential sites for a broader physical campus. Similar to the collaborative spirit of this 2010 downtown plan, the UMR plan represented a combined effort of the University, Mayo Clinic, IBM, the City of Rochester, Olmsted County, and representatives of the City's business community. The academic curriculum builds on the local strengths and partnership opportunities in the health sciences. This effort recommended that a future UMR campus be sited downtown, proximate to Mayo Clinic Rochester and to Rochester's Civic Center, the Zumbro River, and the downtown core in order to leverage non-university facilities that would benefit the wider City community.

UMR committed to a vision of a downtown campus that would house core academic and administrative activities on a site immediately north of Soldier's Memorial Field Park, anchoring the southern end of an envisioned 1st Avenue mixed use corridor. Additional UMR uses such as student housing, research, recreation, and student services would be distributed in walking distance and contained within the urban fabric, contributing new development opportunities in the urban village area. Although UMR currently enrolls approximately 400 students, the plan explores expansion of campus enrollment to 1,500 students in the short-term, with potential growth to 5,000. This growth will infuse the downtown with a new demographic, from students to faculty and staff, with increased interest in downtown housing, restaurants and retail, and a lively, vibrant 24/7 downtown.

Mayo Clinic

Mayo Clinic has been a critical downtown partner since its inception in the late nineteenth century, and its presence in the core continues to shape the City and generate much of its economic activity. Whether it is as a patient, visitor, employee, or neighbor, the Mayo Clinic touches the daily lives of nearly all users of downtown Rochester. The Mayo Clinic joined this planning process as an equal partner, and the plan balances the Clinic's future growth needs with needs of the residents and other downtown uses.

Over the past twenty-five years, Mayo's size, both in population and facilities, has doubled making it one of the most significant uses downtown. Mayo's own current growth plan envisions a ten to twenty five year time horizon where growth will follow a similar pattern to Mayo's historic evolution. It is expected that this expansion will happen both within and outside downtown, with non-essential functions relocating out of downtown and key growth areas to the south and west. In tandem with this change, Mayo is focused on critical transportation solutions for staff and patients. Concurrent with this Downtown Master Plan, Mayo is also updating their five year plan, which includes updates to the Medical Institutional Special Planning District.

Rochester Downtown Alliance

The Rochester Downtown Alliance (RDA) has been a key partner in Rochester's recent downtown, business, and economic development successes. Formed in 2005 as a public/private partnership, it serves as a nonprofit corporation composed of a wide range of people representing property owners, business leaders, the City and others. The RDA is responsible for putting on many events throughout the Downtown and communicating information about Downtown Rochester to residents and visitors alike.

Rochester Area Foundation

Founded in 1944, the Rochester Area Foundation nurtures a mission to "strengthen community philanthropy by promoting responsible and informed giving and to assist donors in meeting their charitable objectives." The Foundation supports this mission through grants to promote arts and culture, community development, education, human services and recreation. Its goal of promoting improved quality of life within Rochester aligns directly with the Master Plan's intent and the Foundation has been an active partner in developing the master plan.

Destination Medical Community

With the goal of achieving the world's premier destination medical community, this project promotes the idea of the community working together to provide the ideal patient and visitor experience. The objective is to initiate a

Plan Objectives

The following plan objectives were identified at the beginning of the process to guide the plan for future growth and development in the downtown area, the City's long-term interests, and private sector benefits.

- Create a **vision and development framework** to help **guide the growth** and vitality of Downtown Rochester over the next 20 years.
- Anticipate and capitalize on the opportunities created by the expansion of the **Mayo Clinic** and **University of Minnesota Rochester**
- Create **balanced transportation options** that provide **access** to downtown businesses and jobs.
- Identify **opportunity sites** for commercial development, housing, open space, civic amenities and new activities.
- Improve **connectivity** within downtown and thoughtfully **connect downtown to its adjacent neighborhoods**.
- Strengthen **public/private partnership** approaches to guide and jump start **implementation**.
- Support the **Destination Medical Community** goal to provide an ideal experience for patients and visitors.
- Determine the **sustainable development levels** for the downtown.

strategic vision for Rochester as a destination. This effort will support the efforts of Downtown Master Planning to create a strategy to enhance Rochester's development as a vibrant community and Mayo Clinic Rochester's continuing efforts to differentiate itself as the world-wide leader in integrated, multi-disciplinary medical practice, education and research. The evolution of Rochester will become an increasingly important factor in the "destination" experience of traveling to Rochester for the most sophisticated medical care in the world.

Community Engagement

The Master Plan has been an important opportunity to engage the broad Rochester community in defining issues, developing alternatives and coming together around a shared vision and implementation strategy. Community engagement has been a critical element of the planning process. The planning process was set up to have ongoing engagement with key downtown stakeholders through a series of community forums to gather information and discuss possibilities. The downtown stakeholders were wide ranging and encompassed key partners, both daytime and full-time residents, and investors. A Steering Committee formed of a broad range of representatives from Mayo, the City, and UMR, as well as other key stakeholders, were involved throughout the process. They offered high level oversight, local expertise and feedback to the plan through active engagement at committee meetings and worksessions.

A Technical Team composed of key staff from the City, UMR, and Mayo as well as Olmsted County, the Rochester Downtown Alliance, and RAEDI provided technical resources to the advancement of the project and ongoing review of plan development.

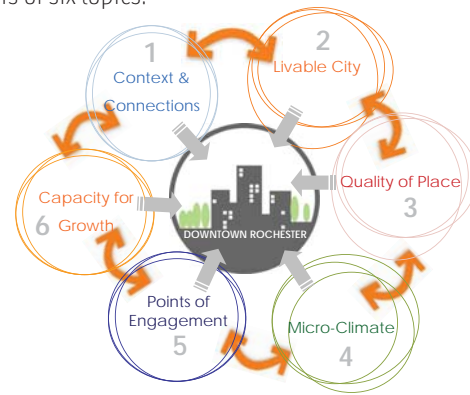
The process began in November 2009 when the Sasaki team engaged in conversations with a number of focus groups, including local institutions, major employers, property owners, developers, local banks, residents, arts and cultural advocates, and restaurant and retail owners. In January 2010, the planning team returned to hold an open house to review the downtown analysis and urban framework, and discuss potential alternatives for Downtown with the community. Throughout the evening, 125 people listened to a presentation of Downtown Rochester's existing market, mobility, and urban design conditions. They took part in interactive discussions about issues including downtown housing and urban neighborhoods, downtown activities, arts and tourism, business development, urban design, open space, historic preservation, mobility, and a destination medical community. Building upon this community input, a second open house in April 2010 provided further refinement to a preferred plan for downtown growth, as well as development of the mobility and open space strategies that will provide a framework for the development. Over 125 people attended this meeting and provided feedback to shape the plan. Community members also provided input on preliminary implementation strategies. In June 2010, the final downtown plan, mobility plan, and implementation strategy were presented at a final community wide open house.



Planning Context: Urban Analysis

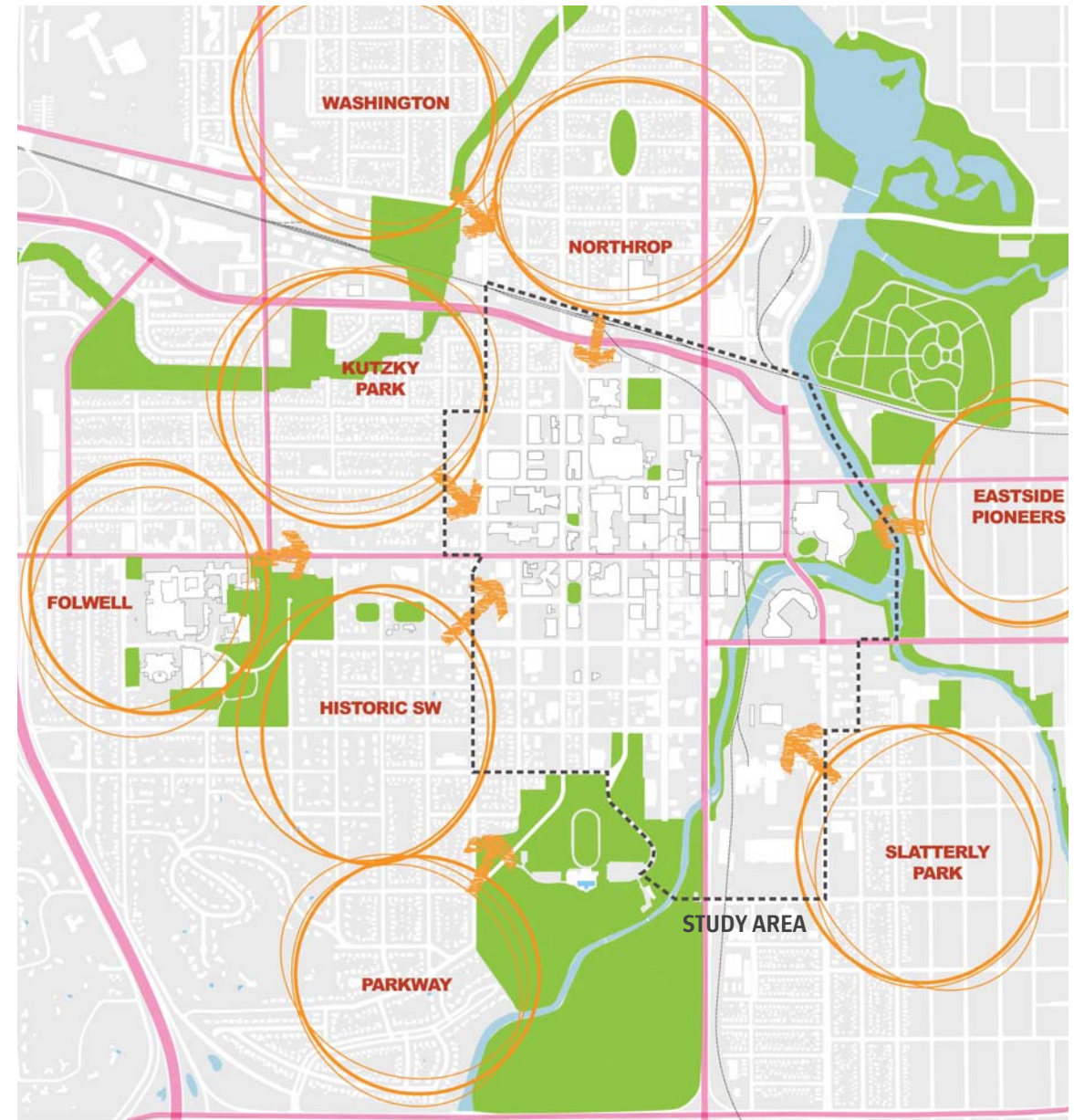
Downtown Rochester has a unique urban form and land development pattern. It has evolved over time concurrent to the development and expansion of its largest downtown tenant, the Mayo Clinic. The core of the downtown is characterized by dense tower buildings, with lower scale development radiating outward toward the Zumbro River and the surrounding single-family neighborhoods that ring the downtown in all directions. The key ideas shaping downtown’s character can be understood through analysis of six topics:

- Context and Connections
- Livable City
- Quality of Place
- Micro-Climate
- Points of Engagement
- Capacity for Growth



Context and Connections

With both scale and land-use differences between the downtown and the distinct neighborhoods surrounding it, the issue of how Downtown Rochester connects to its surrounding context is a critical one for the master plan. The Downtown is traversed by a network of major connective streets that reach beyond its core, including 2nd Street that provides a critical connection from Downtown to Saint Marys hospital, Civic Center Drive, Broadway, and portions of 4th Street SE, East Center Street, and 11th Avenue SW. U.S. Route 52, which was recently expanded to six lanes in Rochester, runs north-south one mile west of Downtown, and Broadway/U.S. Route 63 penetrates the core of downtown, running north-south alongside the Zumbro River. The City’s generous open space system is another asset that can serve to link and transition the downtown to neighborhoods beyond. Downtown’s parks—from the smaller scale downtown pocket parks to the community-scale Soldier’s Memorial Field—and the Zumbro River provide open space connections. Trails are integrated with many of the open spaces, such as the riverside trails and within Kutzky Park. Low density neighborhoods ring Downtown in all directions, contrasting with the high density commercial and employment core. While the neighborhoods often have strong neighborhood identities and many have high rates of home ownership, the fringe areas between Downtown and these outer residential zones often exhibit a pattern of development, including many blocks of surface parking lots, which does not provide either a gentle transition from Downtown or a strong edge.



CONTEXT AND CONNECTIONS

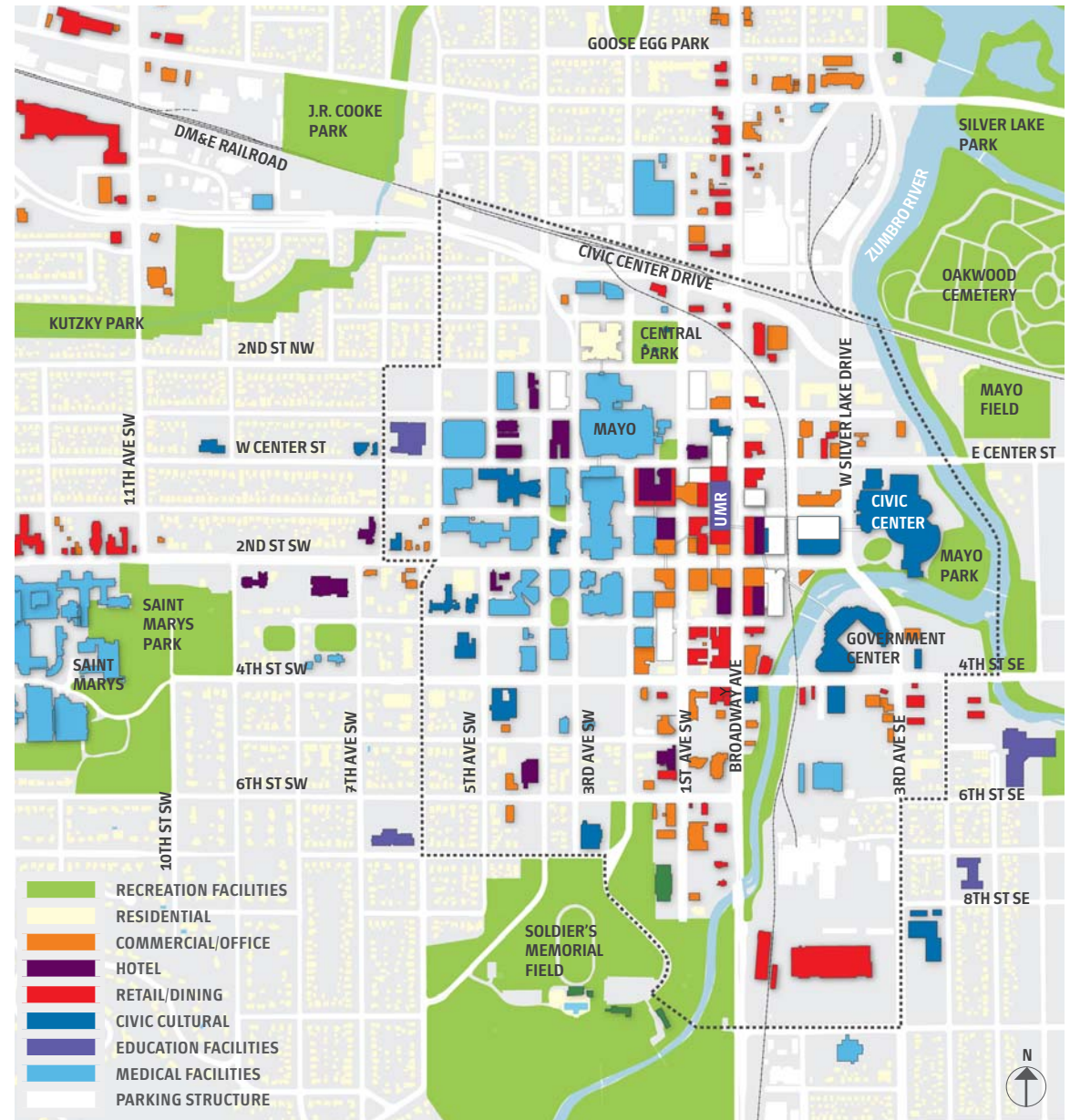
Livable City

Rochester’s unique economic position enables it to attract global talent and visitors, but it must also ensure that downtown possesses the amenities that will keep people there. Downtown is home to a density of research, medical, and education uses that, together, can produce key synergies to inspire innovation and a persistently healthy economy.

While these uses are most densely clustered around the downtown core at 2nd Street and 2nd Avenue, the City is also home to several large civic and cultural uses, which are largely located at the Zumbro River bend near 2nd Street, flanking both sides of the River. Within this framework of employment, educational, civic, and cultural uses, a dispersed pattern of neighborhood and downtown services is distributed along key corridors. Many hotels are located on Broadway, while a fine-grained mix of uses, including retail, restaurants and recreation populate the 1st Avenue corridor that defines the start of an Urban Village district and reach from Center Street down to 3rd Street Southwest.



ACTIVE STREET LEVEL RETAIL ALONG 3RD STREET SW



LAND USE

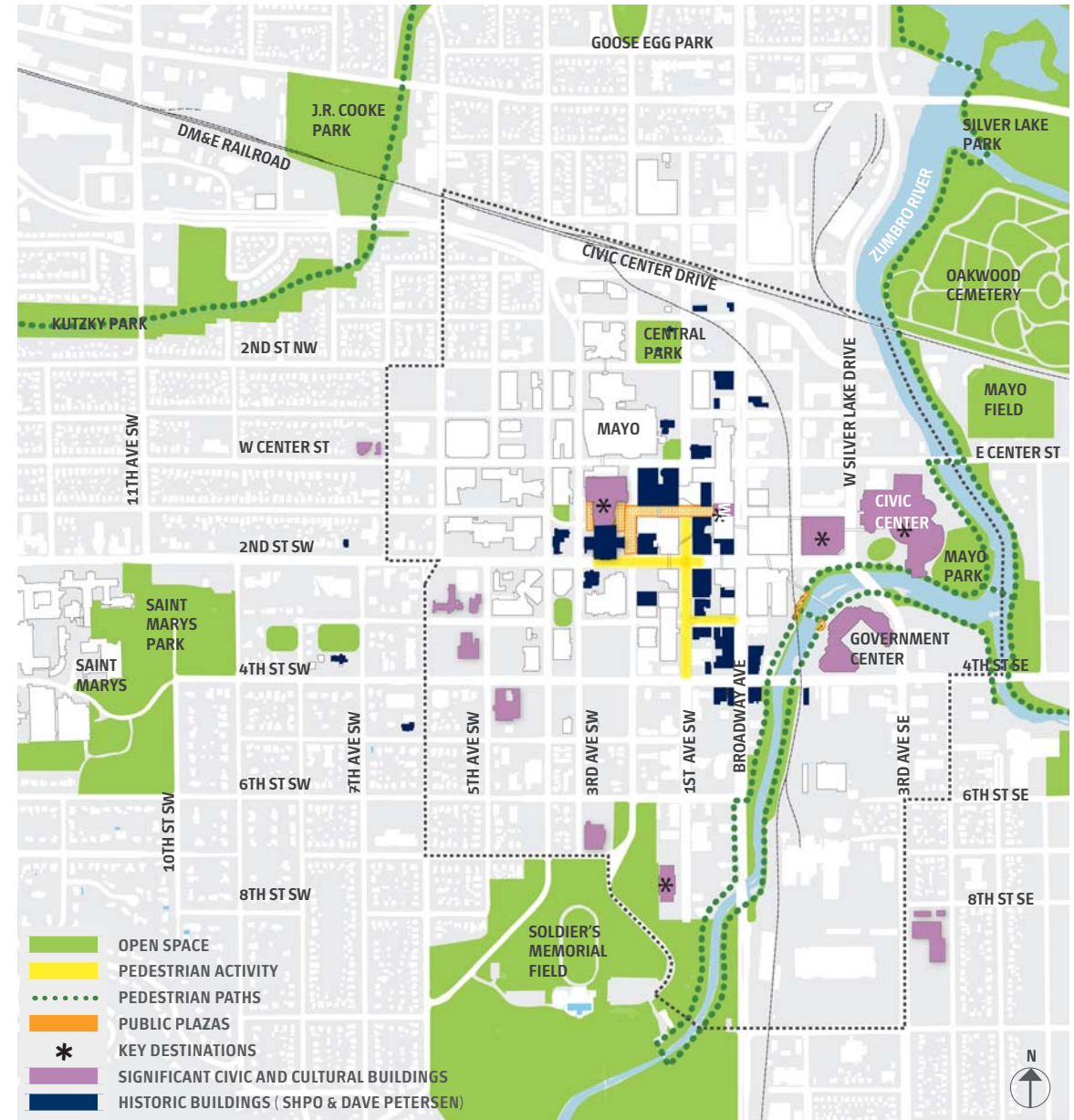
Quality of Place

The unique qualities of place that define Rochester’s Downtown are composed of a series of memorable, landmark buildings, a network of bike paths and trails that lead users through the City north-south along the River, and a tight zone of walkable, protected streets and plazas where the streetscape and intensity of pedestrian activity combine to activate the street and lend a specific urban quality to these blocks that is not found throughout all of Downtown. This pedestrian zone centers on 2nd Avenue and 2nd Street, and includes the area along 2nd Street in front of the historic Plummer Building. It also extends south along 1st Avenue to approximately 4th Street. The success of the recently expanded Peace Plaza is at the heart of this zone, reinforcing the importance of dedicated public, open spaces within the most densely built downtown zones.

Rochester is fortunate to have many intact historic structures within the downtown, which lend a specific character to its streets and an appropriate, walkable scale. These historic structures, together with all of the features that comprise Rochester’s unique character, should be protected and enhanced in future development decisions.



THE EXPANDED PEACE PLAZA



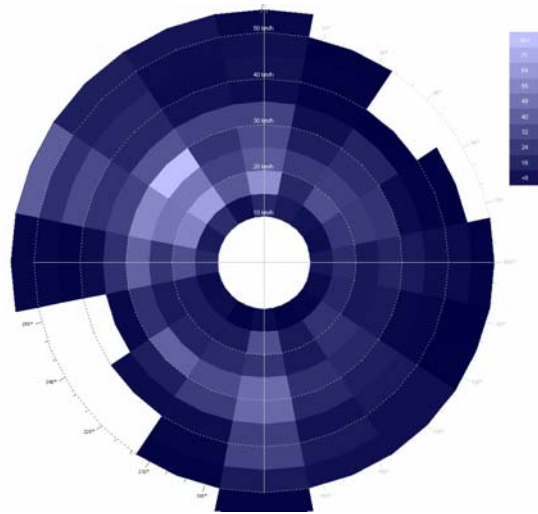
QUALITY OF PLACE IS DEFINED BY LANDMARK BUILDINGS AND PUBLIC SPACE

Micro-Climate

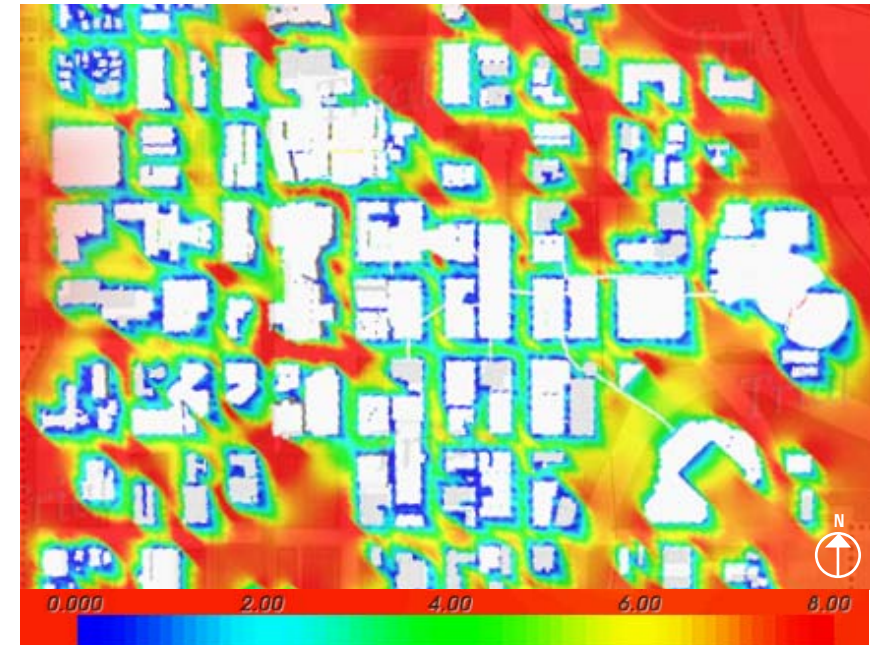
Rochester’s continental northern climate presents challenges to the design and use of Downtown streets, plazas, and parks and open spaces. Looking ahead, future development and urban design can employ strategies to create more comfortable winter environments. Urban form within the master plan is carefully considered to mitigate wind tunnels, and temper Rochester’s higher than average wind speeds. Similarly, the densely built downtown—with many towers within the Mayo core district—can exacerbate perceptions of cold by creating shade in public plazas and streets. Future development should carefully consider the unique challenges of Rochester’s climate, orienting buildings to maximize solar gain and minimize shade impacts.

Capacity for Growth

Although much of the Downtown core is built up to a high density, areas of underdeveloped capacity exist, both within the core and particularly in the fringe areas immediately surrounding it. Future development must consider both what the appropriate density is for difference areas and where and how much the Downtown can grow within these growth areas. The master plan identified surface lots on the fringe of downtown, as well as sites for redevelopment with higher density uses over the long-term implementation of the plan. Surface lots to the south and west of the downtown are key opportunities for full block infill development. Similarly, over the long-term, if land becomes available east of the river, this can be a site for additional growth of the downtown that transitions to the adjacent neighborhoods.



PREVAILING WINTER WINDS ARE FROM THE NORTHWEST



WINTER WIND CONDITIONS



PEDESTRIANS BRAVE ROCHESTER WINTERS



SUN AND SHADOW: JUNE 21, 12 PM



SEPTEMBER/MARCH 21, 12 PM



DECEMBER 21, 12 PM

◀ A STUDY OF SUN AND SHADOW CONDITIONS SHOWS THE IMPACT OF DOWNTOWN'S TOWERS ON THE COMFORT OF THE STREETS AND OPEN SPACES YEAR-ROUND

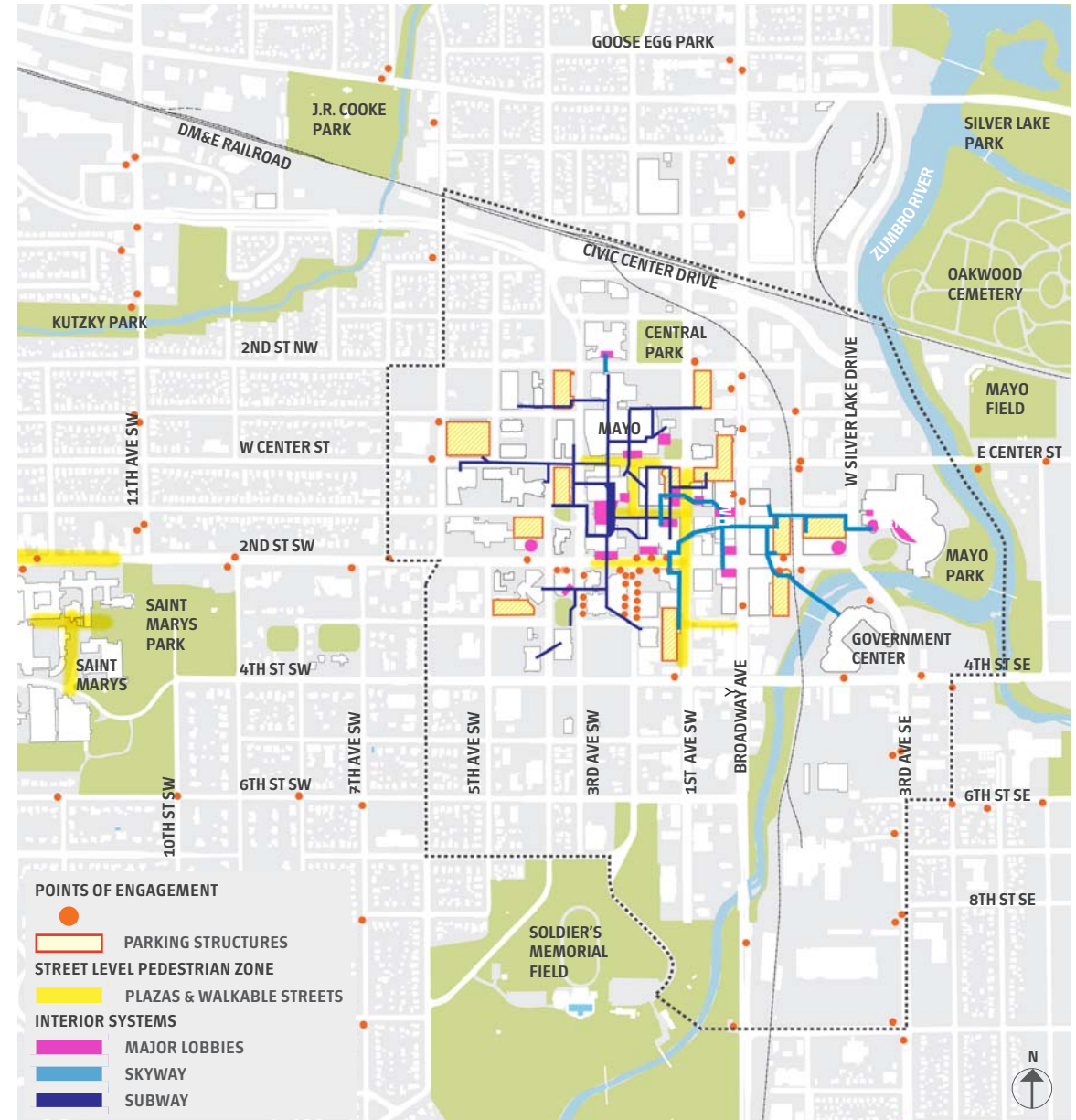
Points of Engagement

Downtown Rochester’s multi-level system of both horizontal and vertical circulation presents both opportunities and challenges for creating points of engagement, among different users of downtown in the Downtown. A combination of the cold Minnesota climate and the operational needs of a medical center have resulted in the proliferation of a subway and skyway system throughout the downtown core. While this system of underground tunnels and above grade enclosed bridges offers pedestrians shelter from an often harsh climate and from difficult or congested street crossings, it also has the unfortunate side effect of drawing energy and vitality from the exterior street level, a zone that – in most cities – is the main opportunity for the chance encounters that lend excitement and interest to the urban experience.

Still, a tight zone of walkable streets and vibrant plazas has persisted in downtown, largely due to targeted street investments on certain blocks, a high intensity of uses and employees located within the core, and the location of bus stops, major lobbies and strategic entries/exits from buildings, parking garages, and the subway/skyway system. At street level, the area immediately around the Peace Plaza and around the 2nd Street and 2nd Avenue transit zone forms the core of this walkable pedestrian zone, which also extends along 1st Avenue from approximately Center Street down to 4th Street. Sites where the street, subway/skyway system, garage entries, and lobbies intersect can be seen in the map at right, and offer key points of engagement where multiple users can interact.



SKYBRIDGE OVER 2ND STREET



POINTS OF ENGAGEMENT

Mobility Analysis

For a mid-sized city with just over 100,000 residents, Downtown Rochester experiences urban transportation challenges typical of much larger cities. This is due to the dense concentration of employment and visitor activity created by the Mayo Clinic. Downtown parking and access demand is high, particularly for employees and visitors; peak hour traffic volumes are high, particularly at key arterial portals; and transit is a well used access mode, delivering over 10 percent of local and regional commuters to downtown. The dominance of a single major landholder and employer, the Mayo Clinic, presents opportunities to manage travel demand afforded to few cities. Even in the last five to ten years, aggressive programs by the Mayo Clinic to subsidize transit access have increased transit use and reduced drive-alone travel by employees.

A Comprehensive Approach to Transportation

It is likely that many residents in Rochester feel that the City's transportation system already meets their daily needs adequately. They may wonder, "Why does Downtown Rochester need a multimodal transportation plan and strategy?" Streets typically make up 30% to 40% of a city and are one of Rochester's most utilized and most critical public assets. How the competing demands on those assets are balanced will shape downtown growth and could impact Rochester's economic competitiveness in an increasingly global economic environment. Particular themes that arose during the planning process and were used to guide access and mobility recommendations include:

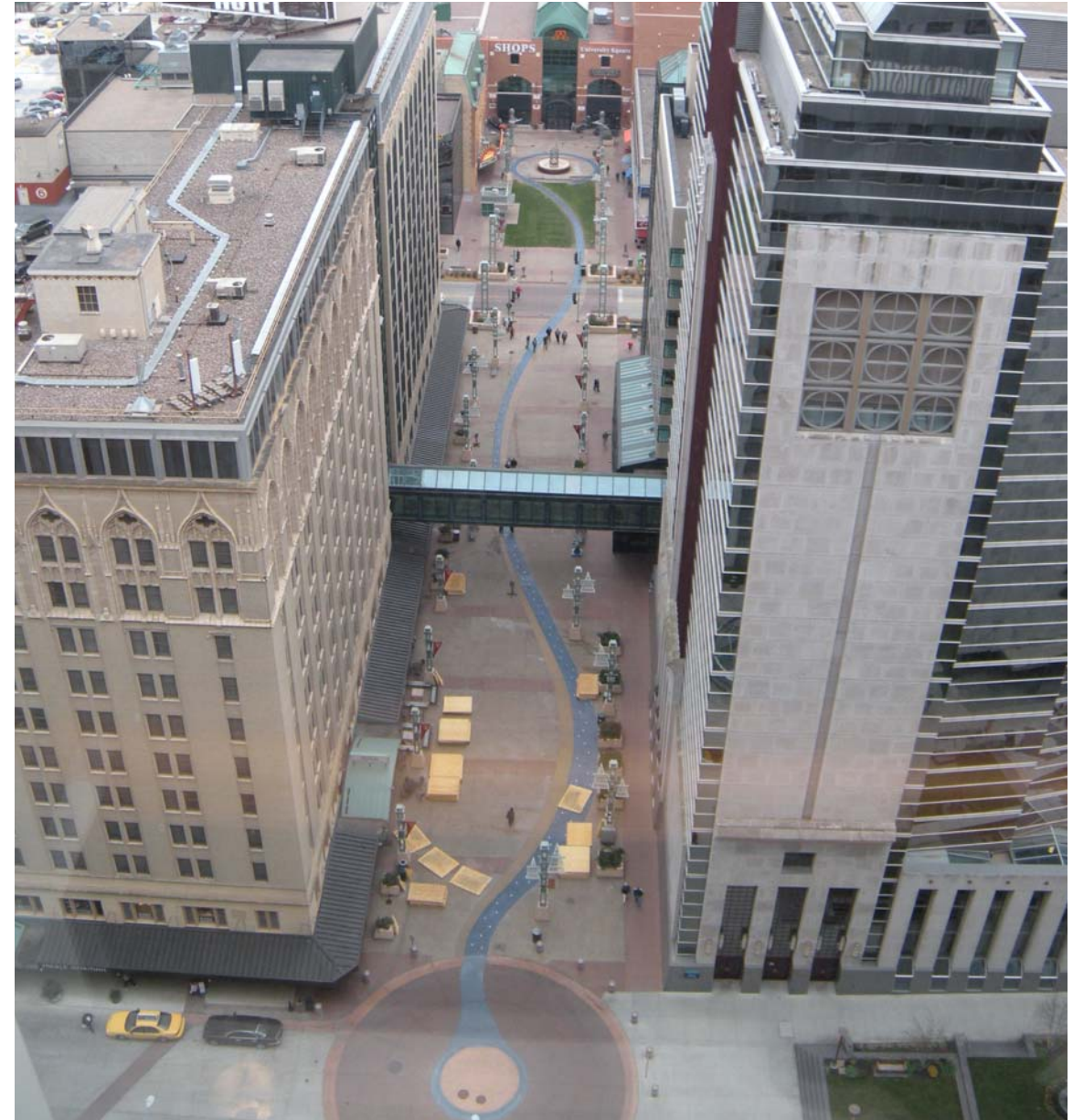


STREETS, SIDEWALKS AND PARKING CURRENTLY CONSUME OVER 50% OF DOWNTOWN REAL ESTATE

Mobility Guiding Principles

Developing a set of guiding principles for mobility requires us to think broadly about the factors that will influence future transportation investments.

- **People desire transportation options and connections.** As fuel costs have risen in recent years and speculation about peak oil has come to the nation's attention, there is an increasing realization that auto dominated transportation systems are not sustainable. Furthermore, as people try out more active forms of transportation, such as bicycling, they are realizing the health and well-being benefits of active transportation and are demanding safe and comprehensive non-motorized facilities.
- **Economic competitiveness relies on diverse and safe transportation options.** Across the United States there is an increasing race to attract young and educated citizens, often dubbed the "creative class," who are seen as the future leaders of economic and civic institutions. Research shows that these people like active streets and vital neighborhoods. New companies or families looking to relocate pay great attention to a community's civic center, recreation opportunities such as trails, transportation options including transit as well as congestion and opportunities for goods movement. Transportation is vital to Rochester's continued economic success.
- **Rapidly emerging evidence of escalating global climate change will introduce new economic and social practices.** Transportation accounts for roughly 30% of our greenhouse gas emissions (nationally) and any solution will require change not only in fuel efficiency and energy sources, but also how we travel and how we organize our lives. As is evidenced in some states already, a community or region's approach to reducing its carbon footprint may become an important criterion for transportation and other types of infrastructure funding.
- **Our country is having a public health crisis and how we get around has a major influence on our physical health and well being.** Furthermore, a healthy citizenry reduces government costs, ensures our children grow up active and motivated and increases productivity in many areas. Safe and inviting streets and pathways are essential to encouraging active lifestyles and giving Rochester residents opportunities for recreation and to enjoy the outdoors. The tie to public health is particularly relevant in Rochester given the economic focus on health care provision, education and research.



BIRD'S EYE VIEW OF THE PEACE PLAZA

Based on these factors, the following mobility objectives have been developed for the Downtown Master Plan:

- Facilitate the ongoing development of downtown by ensuring access for employees, residents, visitors and customers.
- Increase modal options for people traveling to and within downtown
- Improve connectivity to adjacent neighborhoods and within downtown
- Increase transit capacity while reducing negative impacts on street life
- Ensure all street users feel and are safe
- Improve connections between transportation modes and systems
- Enhance transportation systems user comprehension, particularly at connection points
- Reduce environmental impacts of transportation infrastructure and operations



MAKING TRANSPORTATION INVESTMENTS IN SAFE AND INVITING STREETS FOR ALL MODES CAN HELP PROMOTE AN ACTIVE LIFESTYLE

Mobility Challenges and Opportunities

Access

CHALLENGES	OPPORTUNITIES
<p>Meeting projected 20 year access demand at current mode split could require 5 city blocks covered with 7 story parking ramps</p>	<p>Excellent commuter transit system in place with employees accustomed to riding the bus</p>
<p>Limited ability to expand or create new traffic corridors for auto access into downtown, limiting ability to manage increased auto traffic as jobs and services grow</p>	<p>Flat terrain and a grid street system are good for building a great cycling network</p>
<p>Transit system will need to carry 25,000 more daily riders by 2030 to meet mode split goals, requiring more space for vehicles and passenger loading</p>	<p>A local fixed rail streetcar tied to key downtown land uses, neighborhoods and remote parking could change intra-downtown mobility</p>



PARKING FACILITIES REQUIRED FOR AUTO ACCESS TRIPS CONSUME LAND, CREATE BLANK STREET FACADES AND CREATE PEDESTRIAN CONFLICTS AT ENTRANCES

Connectivity

CHALLENGES	OPPORTUNITIES
<p>Limited street crossings of the Zumbro River put significant demand on Center Street and 4th Street</p>	<p>New dedicated facilities for non-motorized users crossing the Zumbro River (i.e., bike lanes on 4th street, new 6th street crossing with sidewalk and bike lanes) could increase mode split</p>
<p>Broadway is a real and perceived barrier to east-west pedestrians' travel at street level</p>	<p>Excellent existing multi-use trail system could be better utilized with enhanced bicycle and pedestrian facilities connections to downtown core</p>
<p>Civic Center Drive is a barrier to non-motorized users entering or exiting downtown to the north</p>	<p>Improved pedestrian conditions on Broadway could knit together east and west downtown</p>
<p>Multiple level pedestrian system is a challenge for wayfinding</p>	



CENTER STREET IS ONE OF JUST TWO MAJOR ACCESS STREETS TO DOWNTOWN FROM THE EAST, BUT THERE IS NO DEDICATED SPACE FOR BICYCLES TO TRAVEL



WIDE STREET RIGHTS-OF-WAY WITH NO CENTER REFUGE CREATE INTIMIDATING CROSSINGS FOR PEDESTRIANS (CIVIC CENTER DRIVE)

Quality

CHALLENGES	OPPORTUNITIES
Lack of street trees creates hardscape feel to downtown	Trees and landscaping could improve quality of pedestrian environment
Investments in skywalk system take energy and investment priority from streetscape	Strategic expansions to the skyway system can provide climate controlled connections between parking and key destinations
Extent of downtown parking creates many pedestrian and traffic conflicts on sidewalks	Green street features can reduce environmental impacts of streets and soften physical environment
Traffic volumes on Broadway, 2nd Street and 4th Street create safety issues and reduce pedestrians' sense of security	

An aerial architectural rendering of a city grid, overlaid with a semi-transparent blue filter. The drawing shows a dense network of buildings and streets, with a prominent vertical thoroughfare running through the center. The text 'positioning rochester' is overlaid in the lower right quadrant.

positioning rochester



RETAIL OFFERINGS AT UNIVERSITY SQUARE



HOTELS ARE A KEY ACTIVITY GENERATOR IN DOWNTOWN



THE DOWNTOWN LIBRARY

Positioning Rochester

Downtown Rochester has a strong foundation for the future. From an economic development perspective, the role of the plan is to build on the existing strengths of Downtown, while taking advantage of the physical areas for growth and market opportunities. A master plan with a broad base of support provides confidence for investment. Having made many strategic public investments, the focus should now be on leveraging more fully the private sector investment in downtown. Building on this multi-faceted investment, Downtown can strengthen its role as not only a strong medical destination but also an education center and neighborhood with a high quality of life. With ongoing investment in new downtown residential living, Downtown can become a mixed-use neighborhood of the city with an engaged constituency and round the clock presence that will make the city feel vibrant and safe for all users.

Downtown Rochester's growth will be driven by two inter-related economic engines—the Mayo Clinic and the growing University of Minnesota Rochester campus.

An extensive analysis of the Mayo Clinic's economic impact is provided by the February 2010 report entitled "The Economic and Societal Impact of the Mayo Clinic and Mayo Health System" prepared by the Battelle Technology Partnership Practice. As the largest integrated not-for-profit group medical practice in the world, Mayo Clinic has profound economic impacts on downtown Rochester and Olmsted County, including:

- Mayo Clinic's Rochester location provides over 32,000 jobs in primary healthcare, research and education. Most of these jobs are located at downtown facilities
- Mayo's direct and indirect employment accounts for an annual \$6.2 billion impact in the Olmsted County economy

The Mayo Clinic is committed to continued growth and development of its Rochester facilities and anticipates an overall future annual growth similar to historical patterns

The economic impact anticipated from the new University of Minnesota Rochester (UMR) campus was explored in a 2008 report compiled by Development Strategies. Key impacts projected from UMR include:

- By 2029, the downtown UMR campus will have 5,000 students and more than 500 faculty and staff
- The UMR campus will generate demand for housing, retail, research facilities and services that will need to be accommodated within the downtown

- In addition to direct economic impacts from UMR students and staff, partnership opportunities with Mayo Clinic and other entities will provide opportunities for the business incubation in bioscience and other related technologies

To determine how downtown Rochester could be affected by and capitalize from these two key economic engines, the Rochester Downtown Master Plan market analysis incorporated the following

- A market profile that provides a 2010 snapshot of local market conditions, plus changes from a similar profile that was completed in 2004
- A community attitude survey that sought insight on use patterns and improvement priorities from Rochester residents and Mayo Clinic workers. Nearly 5,000 individuals responded to the survey
- A local realtor survey to seek opinions on barriers and opportunities for downtown housing
- Development program projections for future downtown housing, retail, hospitality and office uses. The projections are based solely on anticipated growth rates and economic impacts resulting from the Mayo Clinic and UMR

Market Profile

The 2010 Market Profile provides a snapshot of key marketing indicators and reveals trends and updates that have occurred since a similar market profile was first prepared for the 2004 Market-Based Downtown Plan. An analysis of area visitors, residents and employees provides the most accurate description of the target markets that will be generating the demand for the business products and services and amenities in the Downtown.

The analysis was based upon recent data compiled for the City of Rochester and the Rochester Metropolitan Statistical Area (MSA). In recent years, the Rochester MSA has grown to encompass not only Olmsted County, but all of Dodge County and Wabasha County as well. The study area boundary has expanded along the east, west and south edges since the 2004 study.

Highlights from the 2010 market profile include:

The Rochester Market Area:

- Rochester is currently the third largest city in the state and one of the nation's fastest growing Metropolitan Statistical Areas (MSAs)
- Recent estimates show that the City of Rochester had a total population of 102,437, an increase of 19.4% over 2000
- Based upon recent Census data, minority populations, (i.e. Asian, American Indian, African American) remain a small percentage (11.7%) of the total population of the City of Rochester. Local estimates place the minority proportion at approximately 15% based upon school enrollment changes since 2000
- Foreign-born persons make up 11% of the population of the City of Rochester, with Somalis as the largest population (2,754). More than 900 Somali-speaking children are enrolled in the Rochester public school system. Sixty-two different languages are spoken in the homes of Rochester public school children
- During 2008, Rochester's hospitality industry provided more than 11,000 FTE jobs, hosting about 2.75 million visitors
- Visitors to Rochester spent an average of \$850,000 daily in 2008, or a total of \$325 million in 2008
- Citywide, the general merchandise, eating and drinking places and building materials categories are historically

the largest in terms of sales and use tax collections by industry. Between 2004 and 2007, eating/drinking collections led all categories with an increase of 21%, general merchandise grew by 9.1% and building materials showed the greatest decline (-14.5%) in collections of all industry categories

The Downtown Sub-Market:

- Downtown Rochester contains 17% of all Rochester retail, including 27% of the City's eating and drinking establishments
- In 2004, downtown apparel retailers represented 42.1% of the Rochester apparel/accessories market, compared to 23.2% in 2009
- 80% of health and personal care stores and 29.9% of Rochester's leisure goods retailers are located in Downtown
- Half of Rochester's 5,000 hotel rooms are located within downtown Rochester
- During 2008, total crime offenses in downtown Rochester represented only 9.7% of total offenses for the City of Rochester
- 70% of the 2.75 million annual visitors to Rochester are estimated to have traveled to Rochester because of the Mayo Clinic.
- 2008 Rochester Public Library visitation was 544,385, or an increase of 12.5% over 2003
- More than one-third of Rochester area total employment is located in the downtown Rochester area

Rochester Area Realtor Survey

More than 600 members of the Southeast Minnesota Association of Realtors were surveyed in January of 2010 to gain an understanding of their perceptions about the potential for increased downtown housing, barriers to housing development and product types that the market could sustain. 118 responses were received. Some highlights of the survey:

- Respondents are involved occasionally (47.4%) in downtown residential real estate transactions
- 65.2% of respondents feel that apartments would be the most marketable new housing product in downtown over the next three years, followed by lofts (47.6%) and mixed use housing (32.4%)
- 86% of respondents see young professionals as the top market prospect for new housing followed by medical residents (84.2%) and students (76.3%)
- To help support housing development, a grocery store is seen as the most important amenity by 87.3%, followed by restaurants (71.8%) and services (i.e. salon/barber dry cleaner, florist, etc.)
- Respondents perceived parking (75.5%) as a significant barrier to development of new downtown housing, followed by lack of amenities for residents (35.5%) and lack of available product (34.5%). Notably, 28.2% cited regulatory barriers and lack of market demand (21.8%)
- When asked to suggest one thing that would improve downtown Rochester as a place to live, respondents' major themes included affordability of housing, more entertainment options, and more parking

Community Survey Summary

As part of the Rochester Downtown Master Plan process, an online community attitudes survey was conducted via multiple channels, including through distribution of front page "post-it notes" on the Rochester Post-Bulletin, through the Mayo employee network, to the staff and students of the University of Minnesota Rochester (UMR) and to the neighborhoods of Downtown Rochester via neighborhood organizations. In all, **4,961 respondents** who live or work in the Rochester area completed the survey.

- More than 80% of survey respondents indicated that they are employees or students at the Mayo Clinic
- More than 60% of respondents have lived in the Rochester area for more than 10 years
- Nearly two thirds of respondents are female, and nearly two-thirds are age 35 to 69

Where applicable, responses to this 2010 survey are compared to similar questions asked in the 2004 Community Attitudes Survey completed as part of the Rochester Market-Based Downtown Plan. That survey was distributed via direct mail to 5,000 Rochester households as an insert in utility bills throughout the city's four major zip codes. 1,809 surveys were returned in that process.

Key findings from the 2010 community survey include:

- Downtown remains a relevant and important destination for respondents that live or work in Rochester. More than 76% visit once a week or more
- Top reasons for visiting downtown are restaurants, the Mayo Clinic and special events. Special events appear to be a strong activity generator that have emerged since 2004
- Top reasons for avoiding downtown are difficulty finding parking, lack of diverse retail and cost of parking. Notably cost of parking is much less of a barrier than finding parking
- Traffic and congestion has decreased as an impediment since 2004
- Downtown is viewed as safe
- Female respondents are more averse to specific parking problems than male respondents
- Future improvements that would improve visitation include more/different restaurants, special events, more convenient parking and a more walkable downtown with a stimulating street level experience
- More than 40% of survey respondents would consider living downtown, including a majority of non-Mayo employee and male respondents
- Preferred housing types are condos, lofts and townhouses
- Preferred amenities to support living options include restaurants, a grocery, entertainment and green space

Summary of Downtown Development Projections

To forecast development potential in the downtown Rochester Master Plan study area, we evaluated impacts from the anticipated growth of the area's two primary economic generators – the Mayo Clinic and the University of Minnesota's (UMR) new Rochester campus. The following projections are considered conservative, since they do not take into account additional spin-offs or "multipliers" that would be created by these two growing institutions. Assumptions and calculation worksheet for the following summary is included in the Technical Appendix.

Downtown Housing Development

Over the next 20 years, from **1,900 to 4,200** new housing units are projected to be supported in the Downtown Master Plan study area from demand created by existing and new Mayo and UMR employment. Key assumptions are that 50% of non-student employees will choose to live in the City of Rochester, and that Downtown can capture 5% to 10% of the professional and workforce sub-markets in Rochester. For students and medical residents, the key assumption is that Downtown can capture from 10% to 25% of this entire sub-market.

HOUSING TYPE	2010	2015	2020	2030
PROFESSIONAL-HIGH PRICE POINT	100 to 200	105 to 211	113 to 226	129 to 257
WORKFORCE/YOUNG PROF-MED PRICE POINT	850 to 1,700	926 to 1,852	1,001 to 2,003	1,204 to 2,409
STUDENT/MED RESIDENT-LOW PRICE POINT	200 to 500	293 to 733	340 to 850	600 to 1,500
TOTAL RANGE OF UNITS (CUMULATIVE)	1,150 to 2,400	1,324 to 2,796	1,454 to 3,079	1,933 to 4,166

Downtown Retail Development

New retail demand will be created by employment growth at Mayo Clinic and the UMR campus, spin-offs in employment and hospitality segments created by these institutions, and the overall anticipated growth of the Rochester-area market. In 2010, the Downtown Master Plan study area has an existing retail supply of 340,000 square feet in street level, subway and skywalk levels. About 66,000 square feet was found to be vacant, much of this space concentrated in the South Broadway corridor and surrounding area, resulting in an existing occupied retail base of about 275,000 square feet. Projected retail opportunities include:

YEAR	EST. NEW RETAIL SQ.FT. FROM UMR STUDENTS	EST. ADDITION TO RETAIL BASE SQ.FT. FROM MAYO GROWTH @ 2% PER YR	TOTAL ESTIMATED RETAIL GROWTH
2010	4,500	5,500	10,000
2015	11,500	27,500	39,000
2020	13,400	55,000	68,400
2030	33,600	110,000	143,600

There are 5 primary categories where students spend their discretionary income:

1. Food and Snacks—Students spend a majority of their discretionary income on food (45% of discretionary income or \$11 billion per year/total student spending power)
2. Clothes and Shoes (21% of discretionary income or \$5 billion per year/total student spending power)
3. Personal Care (17% of discretionary income or \$4 billion per year/total student spending power)
4. Entertainment—Music sales, theater tickets, games, DVD rentals, etc. (13% of discretionary income or \$3 billion per year/total student spending power)
5. Electronics, Gadgets and Technology—Computers, TVs, Cell Phones and Services, etc. (4% of discretionary income or \$1 billion per year/total student spending power)

Downtown Hotel Development

The demand for new hotel development is driven primarily by the growth of Mayo patients, expected to grow at an annual rate of 1.67%. Downtown, including the Saint Marys area, currently has 3,100 hotel rooms.

HOTEL ROOM GROWTH	2010	2015	2020	2030
PROJECTED GROWTH IN DOWNTOWN HOTEL ROOMS (CUMULATIVE)	52	259	518	1,035

Downtown Office Development

We assume that Mayo Clinic, UMR and hospitality growth will be accommodated within the context of Mayo and UMR master plans, and within the preceding hotel projections. To estimate the growth of non-Mayo/UMR/hospitality office potential, we identify the existing non-medical/hospitality/education downtown workforce. According to adjusted US Census data in 2008, downtown employees in these remaining sectors is about 15% of 40,000, or 6,000 employees. An annual growth rate of 2% is used for forecasting, mirroring projected growth in the Mayo Clinic.

OFFICE SPACE DEMAND	2010	2015	2020	2030
ANNUAL GROWTH IN NON-MEDICAL, HOSPITALITY OR EDUCATION JOBS @ 2% PER YEAR	120	600	1,200	2,400
OFFICE SQ.FT. DEMAND @ 150 SQ.FT. PER JOB	18,000	90,000	180,000	360,000

An aerial architectural rendering of a city master plan framework, overlaid with a semi-transparent blue filter. The rendering shows a dense urban layout with various building footprints, streets, and green spaces. The text 'master plan framework' is prominently displayed in the lower right quadrant in a white, sans-serif font.

master plan framework

OAKWOOD
CEMETERY

MAYO
FIELD

ZUMBRO RIVER

CIVIC CENTER DRIVE

2ND ST

CENTRAL
PARK

SOLDIER'S
MEMORIAL
FIELD

CONCEPT FRAMEWORK PLAN



Master Plan Framework

The Master Plan framework establishes the foundation for future development in Downtown Rochester. The key elements of the framework build on the many facets of Downtown Rochester that will lend the City its unique character and should be preserved, enhanced, or—in some cases—re-imagined in order to create an enduring and vibrant downtown that is flexible and can accommodate future development proposals. The Master Plan framework is composed of several parts: a **districts framework** that envisions the specific mix of land uses that makes up each distinct area of downtown; an **urban design framework** that defines the urban form of the City by giving shape to the public realm through building massing, density, and the scale of streets; and an **open space framework** that sets the landscape character and helps define priority investments for streets, the river, trails, open spaces, and plazas. The **mobility framework** explores the unique relationship between transportation and land use and balances an increasing number of mobility options—from transit to pedestrians and bikes to single occupancy vehicles—replacing priorities that privilege one mode at another’s expense. And, finally, the **sustainability framework** ties together these components to achieve a plan that is not only environmentally sustainable and climatically appropriate, but also socially and economically sustainable.

Design Principles






Developed through community input and under the guidance of the Rochester Downtown Plan Technical Team and Steering Committee, the planning and design principles reflect conversations with stakeholders, the diagnosis of current issues, and an understanding of the overwhelming potential that lies ahead for downtown Rochester. The following principles directed the development of the master plan and the prioritization of its initiatives:

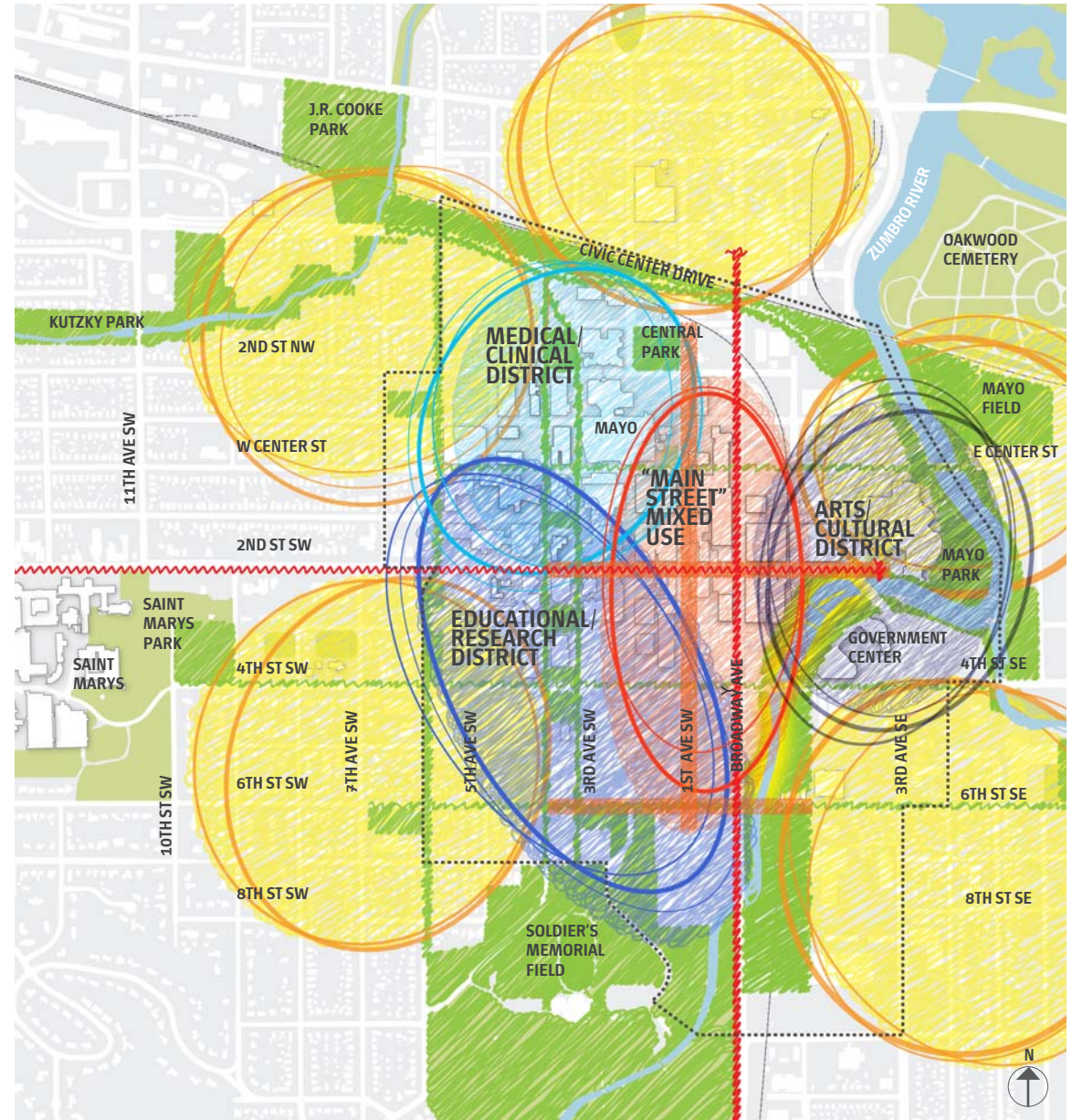
- Create a vibrant, **economically healthy** downtown that is **walkable, livable** and promotes **human** interaction
- Create **strong connections** between major activity centers including the **CBD, UMR, and the Mayo Clinic**
- Promote mobility options that **reduce dependency on automobile**
- Create **pedestrian friendly streets** that balance use by people and automobiles
- Build upon **historic** buildings and **landmarks** that contribute to Rochester’s history and culture
- Establish a connected **open space system including the river**
- Create strong connections between **indoor and outdoor spaces at street level, subway, and skyway**
- Develop buildings that **engage the street**, shape the **civic realm** and **minimize energy use**

Districts Framework

Vibrant downtown areas often are successful because of their easy walkability within a compact area. Rather than dilute the strength and pedestrian-friendly scale of an individual zone by extending its size to encompass the entire downtown, another approach is to create sub-districts, each one with a strong identity developed out of its own geography and unique opportunities. Each of these districts can develop into compact walkable areas in their own right. The master plan guides Rochester’s growth into a Downtown with four mixed use development districts, each with a unique development fabric, urban character, land use mix that create synergies between uses and support Rochester’s competitive advantage. Downtown is defined by four major zones: an **Education and Research District**; a **“Main Street”/Mixed Use District**; an **Arts/Cultural District**, and the **Medical/Clinical District** that add to the current sense of a Downtown district and to the existing **Downtown Residential Neighborhoods**.

With strong connections between the districts along key streets, the river, and strategic open spaces, these distinct areas create new destinations for visitors to downtown, opportunities to explore a more richly varied and interesting downtown, with multiple centers or hearts of activity. While each district locates the highest mix of commercial uses closest to the core of downtown, it also builds on existing planning work and individual neighborhood vision plans to continue developing linkages into the adjacent neighborhoods by transitioning with mixed use residential and supporting uses at the edges. In all districts, new multifamily residential infill development at these edges provides a transition from existing neighborhoods to downtown uses.

-  OPEN SPACE
-  PRIMARY STREET
-  ACTIVE CONNECTION
-  BIKE STREET/COMPLETE STREET
-  RESIDENTIAL



DISTRICT PLAN

Education and Research District

The Education and Research District contains the highest mix of office, research and academic uses that support the Mayo Clinic operations, as well as UMR research needs, partnership ventures, and space for other downtown employers. Innovative partnerships between medical practice, research and education will be fostered by sharing space and the adjacencies created by concentrating these creative uses within a tight, geographic area. Active uses are located on the ground levels of buildings—particularly along the key landscaped 3rd and 4th Avenue corridors, with commercial offices located above. While Mayo Clinic offices currently occupy many ground level spaces, these uses will be replaced over time by more active uses. Residential will also be in the mix, and will be concentrated toward the west edge of the Education and Research District. Although mixed use often implies retail at the ground level, it can also include active uses such as visible lobbies and more semi-public uses that are appropriate for this District.

“Main Street”/Mixed Use District

Building on the scale and vitality of 1st Avenue and the future potential of a UMR campus near Soldier’s Memorial Field, the “Main Street”/Mixed Use District will take advantage of nearby parks and the river as well as pedestrian-scaled buildings and streets, to foster a walkable, active mixed use district reminiscent of many historic downtown Main Streets. The 1st Avenue spine will connect two anchors of downtown from the existing employment core at 2nd Street and 1st Avenue south to the future UMR campus. Retail growth, especially at the ground level, will be focused in this district along 1st Avenue to enhance the City’s Urban Village concept, take advantage of consumer needs from future students, staff, and faculty at UMR, and build on the active street edges, historic structures, and pedestrian-friendly environments. Upper level residential and small commercial offices are also envisioned for this Main Street corridor, and will provide a site for testing new housing typologies in the downtown. A new bridge across the Zumbro River at 6th Street will create the necessary connectivity to a future residential mixed use development on the east side of the river.

Arts/Cultural District

The establishment of a new Arts District at the confluence of 2nd Street, Civic Center Drive, and the Zumbro River offers an opportunity to spur revitalization of the river corridor, beginning in this zone. The Arts/Cultural District builds on the energies of existing civic, cultural, and arts uses. Many cities have seen that investment in and development of an identity for an arts district can bring vitality to a downtown sub-district. While there are already many active arts and cultural organizations throughout downtown Rochester, the definition of a district gives them an identifiable home,

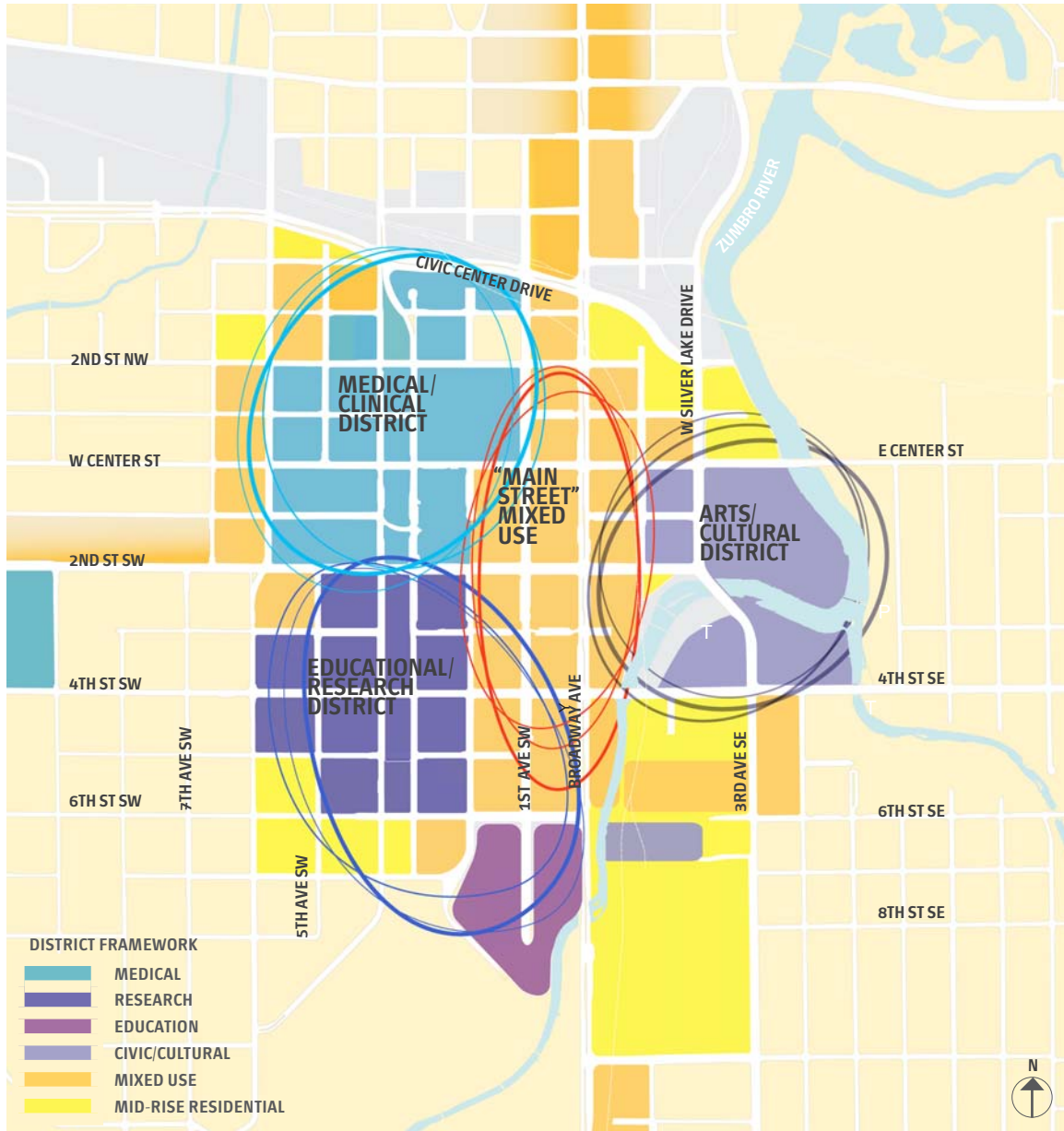
and helps activate the uses in the District. In addition to cultural organizations, this zone near 2nd Street that curves down along the river will also house civic and governmental uses that provide daytime employees, as well as retail and restaurants that support evening arts uses and extend the viability of the district into a lively area in the evening. The co-location of arts uses with other supporting entertainment uses will allow users to extend their stay within the district, and will promote walkability between compatible uses. In addition, a small mix of offices and residential will be distributed within the district to add to the diversity of possible users for the district.

Medical/Clinical District

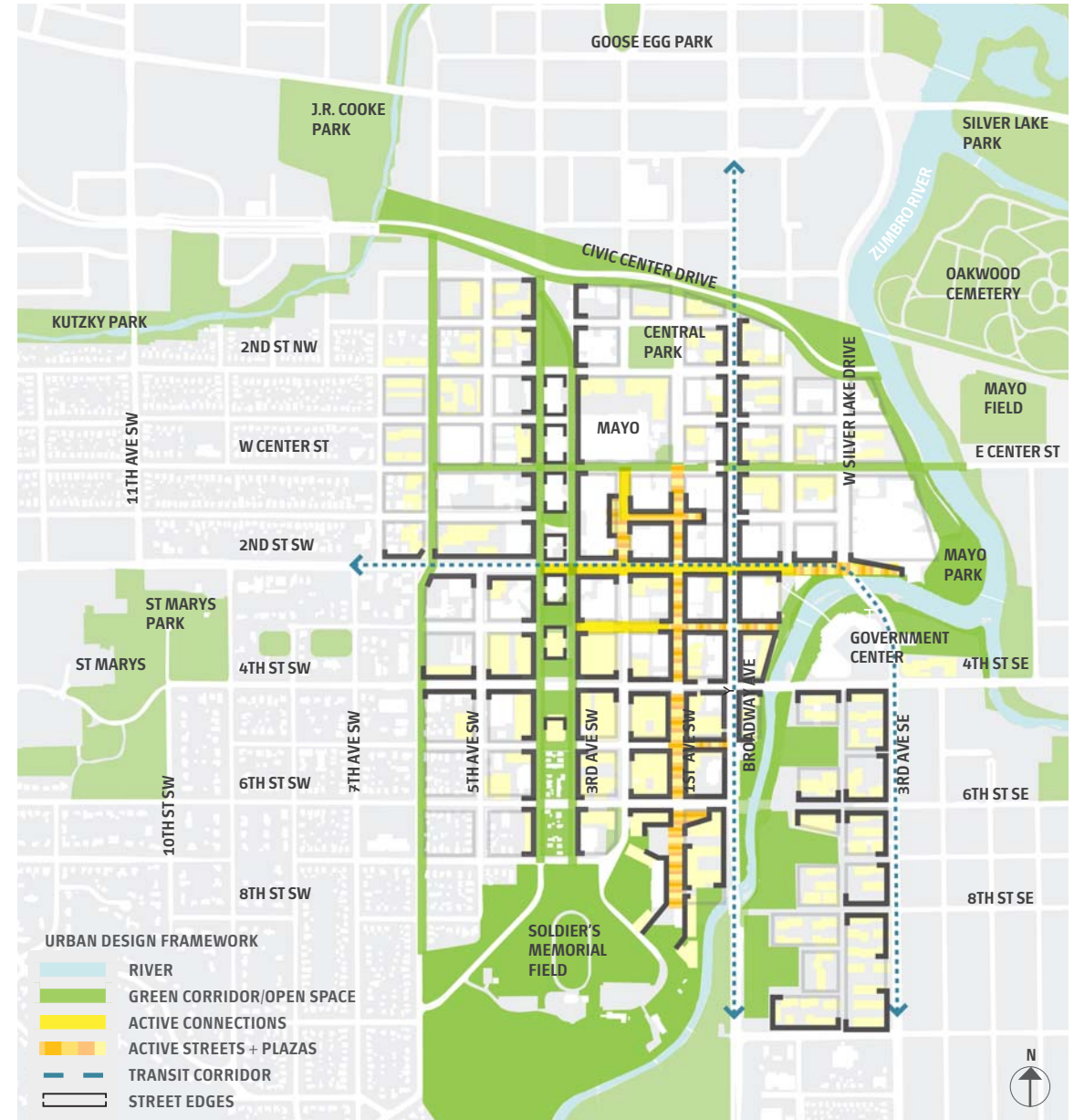
Unlike the other burgeoning districts described above and envisioned by the plan, the Medical/Clinical District is already a well-established district in Downtown Rochester. Centered at the confluence of Center Street and 3rd and 4th Avenues, the Medical/Clinical District is the hub of Mayo Clinic activity in Rochester, and is characterized by an intense density of people and the highest buildings in downtown, which support the active medical practice and research activities that Mayo Clinic is engaged in. The Master Plan supports focusing continued Mayo Clinic hospital and clinical growth in this high density district, with transitional, supporting uses to the northwest and research uses focused to the south. Additionally, while office uses often frequently occupy ground-level uses in this area, the long-term plan is to move these more passive uses to upper floors, infilling the ground levels with public uses, such as active lobbies or shared conference rooms, that lend greater interest and life at the street level.

Downtown Residential Neighborhoods

Downtown is ringed by a group of diverse, established residential neighborhoods; however, the neighborhoods frequently abut incompatible land uses, building massing and height, or zones that make difficult transitions from the downtown, such as blocks of surface parking. The master plan infills these transitional edge areas with new mid-density housing at all four corners of Downtown. This infill housing better mediates between the existing neighborhoods and Downtown, creating better connections to the neighborhoods and providing new housing typologies to attract a wide population to live Downtown. In the long term, the area east of the Zumbro River and south of 4th Street Southeast can be redeveloped into an urban, residential neighborhood as current industrial or low-density uses phase out over time. This new neighborhood can take advantage of a prime riverfront location and provide a gentle, appropriate transition for the Slatterly Park neighborhood.



EACH OF FOUR DOWNTOWN DISTRICTS REPRESENT A DIFFERENT LAND USE MIX



THE URBAN DESIGN FRAMEWORK RELIES ON A SYSTEM OF STREETS AND WELL-DESIGNED DENSITY TO SHAPE THE PUBLIC REALM

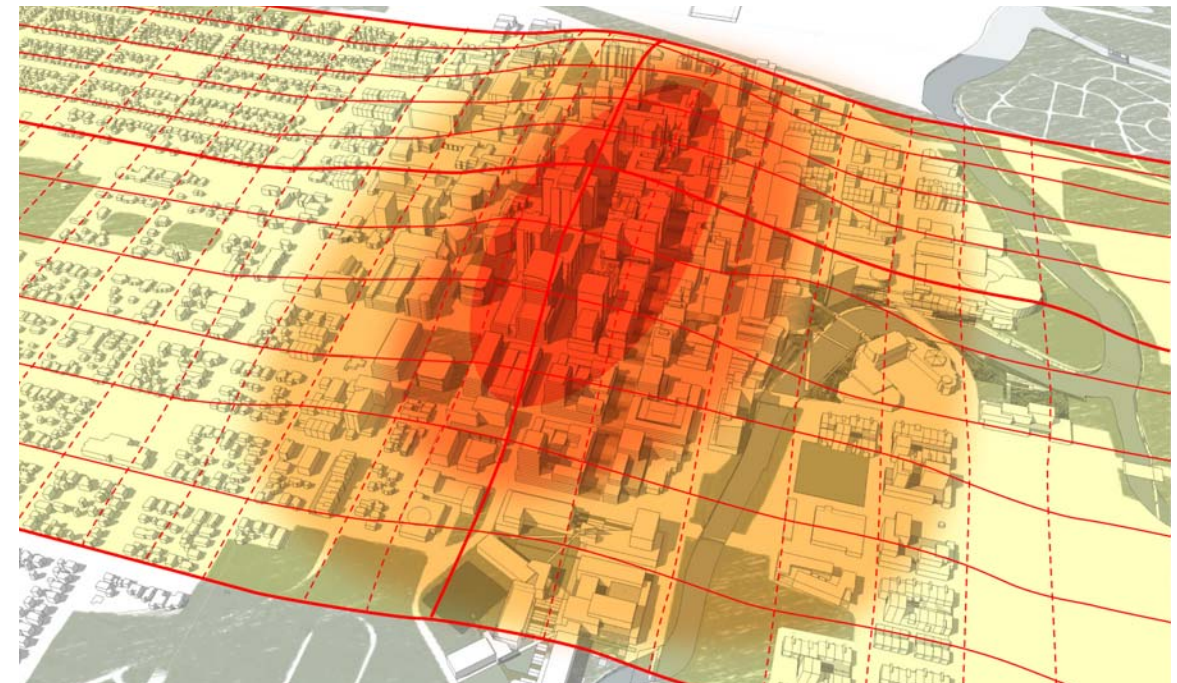
Urban Design Framework

The four districts will focus new development with different urban design and density characteristics. The general pattern of density will be highest at the core—defined as the 2nd Avenue and 2nd Street area closest to the transit and employment hubs of the Downtown. Density will radiate out in a decreasing pattern toward the edges of downtown, varying within each district and transitioning into the adjacent neighborhoods with a lower-scale fabric.

To accommodate these higher levels of density, careful massing of the buildings is essential to mitigate the impact on the pedestrian street-level experience. Towers will be appropriately oriented and broken down in mass to limit shadowing the streetscape and open space. Small pocket parks and plazas within individual developments can further break up the mass of each block and provide additional public space and relief, as well as ventilation and natural light for building occupants. While much of the downtown core—located in the blocks immediately surrounding 2nd Street and 2nd Avenue—is already densely developed or planned for near term Mayo Clinic expansion, there are many future development opportunities in areas with undeveloped capacity, such as in parking lots or aging structures along the Zumbro River, in transitioning manufacturing areas to the southeast, and along the edges of downtown.

Distinctive architecture will reinforce the district’s visual identity, and support the high level of architectural design seen in both the iconic, historic buildings like the Plummer Building and the residential fabric of the surrounding neighborhoods. The value of protecting existing historic structures cannot be underestimated, and the plan retains the historic buildings that give downtown and the 1st Avenue corridor its unique character and represent high quality building materials and details.

Transparent facades and ground floors with accessible public spaces will activate buildings, opening them up to the community. Collaborative spaces will be interspersed throughout buildings, providing opportunities for informal gathering spaces and informal partnerships to flourish. Subways, skyways, and building entrances will be better coordinated with street level activity.



DENSITY IS HIGHEST AT THE CORE AND TRANSITIONS DOWN INTO THE NEIGHBORHOODS



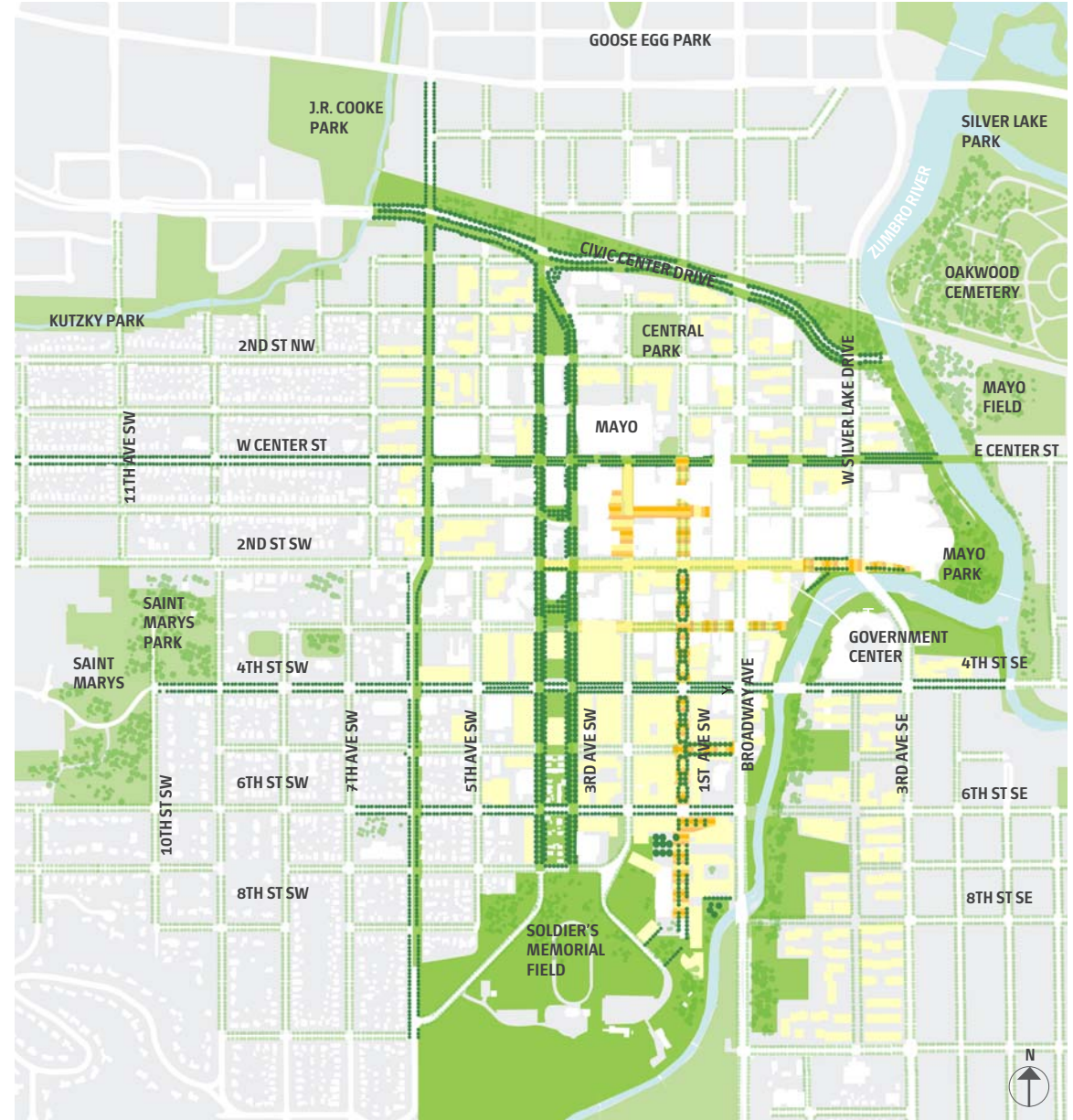
HISTORIC ASSETS ALONG 1ST AVENUE WILL BE PROTECTED IN THE PLAN



A REDESIGNED WATER'S EDGE IN THE RIVERFRONT AND ART DISTRICT



GREEN BOULEVARD IN THE EDUCATION AND RESEARCH DISTRICT



AN INTERCONNECTED OPEN SPACE FRAMEWORK

Open Space Framework

Parks are defining elements that give downtowns a unique identity while also adding to a high quality of life. They are important downtown amenities for everyone from patients at Mayo to residents, employees, or students. Urban parks can become places of quiet respite from the bustle of the street and activities within buildings, or they can become intense centers of activity themselves, places to meet other people and participate in cultural events. Downtown Rochester has examples of spaces that are successful in both of these aspects, from the passive recreation areas of much of Soldier's Memorial Field to the active programming of events in the Peace Plaza. In addition to the benefits for aesthetics and overall quality of life, investment in parks imparts value to the surrounding real estate and to future development, conferring a better address, open views, and access to recreation.

As downtown continues to expand in population and density, a system of parks and a revived river corridor creates a connected, green loop encircling Downtown that brings respite from a busy urban environment. The loop links together existing parks and the river with new open spaces where the system was formerly fragmented. It brings open spaces into each corner of downtown, improving access for all and creating opportunities to connect one place to another along pedestrian and bicycle trails, green streets, and through open spaces. In addition to establishing stronger connections to existing parks, including Kutzky Park and Soldier's Memorial Field, the open space loop consists of new investment in the Zumbro River corridor and new open space corridors north-south along 3rd and 4th Avenues and east-west along Civic Center Drive between Kutzky Park and the River.

Zumbro River

Although the Zumbro River runs right along the edge of the Downtown core, it is largely invisible to downtown users, with concrete walls and a water level nearly a full story beneath the street life above. The open space framework seeks to soften the river's edge with investment in small scale open spaces along the edge that allow downtown users to get closer to the river. Riverfront reinvestments are focused in the areas between 2nd and 6th Streets, with key opportunities for small, sloped green spaces along both banks—particularly around the tight bends in the river where views can be maximized.

Streets

The design of the streets is a critical aspect of the open space framework. Within a dense urban area, the spaces that make up the pedestrian aspects of the streets—the sidewalks, street furniture, and building edges—significantly shape the public realm experience. Street investments also provide linkages in the open space loop. Third and 4th Avenue are re-imagined as abundantly green streets that connect from Soldier's Memorial Field at the south to the dense core of Mayo's research district, providing a direct link for patients, employees and others to move from Mayo's center to the natural park environment. The paired avenues are redesigned with enhanced plantings and intermittent pocket parks, as development openings permit, which provide visual relief along the corridor and reinforce the atmosphere of a linear park.

The framework acknowledges that Civic Center Drive, Broadway, 2nd Street SW, and 4th Street SW are the major connective streets into and within Downtown Rochester, while 1st Avenue becomes one of the most important, character-defining destination streets in downtown. Street improvements on 1st avenue, including wider sidewalks, generous trees and plantings along the street edge, and bump-outs at the ends and mid-block, create a sense of place that is distinct from other corridors within downtown. The bump-outs and landscape improvements encourage street level activity by creating outdoor gathering spaces and areas for outdoor café spaces along 1st Avenue from 2nd Street south to the future UMR campus.

Trails

Enhanced and new bike and walking trails provide the final element to connect the green loop. While trails currently exist along Bear and Cascade Creeks, the River and the DM&E railroad, there is no link between them or connection to and within Kutzky Park. A proposed extension to connect these two assets is located along Civic Center Drive north of downtown. Additional green space can be infilled in the underutilized blocks between Civic Center Drive and the rail, reinforcing the green loop and improving the overall aesthetics of this transitional northern area. This connected loop will make an open space amenities including Soldier's Memorial Field, Kutzky Park, Quarry Hill, Cascade Lake, Mayowood, Cooke Park, Zumbro Park, Mayo Park, East Side Park, and Slatterly Park more accessible to all by integrating them into a connected open space system.



APPROPRIATELY SCALED DENSITY AND WIDTH OF THE CORRIDOR MAKES FOR A MORE COHERENT AND INTERESTING EXPERIENCE FOR ALL USERS OF THE STREET



PEDESTRIANS ON BROADWAY EXPERIENCE TRAFFIC TRAVELING 30 MILES PER HOUR AND HAVE NO BUFFER BETWEEN THE SIDEWALK AND OUTER TRAVEL LANE

Mobility Framework

Mobility is not a goal in itself, but a means to an end: in this case, the achievement of broader economic, social and experiential quality goals for the City of Rochester. Effective urban transportation systems balance access through the provision of comprehensive modal options and rational parking management and pricing. Since almost every downtown trip, be it by car or by transit, starts and ends with a walk trip, the quality of the pedestrian environment is paramount. Furthermore, the mix of land uses and the relation of built form to the street directly impacts the way people think about transportation options and ultimately choose to travel.

There are a number of key relationships to urban form that urban designers, engineers and transportation planners agree are critical building blocks of a healthy transportation system. Building upon the plan's design and planning principles, these basic mobility principles are fundamental drivers of transportation policy recommendations in this plan:

Relationship of mobility to urban form

Scale is a critical design parameter that determines the size and amount of several important street design elements that are fundamental to how streets are perceived by the user. The scale of a street relates to the proportion of the height of the adjacent buildings, related to their separation by the width of the streetscape itself. When this proportion is too big users can feel overwhelmed; when it is too small there is no sense of enclosure. In corridors that will be developed as important transit and pedestrian thoroughfares, increasing the density of development along the street not only focuses the market but can have the design advantage of improving the scale of the buildings to the street in a way that forms a coherent and interesting corridor.





FOR IN-CITY TRIPS UNDER 3 MILES, CYCLING IS OFTEN THE FASTEST AND MOST RELIABLE MEANS OF DOOR-TO-DOOR TRAVEL



MAINTAINING PEDESTRIAN AND BICYCLE CONNECTIONS, EVEN WHERE STREETS ARE CLOSED, IMPROVES THE VIABILITY OF NON-MOTORIZED TRAVEL AS WELL AS TRANSIT, SINCE MOST TRANSIT TRIPS START AND END ON FOOT

Reliability and Redundancy

While delay is often seen as the most frustrating aspect of travel, it is really a balance of reliability and speed that most people seek. People tend to be frustrated with travel conditions when they deviate from the norm. Well connected, multimodal transportation systems maximize options and limit delay when incidents occur by providing redundant systems and travel paths. Cyclists experience the best reliability of almost any urban users as they can almost always negotiate around an incident and are not subject to travel delays due to congestion. Many cities that have advanced their bicycle networks to serve a broad range of users are now seeing a migration of transit commuters to bicycles due to travel time savings and enhanced reliability on trips less than 3-4 miles.

Connectivity

The best street networks for bicycles and pedestrians are usually fully interconnected (no dead end or cul-de-sac streets) so that pedestrian/bicycle linkages are always well interconnected with few interruptions. Where the street network is interrupted there is great value in continuing walking paths even if road lanes do not connect. From a driver perspective, the most efficient means to increase capacity in an urban environment is a grid of smaller streets.

Price

One basic principle that transportation planners and city designers have long ignored is price, or standard principles of supply and demand. Decades of policy that subsidizes automobile travel have caused a skewed relationship between how we supply infrastructure, streets and parking to accommodate one type of user—the driver—compared with all other system users. This unquestioned subsidy created rampant demand for one type of travel and suppressed demand for others, often with disastrous consequences to pedestrian oriented businesses, neighborhood retailers and civic places designed for cars and not people. This has recently led to an awareness of the importance of pricing the City's most valuable access points—downtown curb spaces—and of understanding the real and external costs of disconnected suburban land development.

Walkable Urbanism

A wealth of recent research shows that housing in mixed use environments, with pedestrian friendly street designs and quality access options can produce 30-50% less vehicle miles traveled than a convention suburban development. Some have attempted to capture this idea with the terms “urban village” or “20-minute neighborhood,” based on the idea that one could walk or bike to all basic amenities in 20 minutes. Defining characteristics include:

- “Distance” meaning how easy it is to travel by foot or bike,
- “Destinations” meaning the presence of nearby businesses (grocery stores, restaurants, and retail) and public facilities (schools, parks),
- “Density” meaning having sufficient numbers of residents and employees and income to support businesses and public facilities.

Distance

Some studies have shown that a 20-minute walk equates to approximately 1 mile walking at a fast pace; however, the average person could walk between $\frac{1}{4}$ to $\frac{1}{2}$ a mile under safe, conducive walking conditions (e.g. sidewalks and short blocks).

To emphasize the importance of short distances for walking, Portland used an analysis area with dimensions of 500 by 500 feet and used the frequency of intersections and the presence of sidewalks as factors in walkability. The analysis also recognized that slopes

over 20% limit walking and biking accessibility. Transit, which gives access to more distant destinations, is also a factor.

Destinations

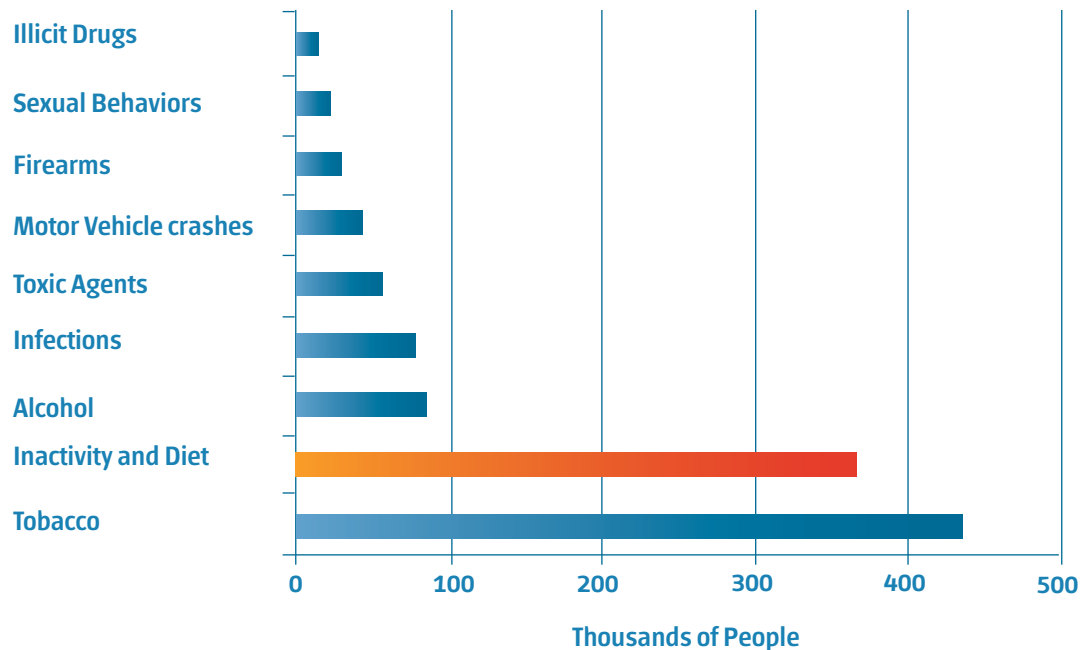
“Destinations” refers to the quality and type of the destination (presence of proximate grocery stores, restaurants, and retail). In the analysis, the following destinations were evaluated: full service grocery stores, both chain and single store operators; neighborhood-serving retail; eating and drinking establishments; parks; and elementary schools.

Density

Density is needed to support the retail services used as walkable destinations. Twenty-minute neighborhoods require higher residential densities than are typically found where the car is the dominant mode of travel. It appears from the literature that 12-18 households per acre is the minimum density needed to support the retail uses selected as destinations.¹

1. Portland Plan: Status Report – 20 Minute Neighborhoods. <http://www.portlandonline.com/portlandplan/index.cfm?a=246917&c=46822>

Modifiable Factors Associated with U.S. Deaths, 2000



Source: Mokdad, Marks, Stroup & Geberding. Journal of the American Medical Association, 2004.

POOR DIET AND PHYSICAL INACTIVITY WAS THE SECOND-LEADING MODIFIABLE CAUSE OF DEATH IN THE U.S. IN 2000

Transportation and Public Health

An inactive lifestyle is one of the primary contributors to poor health (Figure on the left). The American College of Sports Medicine and the American Heart Association recommend that adults aged 18 to 65 engage in moderate physical activity for 30 minutes five days each week or more vigorous activity for 20 minutes three days each week¹. Although walking for exercise is the most frequently reported activity among adults in the United States² incorporating active forms of transportation such as walking and bicycling into everyday life could significantly improve public health. Of the 14% of all trips that are a half mile or less, nearly 53% are made in private vehicles, demonstrating a significant potential for walking and bicycling for transportation³. However, the environment for walking and bicycling is not conducive to those activities in parts of many cities or neighborhoods.

1. Physical activity and public health: updated recommendation for adults, 2007. Available at <http://www.ncbi.nlm.nih.gov/pubmed/17762377>

2. Physical activity and public health: updated recommendation for adults, 2007. Available at <http://www.ncbi.nlm.nih.gov/pubmed/17762377>

3. National Center for Health Statistics. Early release of selected estimates based on data from the National Health Interview Survey, April 2001. Available at: www.cdc.gov/nchs/nhis.htm.

Sustainability Framework

Sustainability is behavior and decisions that meet the needs of the present without compromising the ability of future generations to meet their own needs—essentially it is those actions taken now that will help attract and keep your kids, and your kid’s kids in Rochester. The fundamental elements of sustainability are evolving and reconsidered in the contemporary sustainable city where finite delineations of land use and discrete parks have been replaced by a more complex pattern of mixed-use districts, multi-use buildings, and integrated public landscapes.

Building upon the sustainability initiatives the City of Rochester and its citizens have already begun, the Downtown Rochester Master Plan will be a model for sustainability not only environmentally, but also socially and economically. However, having initiatives in place is only effective if there are tangible actions taken to meet the goals of those initiatives. This master plan suggests strategies that are key starting points for increasing Downtown Rochester’s environmental, social and economic sustainability in order to better-position the city to compete in the decades ahead.

Environmental Sustainability

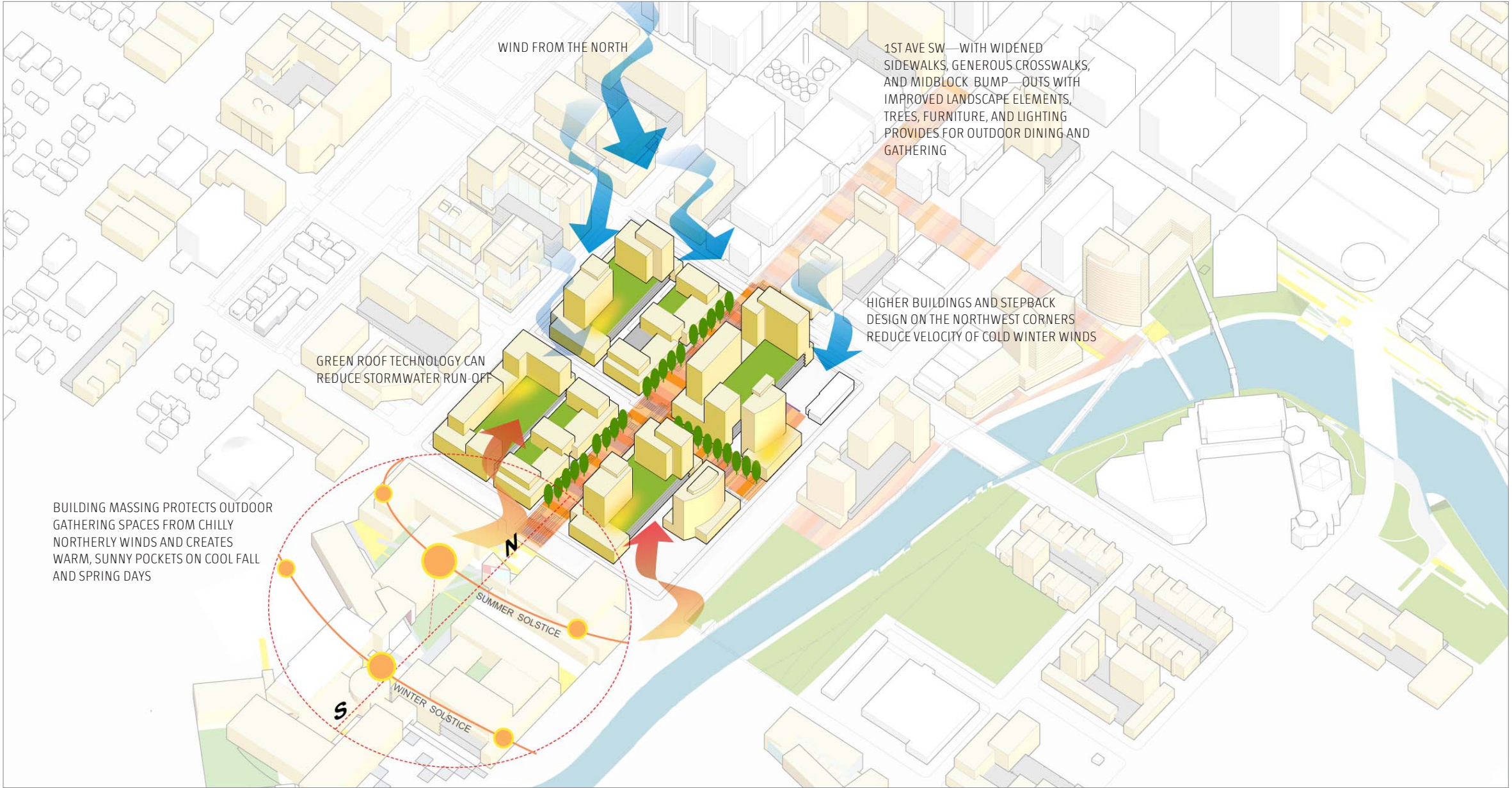
Environmental sustainability in the context of Downtown Rochester focuses on responding to the local climate, creating comfortable outdoor environments, reducing the non-renewable resources needed to operate the city, and minimizing the footprint of the city on the landscape.

The Downtown Rochester Master Plan takes into account local climate, rainfall, and wind conditions in recommending effective strategies for environmentally sustainable development. Rochester is a city of four seasons, with heating and cooling demands that fluctuate throughout the year. Careful planning can help to reduce the heating needs during winter and the cooling needs during summer. Recommended building orientations and placement take into account the need to maximize shade during the summer and sun during the winter and also take advantage of the dominant wind patterns. Public spaces such as the proposed open space along the river and small-scale spaces interior to developments are oriented to receive the cool summer breezes from the north and northeast, while building placement is intended to help block cold winter winds from the north and east.

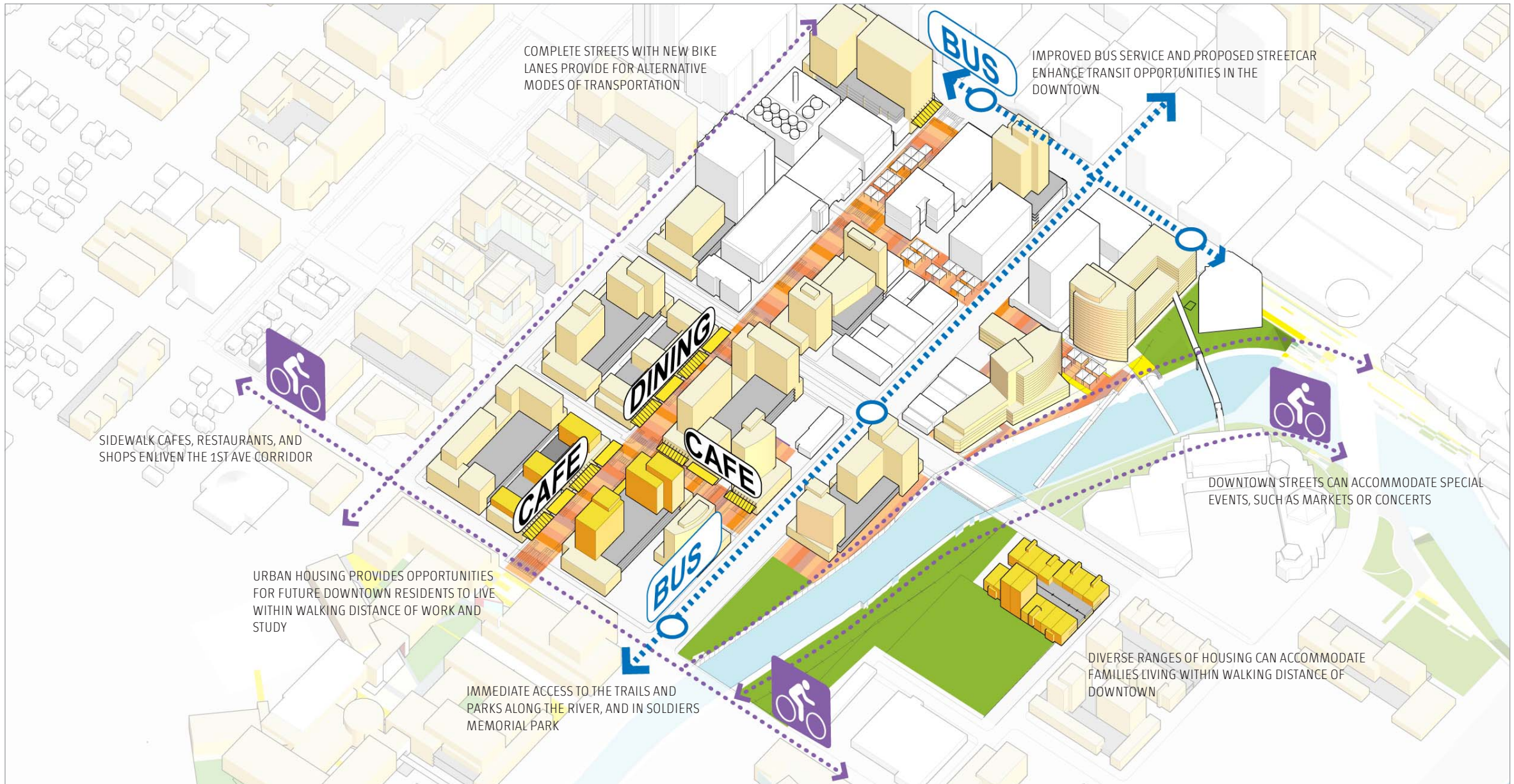
Careful building orientation and attention to shade and shadow affords greater opportunity to expand everyday activities from indoors to outdoors, even in the harsh winters that Rochester can experience. For instance, the plan identifies key streets to make as walkable and pedestrian-friendly as possible in each of the Downtown zones.

While these streets will still allow automobile traffic, certain measures such as planting more street trees, strategic widening of sidewalks and bump-outs, adding outdoor furniture and making sure there are windows and active uses along street-level of buildings can make for a more pleasant urban environment.

Downtown Rochester is typical of many urban environments in that a high percent of surfaces are impervious. While Soldier’s Memorial Field is an exception to this, even the Zumbro River has been channelized and is conceived of as a hardscape. With these conditions, watershed and stormwater management are important considerations for environmentally sustainable master planning. In Rochester, there is an effort in place to integrate rain gardens into existing residential landscapes, and rain gardens will be supplemented by additional strategies to address on-site stormwater management, helping to reduce runoff. Green roofs are encouraged to increase the amount of pervious surfaces, and to avoid the urban heat island effect.



THE ENVIRONMENTAL FRAMEWORK ENCOURAGES BUILDING AND URBAN DESIGN APPROPRIATE FOR ROCHESTER'S CLIMATE



SOCIAL AND ECONOMIC FRAMEWORKS BALANCE TRANSPORTATION, EMPLOYMENT, AND A DIVERSE LAND USE MIX

Social Sustainability

A socially sustainable community is characterized by an intergenerational and socio-economically diverse population, and by public services that equitably meet the needs of the entire population. In Rochester, civic and cultural facilities, community-based programs, and events are intentionally designed to bring people together, as exemplified at the Mayo Civic Center and Peace Plaza. This plan proposes an enhanced network of Downtown and riverfront open spaces and development of a distinct arts district that will provide more places for both formal and informal gatherings. More sidewalk cafes, focused along 1st Avenue, will also help to bring people into semi-public spaces, enriching the shared experiences of Rochester residents and visitors.

Several elements of the Downtown Rochester Master Plan contribute towards a more intergenerational city. While Downtown Rochester's current demographic is predominantly older generations, the future expansion of UMR and a full downtown campus will diversify the downtown population, and create a more balanced dynamic. More open space and arts and cultural activities are amenities that appeal to the older population, and having an expanded range of downtown housing options gives seniors, new UMR young faculty and staff, and students the choice to live in the city center. Environments are designed to promote social enrichment through learning, healthy lifestyle options, and intergenerational activities that promote integration.

Stronger connections, improved bus service, and more walkable streets also make Downtown life increasingly manageable for a wide range of ages. Municipal services including police, fire and education adequately cover Downtown Rochester, which has a low violent crime rate. Public art, especially by local artists, can create an expression of the community and a forum for common dialogue.

Economic Sustainability

A city embodies economic sustainability by being a place with stable levels of economic growth and employment as well as with a diversified economic base to protect against sudden changes within individual sectors. While Rochester is fortunate to have the Mayo Clinic's strong economic generator within the downtown, growing Downtown Rochester as a destination—a place to live, work, learn, and play—naturally broadens the economic base. At present, there are few residential options downtown and a limited supply of apartments. A key first step towards greater economic sustainability is introducing more housing choices to Downtown Rochester, particularly with the near-term introduction of a full college campus downtown. Not only will this help to build the tax base, but it will also increase demand for small-scale retail and basic services such as grocery stores, markets, restaurants, and drugstores, providing the amenities that residents from students to older generations will demand. These additional uses can supplement the existing office-dominated downtown. The community thrives with a strong economic base that is market driven and serves future generations.

Providing improved mobility options is one important aspect that achieves all three categories of sustainability. The plan proposes an enhanced alternative transportation and mobility network to provide easy access to work, shopping, recreation, and community events and reduce demand on single occupancy vehicle trips. In particular, improving the pedestrian environment and integrating bicycle routes with the rest of the transportation network are all steps towards reducing automobile dependence. A proposed streetcar and future rail is another option for helping people get to and around Downtown Rochester without their cars. Improving mobility not only reduces the impact on the environment, but also brings people together in a diverse social environment and creates an economically sustainable alternative to the single occupancy vehicle.

An aerial architectural rendering of a city, showing a dense grid of buildings and streets. The entire image is overlaid with a semi-transparent blue color. The text 'development opportunities' is written in a large, white, sans-serif font in the lower right quadrant.

**development
opportunities**



SOLDIER'S
MEMORIAL
FIELD

1ST AVE

BROADWAY AVE

6TH ST

4TH ST

ZUMPRO RIVER



Development Opportunities

Building upon Rochester's competitive advantage, an important strategy for advancing Rochester's vision is to transform Downtown from a workday medical and office environment into a more vibrant mixed use urban district that is a model of social, economic and environmental sustainability for the next generation of Rochester's businesses, services, residents and families. With the addition of new Mayo employees and an expanded UMR community with additional students, staff and faculty, the Downtown is strategically positioned to develop as a vibrant urban environment with a range of housing and work opportunities and an array of supporting urban amenities. Targeted investment in the public realm will create an environment to attract development throughout the Downtown.

Proposed development on a few catalytic sites can begin to spur a transformation in Downtown that brings more of the elements of great urbanism: a human-scale public realm, pedestrian friendly streets and sidewalks, diverse residential options for young professionals, young families, and empty nesters, focused retail streets, updated hospitality, cultural venues, green spaces, and areas that encourage collaborative partnerships. The design and urban form of development within different districts of Downtown will be tailored to the specific uses and context of each area, and shaped to convey each district's unique strategy for open space and the public realm.



“Main Street” Mixed Use District

Proposed development on the two key blocks on 1st Ave between 4th and 6th Street SW characterizes the type of urban design appropriate for this unique street within the Downtown. The architecture and development decisions coupled with major infrastructure improvements work in concert to create a distinct street profile for the area of 1st Avenue from Peace Plaza all the way south to the future UMR campus.

Building on the recommendations put forward in the Urban Village guidelines, buildings are held to a four-to-six story mid-rise development pattern along the street edge, with strategically located mid-block tower elements that provide visual interest and differentiation in heights. The tower elements are set back from the building’s front façade to limit shadow impacts on the public spaces. Parking is provided in structures that are embedded within the development, avoiding a blank wall condition on 1st Avenue. First Avenue is the main retail strip within Downtown, so the ground level of all development along this corridor is reserved for active retail uses, and has a high level of transparency and public entrances. Residential housing is the main use on the upper floors, with a mix of office, research, incubator and UMR-related uses blended in as well.

The streetscape is designed to provide abundant opportunities for seating and outdoor gathering in warmer weather, to minimize the presence of cars, and maximize pedestrian comfort. Bump-outs at the end and middle of each block provide additional space within the pedestrian zone between the building edge and curb. Abundant trees with space for tables and seating placed between them accommodate outdoor dining for the restaurants that will be focused along this street. Additional amenities are also designed within the pedestrian zone including specialized paving and lighting fixtures that give identity to the district. Best management practices will be used to manage stormwater in such a manner that it is incorporated with landscape strategies to create green buffers between pedestrians and the street. First Avenue will become Rochester’s premier restaurant and retail street with the physical investments and design quality that make great and enduring urban places.



THE FUTURE UMR CAMPUS IS LINKED TO THE MAYO CLINIC AND THE PEACE PLAZA WITH A NEW MEDIUM DENSITY, MIXED USE DISTRICT



1ST AVENUE AND THE NEW UMR ENTRANCE PLAZA





Riverfront and Arts District

Revitalization of the Zumbro River's edge represents a tremendous opportunity for Downtown Rochester. The master plan explores the impact of redevelopment of underutilized properties along the river's edge on the public realm, including the Mayo Civic Center expansion and development of key properties on the banks immediately to the south. These new developments can be coupled with a redesigning and rebuilding of the public realm along the river, with improvements to landscape, continuous trail connections, and refreshed open spaces that take advantage of key locations along the river's edge. Buildings and open spaces will no longer have a back door on the river; they will be re-oriented to have a welcome face along the riverwalk, with open ground floor levels and cafes along the pedestrian edge.

Improvement to the river's edge can be made with minimal modifications to the landscape, and without interfering with the existing retaining walls and floodwall structure. Along the river corridor, small parks are interspersed to create new gathering spaces. At the river's end of 3rd Street, a small park offers respite and relief from the bustle of Broadway, creating a new informal lunch space for downtown employees or weekend picnic area for residents. Similarly, the future Civic Center expansion and riverside plaza offers the opportunity to take even greater advantage of this very public location with the introduction of a small, ramped amphitheater which transitions from the Civic Center's southern plaza down to the river's edge. Special paving across 2nd Street from the Civic Center to the riverfront park further emphasizes the connection between them. Investments in this area of the river near 2nd Street and the Civic Center will help anchor the new Arts District, providing outdoor spaces that complement evening cultural events and range from informal events spaces to outdoor dining catering to both employees at lunchtime and events attendees in the evening.

Across the river from the Mayo Civic Center park and plaza, a new park-like landscape is introduced on the river side of the Government Center, to better take advantage of its prime site and connect both banks of the river. This softened park edge at 2nd Street ties into a series of new, larger park spaces to the south that will be developed over time and in combination with the new mixed use residential development planned for the eastern bank of the Zumbro River. While the limited use freight rail line that runs north-south along the river in this area will remain intact for the foreseeable future, the landscape will soften its appearance and integrate the rail into the park system.



PARK IMPROVEMENTS ALONG THE ZUMBRO RIVER IN THE HEART OF THE ARTS DISTRICT



DURING NORMAL USE 2ND ST. SOUTH EAST CAN REMAIN OPEN TO VEHICLES, WITH GENEROUS RIVER'S EDGE DEDICATED TO PEDESTRIAN USE

◀ NEW RIVERFRONT DEVELOPMENT PROVIDES ACTIVE USES ALONG THE GROUND LEVEL, AND FLEXIBLE EVENTS SPACE OF A REDESIGNED 2ND ST SOUTHEAST



LONGTERM NEW PARKS ADD VALUE TO SURROUNDING DEVELOPMENT





SOLDIER'S
MEMORIAL
FIELD

BROADWAY AVE

1ST AVE

3RD AVE

Education and Research District

Future development and public infrastructure investments in the Research Partnership Corridor along 3rd and 4th Avenues create a linear park and green boulevard environment between Civic Center Drive to the North and Soldiers Memorial Field to the South. The central green boulevard is flanked by six to eight story buildings that mix research uses with commercial space, and emphasize the potential for creative adjacencies where partnerships among the many medical and educational innovators in Rochester are fostered.

The boulevard is planted with a double row of large canopy trees, and interrupted with small pocket parks that span from 3rd to 4th Avenues wherever development needs allow. Buildings have a small setback from the curb to create a lawn and contribute to the sense of an open, campus landscape. The lush, green atmosphere of the corridor provides the city with much needed “breathing room” from the density of Mayo’s core to the north, and transitions people down to the open landscape of Soldier’s Memorial Field.



OVERVIEW OF THE RESEARCH PARTNERSHIP CORRIDOR



A DOUBLE ROW OF TREES ALONG 3RD AVENUE (LOOKING NORTH) AND LANDSCAPED POCKETS CREATE A RESPITE WITHIN THE RESEARCH CORRIDOR

◀ THE 3RD AND 4TH AVENUE RESEARCH CORRIDOR IS TRANSFORMED INTO A GREEN BOULEVARD



3RD AND 4TH AVENUES FORM A GREEN BOULEVARD THROUGH THE RESEARCH/EDUCATIONAL DISTRICT, VIEW LOOKING NORTH ON 4TH AVENUE SW AT 5TH STREET





BROADWAY AVE

1ST AVE

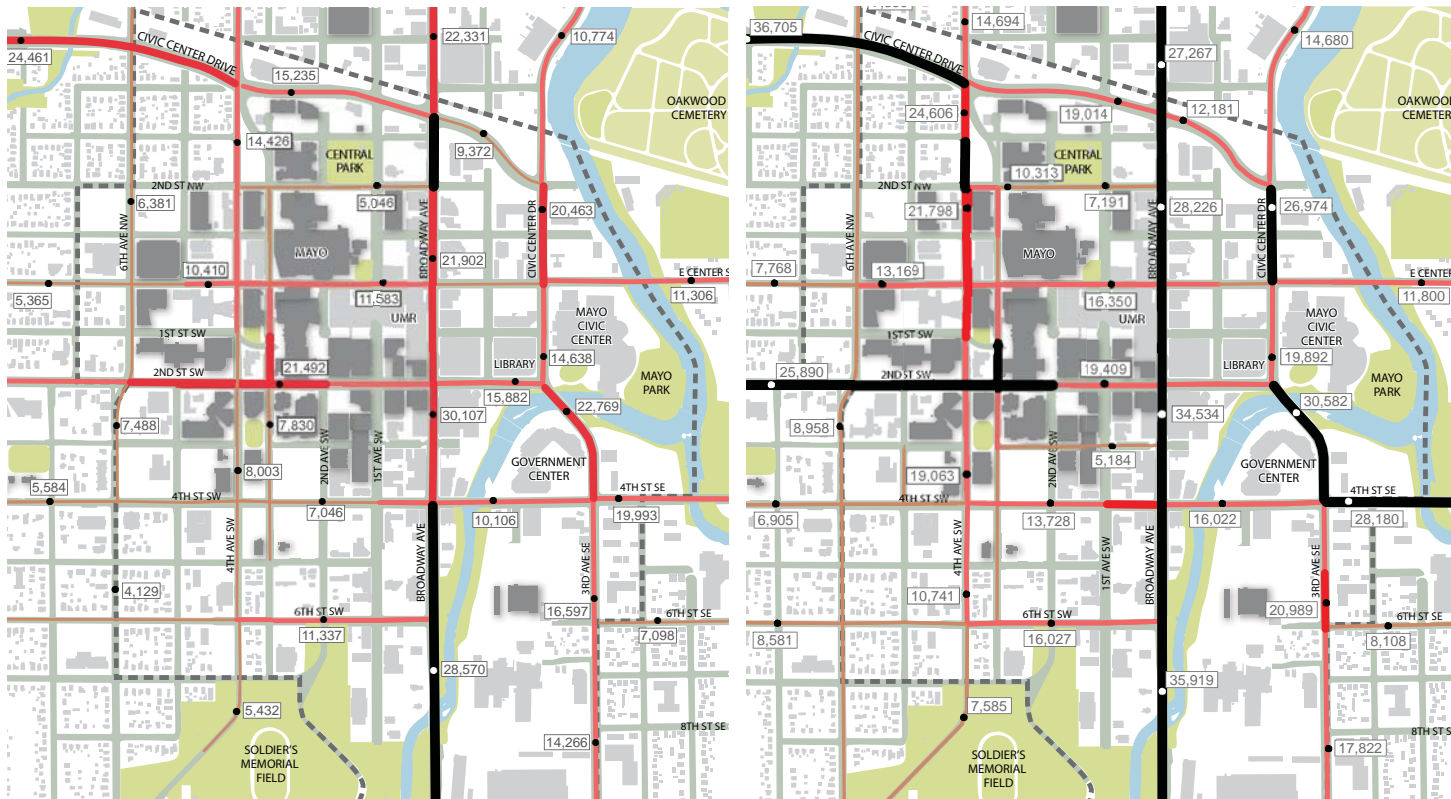
ZUMBRO RIVER



mobility

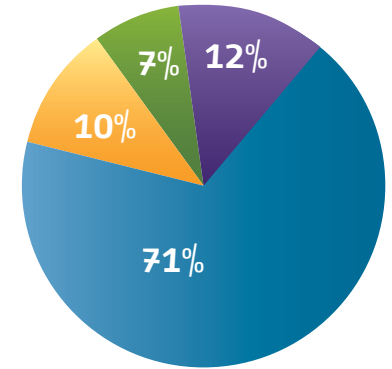
Mode Split for Downtown Commuters

Access to downtown Rochester is provided by a few primary arterial streets that make connection to regional highways, providing drivers and regional transit passengers access to downtown. Since these “portals” are limited and are unlikely to be expanded, downtown access improvements must focus on moving more people in high-occupancy vehicles, on transit, on foot, and on bicycle. The two graphics illustrates the volume of traffic on key arterials in 2006 and projected volumes in 2040. Achievement of Plan mode share goals will reduce congestion at key downtown portals and ensure Rochester maintains a vital, safe and attractive city center.

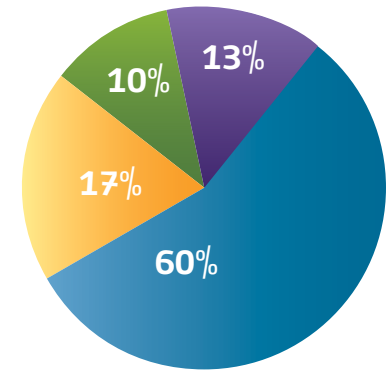


GIVEN PROJECTED GROWTH, ROCHESTER WILL NEED TO REDUCE SINGLE OCCUPANCY VEHICLE TRAVEL BY COMMUTERS BY 10% PER DECADE TO MAINTAIN EFFICIENT ACCESS TO DOWNTOWN FOR ALL USERS

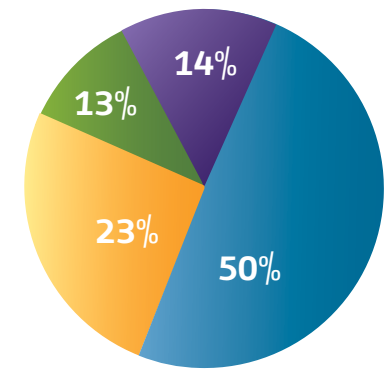
2008 Actual



2020 Goal



2030 Goal



- DRIVE ALONE
- TRANSIT
- WALK/BIKE
- CARPOOL

Mobility

In the contemporary city, the fundamental elements of transportation are evolving and being reconsidered. Transportation systems that balance an increasing number of mobility options— from street car to pedestrians and bikes to single occupancy vehicles—have replaced priorities that privilege one mode at another’s expense.

Downtown Access and Mode Split

Today, approximately 71% of commute travel to downtown Rochester is by single-occupant automobile. Travel by other modes will need to increase in future years to accommodate planned growth in downtown, enhance the quality of the downtown environment, and limit impacts on the natural environment. The RDMP proposes an aggressive, but attainable shift in downtown commute travel by 10% each decade, bringing the commute mode split to 50% single-occupant trips by 2030. The Plan also encourages street design and land use changes that will facilitate non-commute trips be made on foot, transit or by bike. The plan goal is that no more than 70% of non-commute trips be made by single occupant modes by 2030.

If these goals are met, the land use assumptions in the Master Plan will still produce an estimated additional 59,000 to 62,000 new daily vehicle trips.

ESTIMATED NET NEW TRIPS GENERATED BY DOWNTOWN MASTER PLAN LAND USE PROGRAM

	2030 LOW	2030 HIGH
ESTIMATED TOTAL NET NEW TRIPS FROM DMP LAND USE PROGRAM	118,000	124,000
ESTIMATED NET NEW VEHICLE TRIPS AT MODE SPLIT GOALS	59,000	62,000
ESTIMATED NET NEW TRANSIT TRIPS	27,000	28,000
ESTIMATE NET NEW WALK & BIKE TRIPS	15,000	16,000

Sources: ITE Trip Generation Manual 7th Edition; PUMA RDMP Development Program Memo; Mayo Clinic 20-Year Land Use program estimates from Ellerbe Beckett.

Note: Trip generation analysis was conducted using ITE Trip Generation Rates as a baseline and adjusted using the ULI Shared Parking Model with inputs from Nelson\Nygaard based on peer downtown trip generation comparables.

Note: Both low and high estimates include the same Mayo Clinic development projection.

50% of Commute Trips By Alternative Mode (2030)

In 2008, 71% of all downtown bound work trips were made by single occupant vehicle commuters (drive alone). The RDMP sets an aggressive goal of reducing the drive alone mode share to 60% of all work trips in 2020 and 50% of work trips in 2030. It is important to realize that work travel makes up only a small portion of overall daily trips, but the concentration of these trips at peak travel hours has a significant impact on traffic operations. Peer

communities that have made significant strides in reducing drive alone mode split, such as Boulder, Iowa City and Ann Arbor, have found that transit, bike and pedestrian investments are most effective. Often as transit services improve, carpool mode share declines or stabilizes. Still, we believe carpool will remain an important commute mode in Rochester due to the length of commutes and dispersion of commuters in small communities.

Mode split data should be tracked annually or biannually as a key measure of Plan performance. The U.S. Census and American Community Survey could be used as a tracking source, although implementing a local survey would be far more effective. Requiring employers with over 10 employees to conduct a travel survey would provide rich data that would allow the City, the Mayo Clinic and possibly a future Transportation Management Association to track performance and target new trip reduction opportunities.

The relatively large percentage of work trips to downtown generated by the Mayo Clinic positions Rochester for success; actions taken by the Mayo Clinic to subsidize transit, limit parking supply (or price parking), or otherwise incent non-motorized travel have the potential to change mode split appreciably and relatively rapidly. Anecdotal data suggests Mayo Clinic transportation program investments may have already improved mode share since 2008.

30% of Non-Commute Trips By Alternative Mode (2030)

In most U.S. cities, almost all growth in auto trips is attributed to non-work travel, including shopping, school drop offs, recreation and general errand trips. These are trips that are difficult to serve well with transit because they are often last minute, short and highly time sensitive. The most effective means of reducing these trips is through efficient land use practices that locate basic amenities in proximity to dense housing and on walkable and bikeable streets. Significant research conducted on the topic shows that mixed use, urban development can reduce trip generation by between 30% and 40% compared to traditional development patterns.

While it is very difficult to accurately measure mode share for these trip types, it is likely that well over 90% of all downtown bound non-work trips (excluding intra-downtown trips) are made by private vehicle. Based on experience in other communities, we believe that the implementation the Master Plan land use scenario, which includes mixed residential and retail development, could reduce downtown generated non-work auto trips to 70% of total daily trips.

Monitoring non-work trips on a local basis would be challenging. The City’s time and money would be better spent on programs designed to encourage walkable retail and service business location in downtown and downtown adjacent neighborhoods.

Parking and Transportation Demand Management

Rochester has a very high rate of downtown employment and visitation for a city of its size. This translates to a high demand for parking and has resulted in complex and dynamic public and private parking systems. The City system is well managed and the City has undertaken several recent studies to guide the development of future capital investments, information and marketing and rate structure development. This Master Plan supports many current recommendations and recommends additional actions to improve downtown access, while ensuring that auto access and circulation do not overwhelm the downtown environment.

Accommodating access needs for the Master Plan development scenario at the current mode split would require the equivalent of 7 to 8 full downtown block of structured parking. Clearly more people will need to access downtown on transit, foot, bike and high occupancy vehicles in the future.



ATTENTION TO EXTERIOR DESIGN LIMITS THE IMPACT OF THIS LARGE PARKING STRUCTURE IN DOWNTOWN ROCHESTER, BUT THE LACK OF GROUND FLOOR SPACE CREATES A DEAD, UNINTERESTING VIEW FOR PEDESTRIANS

City Role

There are a number of steps the City of Rochester can take to improve access to downtown through parking management and pricing. Perhaps most importantly, the City should look to its parking program as a means for developing a robust program to reduce employee travel and optimize vehicular access for visitors and customers coming downtown for shopping, dining or entertainment.

On-Street Parking

- Implement demand based pricing for most valuable on street parking (on blocks where parking is consistently over 85% occupied). This will ensure that at least one parking stall is available on each block face at any time and reduce traffic generated by people circling to find parking. Proposed rate increases in the Walker Parking report should be implemented incrementally and occupancy tracked until the 85% target is met. High value on-street stalls should be priced higher than off-street supply
- Eliminate time restrictions after demand based pricing is implemented and pricing calibrated
- Install multispace parking meters to increase revenue and provide users convenient options for payment (credit/debit) and renewal (cell phones/PDAs). Implement incrementally starting on the most heavily used block faces in the downtown core and where angle parking allows more stalls to be covered by a single meter
- Implement angle-in parking to increase on-street supply of customer parking



SOLAR POWERED MULTISPACE PARKING METER ALLOWS FOR MORE FLEXIBLE MANAGEMENT AND CREDIT/DEBIT CARD PAYMENT



MARKETING GRAPHIC SHOWS THE BENEFIT OF ELIMINATING TIME LIMITS IN RETAIL AND ENTERTAINMENT DISTRICTS



ANGLE-IN PARKING ON A NEWLY RENOVATED STREET IN DOWNTOWN DAVENPORT, IA

Off-Street Parking

- Use next major parking facility investment (as programmed in the Parking Enterprise Fund capital projects list) as a catalyst to attract a significant development project, with priority for opportunities identified in this Master Plan
- Expand parking capacity with the redevelopment of the 2nd Street garage by relocating primary access to 3rd Street and integrating parking into development both north and south of 3rd Street. Remove or limit width of ramp entrance on 2nd Street to create a new retail frontage and reduce traffic and pedestrian conflicts in this busy corridor
- Manage monthly parking rates according to market demand, using an 85% occupancy target. The Walker Parking report commissioned by the City in 2008, sets a logical incremental pricing scheme that could be tied to occupancy rather than a set timeframe. Recent rate increases have had little impact on demand, suggesting that current rates are set below market
- Revise parking codes for other non-CBD/CDC zones in Downtown Master Plan study area to eliminate minimum requirements for commercial and residential development. This should include the CDC Fringe zone, portions of the General Commercial and Mixed Commercial-Industrial zones (located east of the Zumbro River and north of 9th Street) S and CDC Residential zone areas. Consider adding maximum parking requirements for CBD/CDC Zones to limit total area dedicated to downtown parking
- Create design standards for large surface parking lots in CBD and CDC zones that include minimum widths buffer landscaping, tree coverage, pavement materials, maximum stall dimensions, minimum allotment of compact vehicle stalls, and low-impact drainage practices



WELL SIGNED PUBLIC PARKING GARAGE IN BOULDER, CO



GROUND FLOOR RETAIL IN THIS PARKING STRUCTURE ACTIVATES THE STREET; AWNINGS PROVIDE WEATHER COVER

- Provide developers incentives to unbundle parking from residential units and commercial development
- Develop shared parking policies and work with developers to increase use of public parking at off peak times and reduce need for single use parking development
- Develop and implement a bicycle parking plan including requirements for new development
- Implement a more aggressive parking signage and marketing program, with highly visible and consistent signage. The 3rd Street garage sign is a good model
- Partner with the Mayo Clinic to develop remote parking facilities on high-frequency bus lines



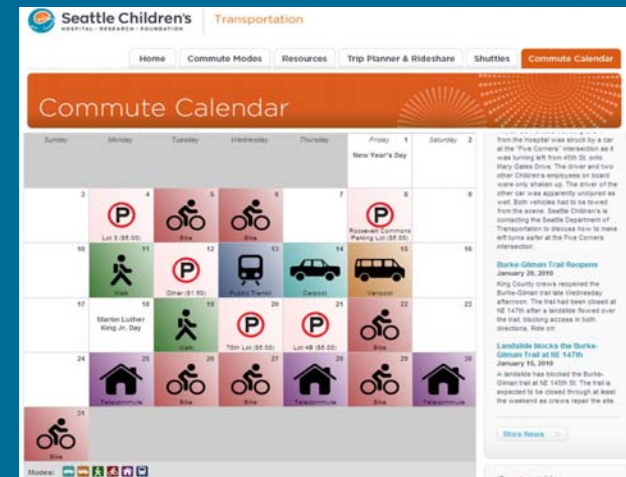
BICYCLE PARKING SHOULD BE RESOLVED FOR NEW DEVELOPMENT AND AND EXPANDED IN THE PUBLIC RIGHTS-OF-WAY

Seattle Children's Hospital— My Commute

Seattle Children's Hospital is the leading children's hospital in the northwestern United States and a national leader in innovative employee commute programming. Today, fewer than 38 percent of day-shift staff employees drove alone to work. To achieve this impressive mode split Seattle Children's offers a variety of transportation tools to serve diverse transportation needs. These tools include a fully subsidized regional transit pass, on-site carshare vehicles, carpool and vanpool formation, priority HOV parking, Guaranteed Ride Home, bicycle parking and shower/locker facilities, parking charges and commute bonus incentives for alternative commuters.

Seattle Children's MyCommute program provides each employee a personalized intranet page where they can track their commute behavior and receive instant feedback about their project month end parking cost or cash-out benefit. As part of the MyCommute implementation all employee parking was priced at \$5 per day, where previously some employees paid for parking and many physicians and tenured employees did not. Additionally, an equitable commute bonus is credited for each day the employee does not drive. At month's end fees and benefits are tallied and either credited or debited from the employees paycheck.

MyCommute provides a monthly calendar that can be completed each month by the employee, but is adjusted automatically based on actual use. Each employee's ID badge serves as their parking and shuttle smart card. Each garage entry is tracked as are shuttle boardings at remote parking lots. Parking charges are assessed automatically. Carpoolers have the option to swipe multiple cars, which provides them with a commute bonus credit.



MyCommute offers a “dashboard” allowing employees to track the impacts of their commute activities. This conscious-raising feature has been a hit with employees and helps the hospital to further its goals of bettering human health and reducing environmental impacts.



MyCommute dashboard tracks employee vehicle miles traveled (VMT), number of auto trips reduced, personal cost savings from reduced vehicle operations, CO2 reduction and gas saved.

Demand Management

- Work with key downtown partners to develop a Downtown Transportation Management Association (TMA). A TMA is a business backed organization designed to help develop commute options and provide a clearinghouse for transit pass sales and alternative commute information)
- Require new residential developments to provide a transit pass to each resident for two years
- Consider using a portion of future parking revenue to subsidize a downtown employee transit pass program
- Develop a City bicycle program with dedicated staff and funding

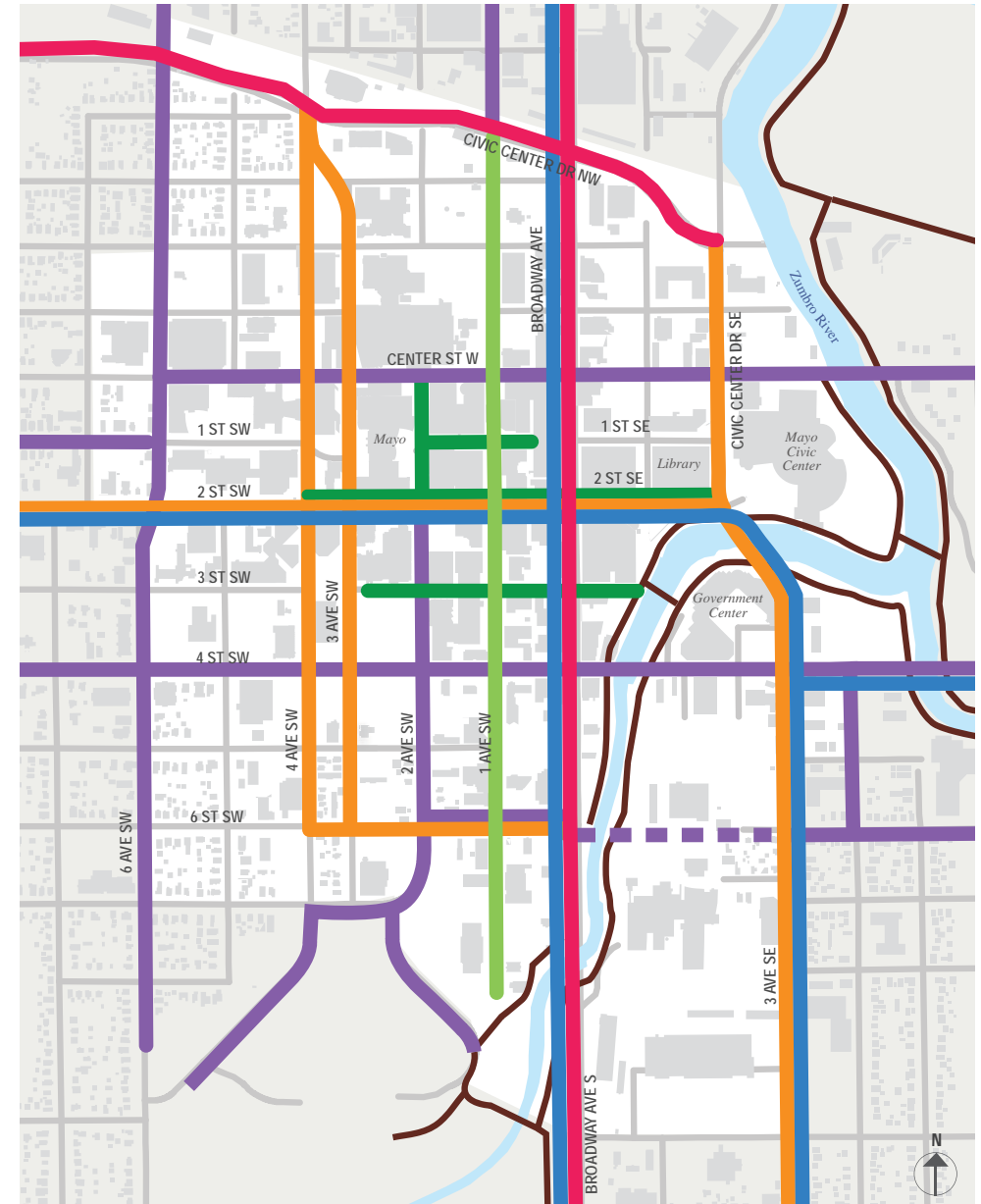
Mayo Clinic and Large Downtown Employers

The Mayo Clinic owns and operates nine parking ramps in the downtown area as well as 28 surface parking lots. Despite operating a substantial supply of parking, Mayo Clinic has an eight year waiting list for employee parking in the downtown. Planned 20-year Mayo Clinic facility development will consume most downtown land currently used as surface parking. These supply reductions combined with growth in employment and patient visits will result in substantial new parking and overall access demand. Other large employers that do not charge the full cost of parking to its employers have similar impacts. The following parking and demand management programs or actions should be encouraged for all downtown employers with more than fifty employees

Employee Parking

- Commit to limiting downtown parking development to no more than 1 stall per two employees (or a rate that allows Mayo Clinic to meet goal of 50% non-drive alone commute mode share in 2030)
- Partner with City of Rochester to implement remote parking facilities served by public transit and/or Mayo Shuttle services
- Continue to pursue shared parking opportunities with adjacent uses and City of Rochester

- PRIMARY TRAFFIC STREET
- SECONDARY TRAFFIC STREET
- MAIN STREET
- TRANSIT SPINES
- BIKE STREET/COMPLETE STREET
- PEDESTRIAN ZONES
- BIKE PATH/TRAIL



RECOMMENDED STREET CLASSIFICATIONS IN DOWNTOWN ROCHESTER

Demand Management

- Continue to provide current transit benefits for all current and new employees
- Implement parking cash out program that provides commute refund for employees who do not use their parking benefit. This would help to reduce the parking wait list and provide a financial bonus for employees who chose alternative travel modes
- Develop a personalized commute program that allows employees to track the cost, health and environmental benefits of their commute

Downtown Streets Purpose & Character

To accommodate planned growth in travel, Rochester will need to make more efficient use of current street space. In short, this means carrying more people in high-occupancy vehicles, such as transit and shuttles, and encouraging travel by foot and bicycle where possible. Like most cities, Rochester has largely designed and managed streets for private vehicle circulation and access to parking. Proposed Master Plan street types (which are not intended to replace the City's functional classifications) set priorities for movement of people, not just vehicles, and ensures that transit, cyclists and pedestrians all are provided safe and convenient access to and circulation through downtown.

Master Plan street types are shown in the figure to the left and include

- **Primary Traffic Street**—primary function is to efficiently move motor vehicles into and out of downtown
- **Secondary Traffic Street**—serves an important function for motor vehicles accessing downtown destinations and parking facilities, but auto movement is necessarily balanced with other priorities
- **Main Street/Pedestrian Street**—primary street function is to provide access to retail businesses, short term storage for vehicles and highest quality pedestrian environment
- **Complete Street/Bicycle Street**—serve as key bicycle corridors and high quality pedestrian thoroughfares, while maintaining slow-speed auto circulation function
- **Transit Mobility Street**—provision of fast and reliable transit movement is a key street function, balanced with a high quality pedestrian environment allowing safe and comfortable access to transit stops

Complete Streets

The City of Rochester adopted a Complete Street Policy in 2009, ensuring that greater emphasis will be placed on ensuring safe, convenient, comfortable and accessible streets for all users, ages and abilities. Providing complete streets will improve accessibility for a variety of users to downtown destinations and enhance the quality of downtown's public realm.



ROCHESTER'S COMPLETE STREETS POLICY, ADOPTED IN 2009, PROVIDES A SOLID FRAMEWORK FOR DESIGNING DOWNTOWN STREETS TO ACCOMMODATE ALL USERS. A COMPLETE STREET SHOULD BE DESIGNED FOR ALL USERS, SUCH AS 3RD STREET SW BETWEEN 1ST AVENUE SW AND BROADWAY

Main Streets/Pedestrian Streets



BUFFERED SIDEWALK IN BOULDER, CO



WASHINGTON AVENUE IN ST. LOUIS, MO IS A TRAFFIC CALMED STREET OFFERING STREET TREES, TEXTURED PAVEMENT AND VARIOUS FORMS OF LIGHTING



TRAFFIC CALMING PROJECT IN ST. LOUIS USING A LANE REDUCTION PLANTERS THAT ACT AS CURB EXTENSIONS



SIDE WALK CAFÉ IN HOLLAND, MI



MID-BLOCK CROSSINGS AND STREET TREES IMPROVE THE PEDESTRIAN EXPERIENCE



CURB EXTENSIONS DECREASE CROSSING DISTANCES FOR PEDESTRIANS AND SLOW VEHICLE TRAFFIC

Complete Streets/Bicycle Streets



BICYCLE SHARROWS WITHIN GREEN BIKE LANE, LONG BEACH, CA



BICYCLE PARKING AND SIGNAGE IN THE 3RD STREET RAMP, DOWNTOWN ROCHESTER



ROCHESTER HAS AN EXCELLENT MULTIUSE PATH SYSTEM TO BRING BICYCLISTS TO THE EDGE OF DOWNTOWN



BICYCLE SPECIFIC WAYFINDING SIGNAGE PROVIDES SAFE AND EASY CONNECTIONS TO DESTINATIONS

Transit Priority Streets



HIGH-QUALITY STOP FOR BUSES AND STREETCAR IN PORTLAND, OR



HIGH QUALITY BUS STOP ON A MAJOR BUS CORRIDOR IN VANCOUVER, BC



FUTURE BUS SHELTER ALONG SW 2ND STREET IN DOWNTOWN ROCHESTER



FUTURE PEDESTRIAN AND TRANSIT IMPROVEMENTS ALONG SW 2ND STREET IN DOWNTOWN ROCHESTER

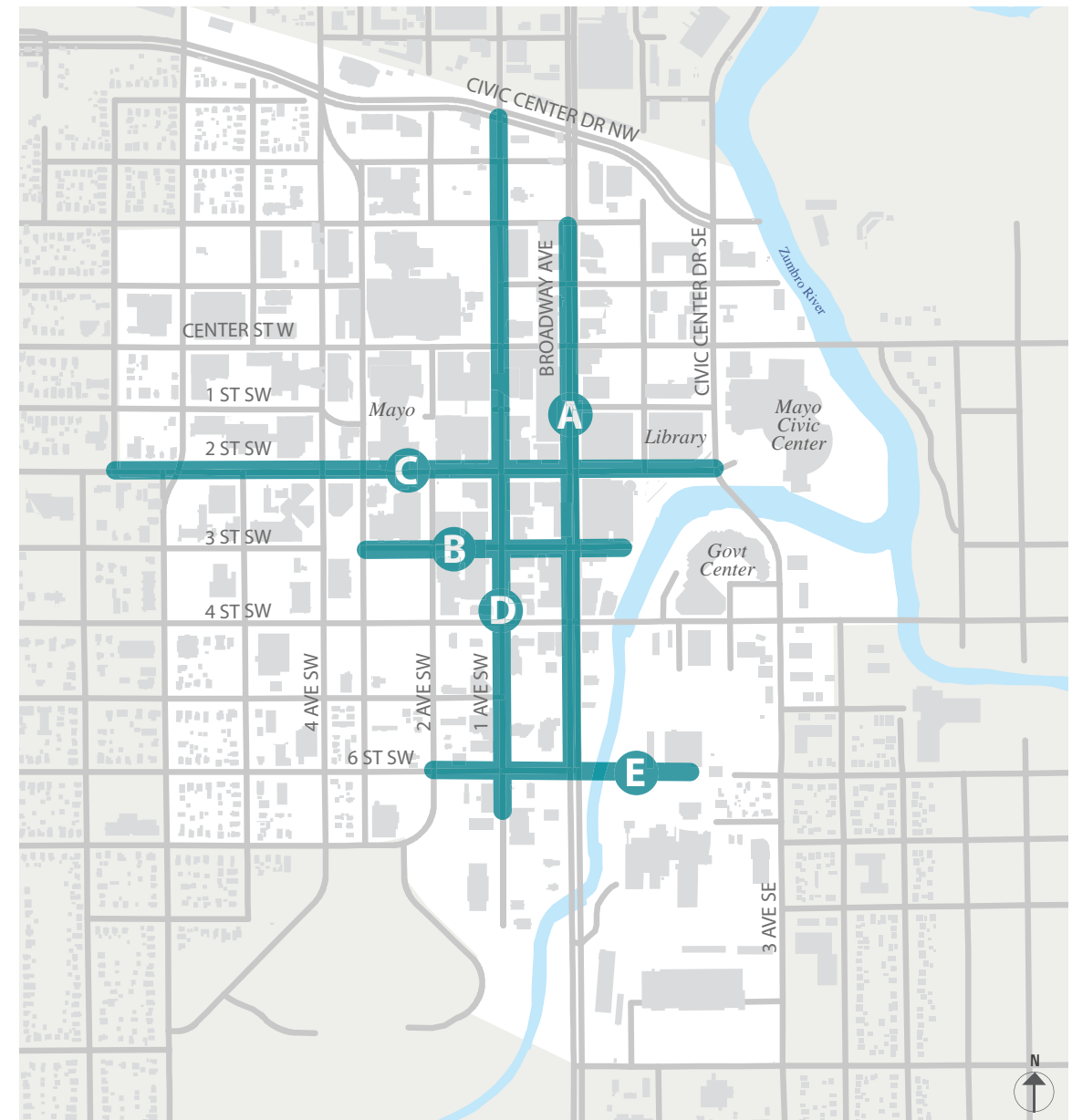
Pedestrian Environment

Street Level

Creating a comfortable, safe and enticing pedestrian environment throughout downtown Rochester is a primary mobility goal of the Master Plan. This plan respects the value of the skyway and subway pedestrian network, and includes recommendations for completing key segments of the skyway system. However, recommendations stress the development of the street level pedestrian environment as a priority. This is necessary to attain several important Plan objectives:

- Enhance business vitality at the street level
- Create a sense of safety and security for all people at all times of day
- Calm traffic and create streets that are inviting for pedestrians and bicyclists

The figure to the right shows the corridors where street-level pedestrian improvements are top Plan priorities. Specific improvement areas are discussed on the following pages.



RECOMMENDED STREET-LEVEL PEDESTRIAN IMPROVEMENTS



THE CROSSING OF BROADWAY AT 1ST STREET S OFFERS A PEDESTRIAN ACTIVATED SIGNAL AND A MEDIAN REFUGE TO REDUCE CROSSING DISTANCE AND EXPOSURE

A. Broadway Pedestrian Improvements

Relatively high volumes of traffic, signal progressions designed to move traffic rapidly through downtown, and a lack of any pedestrian buffer zone makes Broadway an uncomfortable street to walk along and to cross. The crossings between Center Street and 4th Street S are the most critical and should be addressed in the short-term. The crossing at Broadway and 1st Street S is already complete and should serve as a good example for other crossing treatments. Key improvements at intersections include:

- Sidewalk bulb-outs to narrow pedestrian crossing distance
- More clearly defined crosswalks at all intersections (in our opinion zebra stripes offer optimal driver recognition)
- Right turn on red restrictions for northbound and southbound traffic where Broadway intersects with Civic Center Drive, Center Street, 1st Street S, and 3rd Street S (this could be extended over time)

- Use of leading pedestrian intervals (LPI) for signals at Broadway and 2nd Street and Broadway and 4th Street. An LPI re-times the signal phasing so that the pedestrian phase begins a few seconds before the vehicular phase
- New traffic signal at 3rd Street S with pedestrian signal, bulb-outs and clearly defined crosswalks and signage

B. 3rd Street Shared Street

3rd Street South between the Zumbro River and 3rd Avenue Southwest should be redesigned as a shared street, with a design oriented toward providing a top-quality, street level pedestrian connection between the Mayo Clinic, 1st Avenue retail, the riverfront and the Government Center. The short segment of 3rd Street east of Broadway could adopt a true shared street design that includes a broad pedestrian plaza along the river and generous sidewalks connections to the 1st Avenue “Main Street” corridor. Recommendations detailed later in the report suggest limiting autos to eastbound ingress to parking facilities (egress could be on 2nd and 4th) and possibly even grade separating the parking ramp entrances. Furthermore, this low-volume traffic street provides an opportunity to introduce a 2-way separated bicycle facility (a cycle track) connecting the Zumbro River trails and downtown (including the 2nd Ave bicycle corridor).

C. 2nd Street South

2nd Street is the most important transportation corridor in downtown Rochester. It is an important traffic carrying street, the primary transit corridor, and also a critical pedestrian street connecting key downtown uses and concentrations of public parking. The 2nd Street Construction Project is setting a standard for pedestrian safety and comfort along this corridor and should be continued to other parts of the corridor, particularly the segment between Broadway and Civic Center Drive. Recommended improvements include:

- Pedestrian bulb-outs at Broadway, 1st Avenue, 2nd Avenue and 3rd Avenue (some of this work is already planned as part of the 2nd Street Construction Project at 2nd and 3rd Avenue SW)
- Reduction of right turn radius at SW corner of 2nd Street SE and Civic Center Drive and construction of bulb-out to reduce north-south crossing distance
- Right turn on red restriction at Civic Center Drive.
- Closure of the entranceway to the Mayo Civic Center (this is planned as part of proposed expansion, but should be considered independent of expansion project)
- Clearly defined crosswalks and signage at all intersections

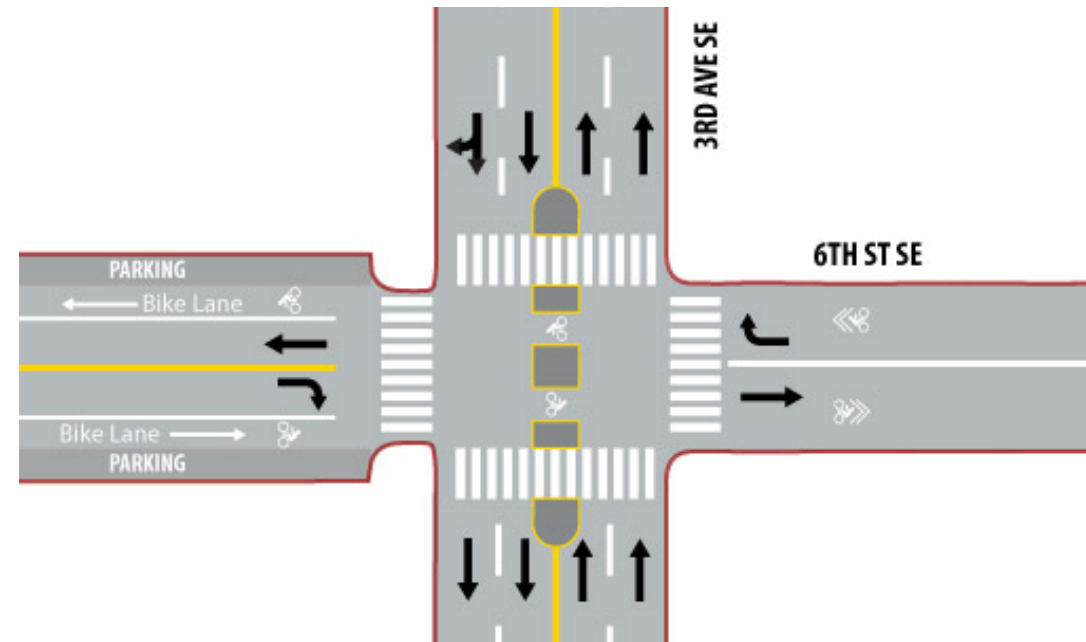
D. 1st Avenue Main Street

The Master Plan recommends 1st Avenue be developed with “Main Street” character and uses, with the priority emphasis on the pedestrian and street level activity. The section of 1st Avenue SW between Center Street and 6th Street SW should serve as a model for the rest of the corridor. Improvements along this street include:

- Bulb-outs at 2nd Street NW, Center Street, 4th Street SW and 6th Street SW
- Clearly defined crosswalks and signage at all intersections
- Elimination of driveways and curb-cuts as feasible over time
- High quality pedestrian amenities, including street trees, public seating, and landscaped buffers
- On-street parking to provide business access and a pedestrian buffer

E. 6th Street

This street that connects Historic Southwest and Pill Hill to downtown should encourage slow speeds and discourage through-traffic. Both bicycle and pedestrian safety and comfort are important on this street. As the UMR campus develops, the emphasis on high quality pedestrian amenities should be encouraged, especially between Broadway and 2nd Avenue SW. A new 6th Street SE bridge is recommended between Broadway and 3rd Avenue SE. This bridge would allow for continuous movement of bicycles and pedestrians, but require diversion of vehicles at 3rd Avenue SE to prevent through traffic from entering the neighborhood east of 3rd Avenue East. A new median would allow bike and pedestrian through movements but restrict eastbound and westbound through vehicle movements. The intersection at 6th Street and 3rd Ave could be designed to prohibit through vehicle traffic (allowing through bike traffic) in the east-west directions.



MEDIAN ALLOWING THROUGH BICYCLE TRAFFIC RECOMMENDED FOR 3RD AVENUE AT 6TH STREET SOUTH

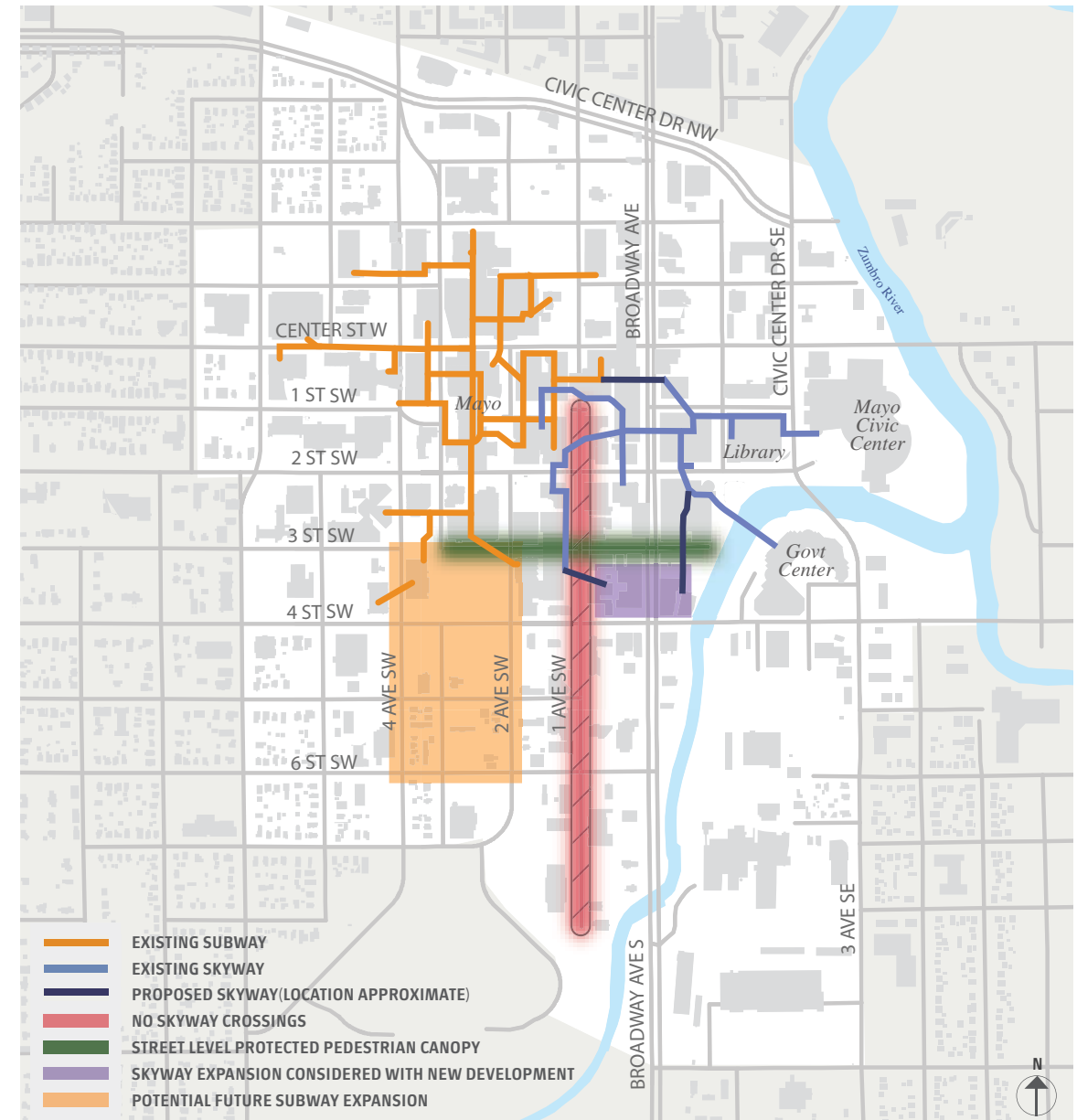
Subways/Skyways

The subway and skyway network provides two additional levels of circulation in the downtown that are climate-controlled. Although the skyway and subway networks are important to the vitality of the Mayo Clinic and downtown core, and a significant amount of retail activity is located here, their presence also pulls retail and activity away from the street level, which contributes to the feeling of a less active downtown. While skyways are now viewed as an important economic consideration for developers, development of the skyway network without more aggressive city regulation could block important corridor views and limit future street-level business activity and vitality. Key priority areas for expansion of the subway and skyway networks are highlighted in the figure at the right and discussed in more detail below.

Skyway

It is anticipated that skyways will continue to be added to the system as the downtown grows, but only in very limited locations. Primary strategic connections are identified to improve skyway connections and circulation in the downtown core, limiting the need to pedestrians to walk out of direction. Approval of future connections should meet the following criteria:

- No additional skyway crossings should be allowed on 1st Avenue SW or 3rd Street SW/SE (beyond those approved as of 2010). This will help retain the intimate, “Main Street” feeling of these streets and encourage street-level retail and activity
- New skyway connections must be strategically important toward closing gaps in the system and not expand outside the current CBD “loop”
- Within the priority areas, connections only be considered for uses that generate a high level of pedestrian activity such as hotels, large residential buildings, parking garages, civic and government uses and large office towers.
- Skyway connections should not be made where parallel crossings are available within two blocks and easily accessed through the system
- Skyway crossings of Broadway should be designed to ensure adequate height to allow future electric streetcar operations. Clearance of 18 feet is helpful in accommodating centenary wires at a height that allows streetcars to operate in mixed traffic

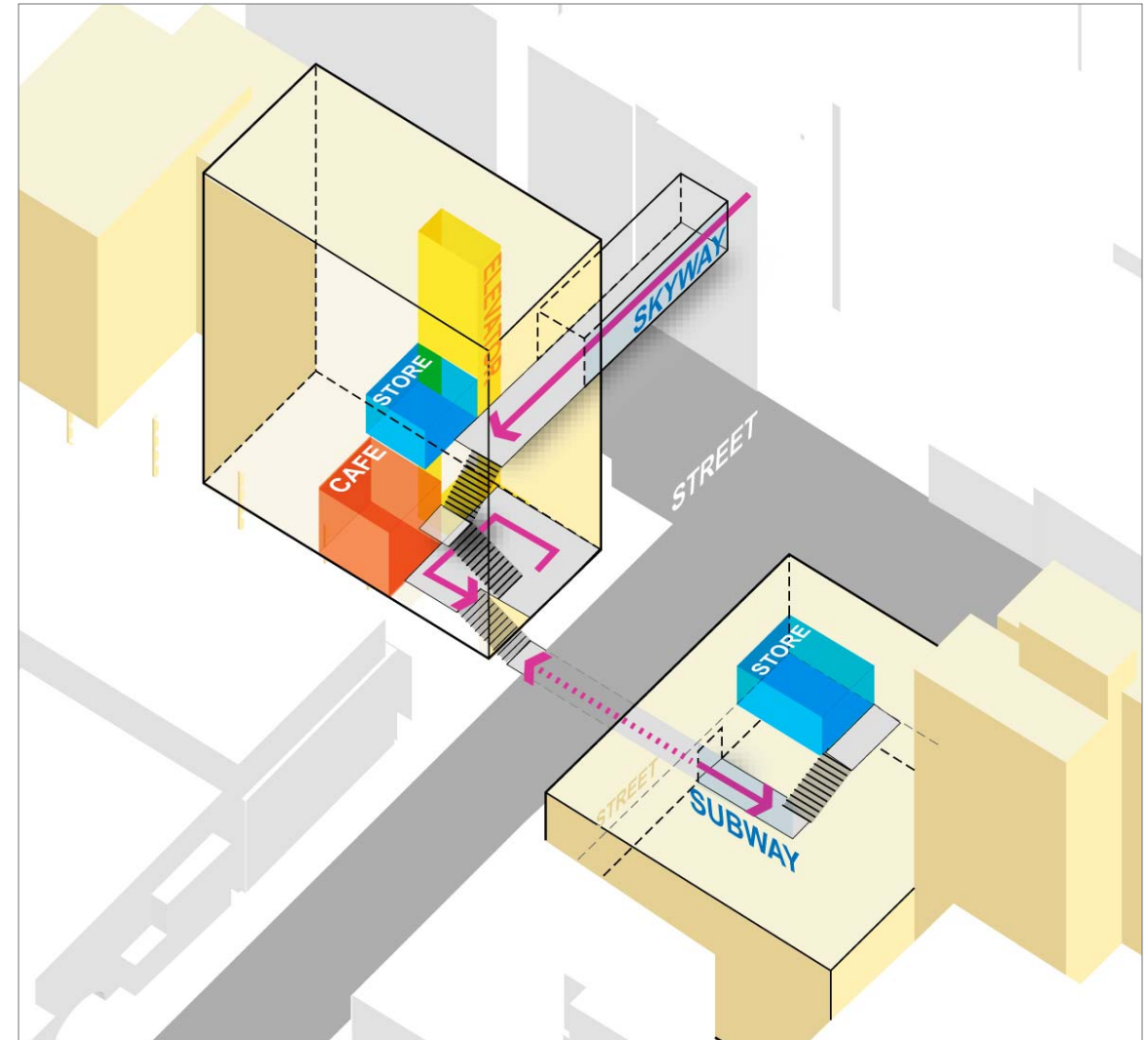


RECOMMENDED SUBWAY/SKYWAY IMPROVEMENTS

- In place of east-west skyways south of 2nd Street, consideration should be given to the development of a 3rd Street S. pedestrian corridor design program that would include a unified and continuous awning design, heated sidewalks, wayfinding and amenity program. While this would not replicate the climate controlled skywalk environment, it could help encourage street level pedestrian activity in this important corridor
- Skyway design standards should be developed and adopted to ensure future skyway connections fit in with the character of the downtown streetscape, especially as they relate to historic buildings and crossings of important pedestrian corridors

Subway

The subway system is designed to support and connect the various buildings on the Mayo Clinic campus and is largely concentrated on the western half of the downtown. Future growth of the Mayo Clinic will most likely include expansion of the subway network to support their facilities. Because the subways are largely owned and maintained by the Mayo Clinic, it is anticipated that the Mayo Master Plan will establish where subway connections are needed. Where subway connections interact with non-Mayo uses, clear signage and connectivity with the street and skyway level are recommended.



SKYWAYS PROMOTE INTERACTION AMONG DIFFERENT LEVELS OF CIRCULATION, FROM THE SKYWAY TO SUBWAY TO STREETS. FUTURE STANDARDS WILL ENSURE THE BENEFITS OF THESE POINTS OF ENGAGEMENT ARE MAXIMIZED

Transit Framework

Service

Today transit is a fundamental component of downtown access and mobility, carrying approximately 10% of trips into and out of downtown Rochester. City Lines is well managed and highly productive for a city of Rochester's size. The RDMP projects significant employment and residential growth in the downtown core and will require a new approach to transit provision that allows transit to carry a greater share of total trips, while reducing its spatial and visual impact on downtown streets. As the geographic boundaries and mix of uses increase in the downtown, transit will also need to move more people making short trips within downtown, removing short and inefficient auto trips from downtown streets. Key transit recommendations that can be implemented in the next 5-10 years include:

Plan for doubling of transit trips

If downtown Rochester is to continue to grow, it will be necessary to slow the rate of growth in demand for space dedicated to automobiles, including expanded roadway and parking capacity. To meet 2030 mode split goals, it is estimated that Rochester City Lines will need to carry double the daily passengers it does today. This will require not just continuation of the existing mode share for transit—which would result in overall growth in transit usage—but growth in the percentage of downtown visitors and residents using transit for work and other trips. Specific actions:

- Conduct a comprehensive operations analysis to improve efficiency of operations and begin to phase out downtown pulse system
- Implement aggressive Transportation Demand Management (TDM) programs such as downtown wide transit pass
- Manage parking demand through price and maximums (see parking section)



THE EXISTING LOCAL BUS NETWORK IS DESIGNED TO ALLOW TRANSFERS BETWEEN ALL ROUTES, AND THUS SIGNIFICANT VOLUMES OF BUSES ARE IN THIS AREA DURING PEAK PERIODS (IDLING, PICKING UP/DROPPING OFF PASSENGERS, PARKING). DESPITE THE VALUE TRANSIT BRINGS TO THE DOWNTOWN, BUS CONGESTION ALONG 2ND STREET SW OVERWHELMS OTHER USERS OF THE STREET AT CERTAIN TIMES

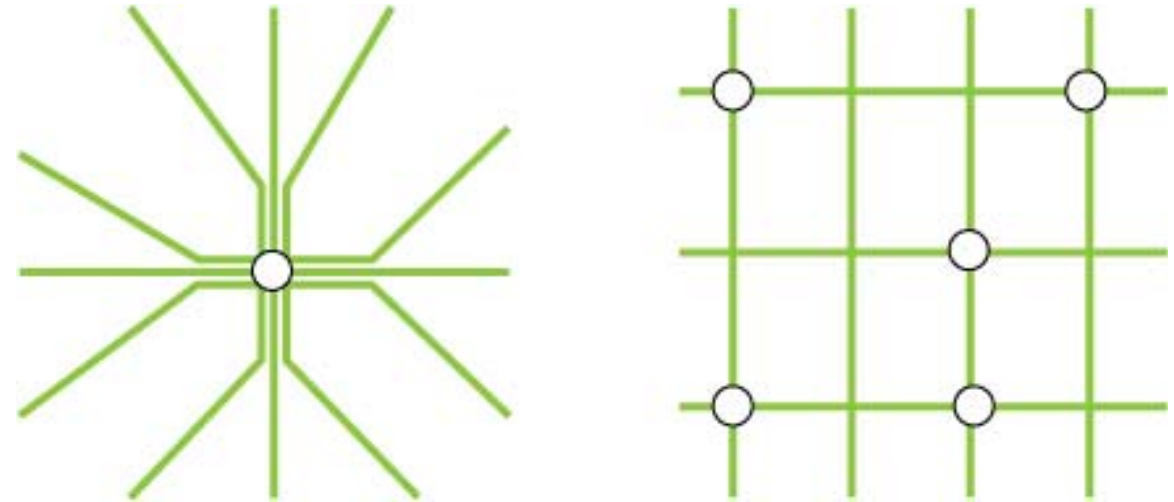
Develop 2nd Street and Broadway as Primary Transit Corridors

One way to achieve the goal of doubling the number of trips made on transit by 2030 is to focus transit service in downtown onto two primary transit corridors: 2nd Street SW and Broadway. Especially within the downtown core, transit amenities along these corridors should be of the highest quality and signage and marketing materials should make it clear that these are the main transit corridor in the city. The new transit facilities on 2nd Street should serve as a model for other transit facilities downtown. Over time, the main transfer location for the local routes on 2nd Street SW is recommended to transition closer to Broadway in order to concentrate transit activity and facilitate transfers between routes. The primary transit corridors should also be marketed in a way that people can use transit for intra-downtown circulation as well as circulation between downtown and Saint Marys Hospital. Intersection of the primary transit corridors of 2nd Street SW and Broadway create an opportunity to locate transit bays west of Broadway and north of 2nd on Broadway, creating an on-street transit hub.

Conduct a comprehensive operations analysis

The existing “hub and spoke” nature of the transit system – which is designed such that buses are arriving and departing more or less simultaneously in order to facilitate transfers – has served Rochester well but limits the ability to significantly grow the transit system. To grow the system effectively, it is recommended that the City conduct a comprehensive operations analysis that explores ways for the transit system to transition away from a “hub and spoke” network. One recommendation, which was also discussed in the 2007 Transit Development Plan, is to transition to a “grid network” whereby cross-town service is implemented and multiple transfer opportunities are available. The hub and spoke service model is typical of smaller systems that have limited resources, while a grid network design is more common among larger urban transit systems that demand higher frequency service. The grid network also complements the recommendation to implement Transit Priority Corridors and provide intra-downtown circulation on transit.

The system caters to its most captive customer base: downtown-based commuters. As the downtown population diversifies, transit will need to provide high-quality service throughout the day and in a way that is easily comprehended by the occasional user.



THE “HUB AND SPOKE” NETWORK ON THE LEFT ONLY ALLOWS TRANSFERS AT ONE LOCATION, WHILE THE “GRID” NETWORK ALLOWS FOR MULTIPLE TRANSFER OPPORTUNITIES AND CROSS-TOWN SERVICE

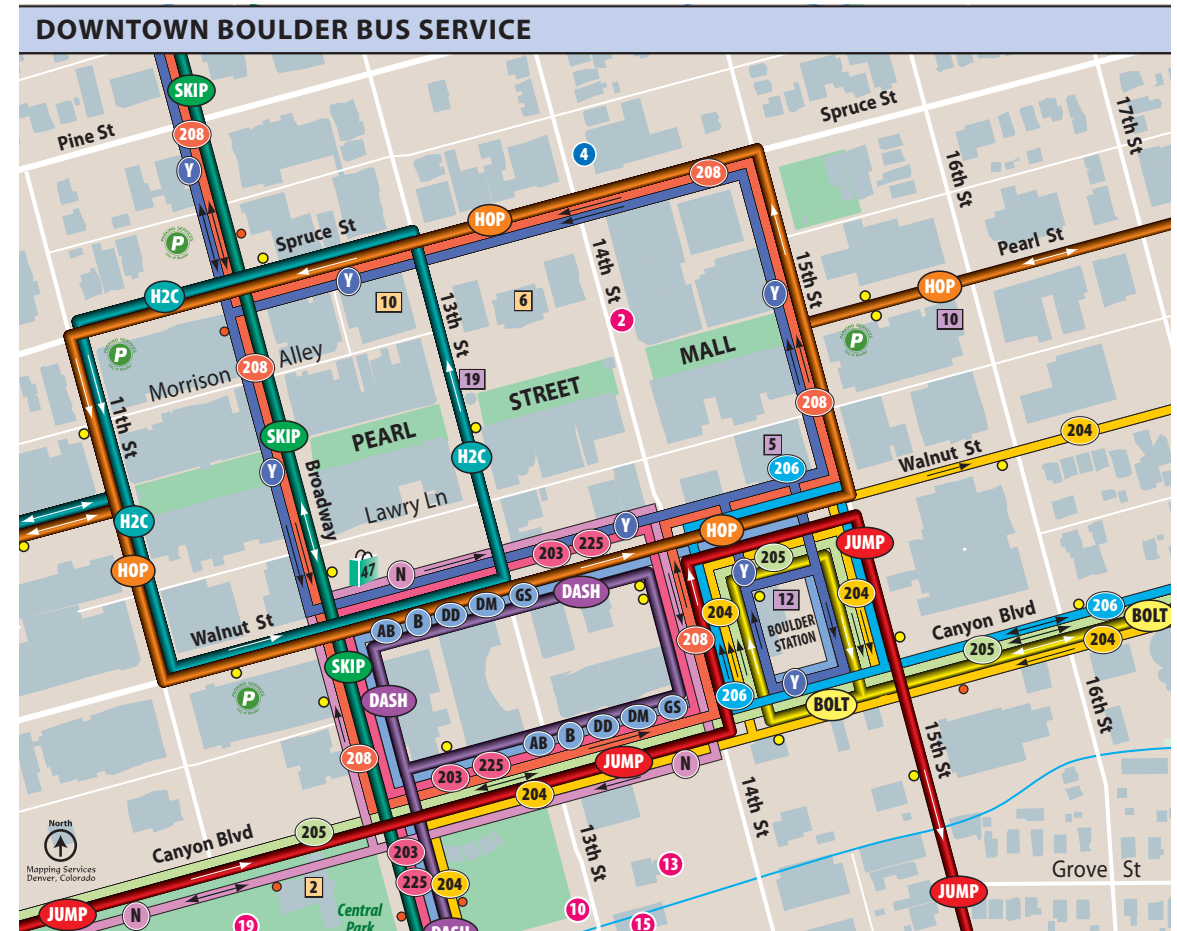


THE ECOPASS PROGRAM IN THE DENVER/BOULDER REGION ALLOWS EMPLOYERS TO PURCHASE ANNUAL BUS PASSES FOR THEIR EMPLOYEES AT A SUBSIDIZED RATE. THE CITY OF BOULDER HAS ALSO PARTNERED WITH LOCAL BUSINESSES TO OFFER DISCOUNTS TO ECOPASS HOLDERS AND ESTABLISHED A NECO PASS PROGRAM THAT OFFER HIGHLY SUBSIDIZED BUS PASSES FOR PARTICIPATING NEIGHBORHOODS

Improve Service Comprehension

The transit system is currently designed and marketed primarily to commuters, who typically use transit for one trip purpose and have little need to access system information for one-time trips. For downtown visitors or other users, the system is confusing and information inaccessible. Immediate and low cost improvements can be made by:

- Updating the system map
- Posting system maps at all major stops in downtown and throughout the system
- Create a downtown transit map that could also be promoted as the “official” downtown map, whereby information about businesses, restaurants, and other downtown activities could be included



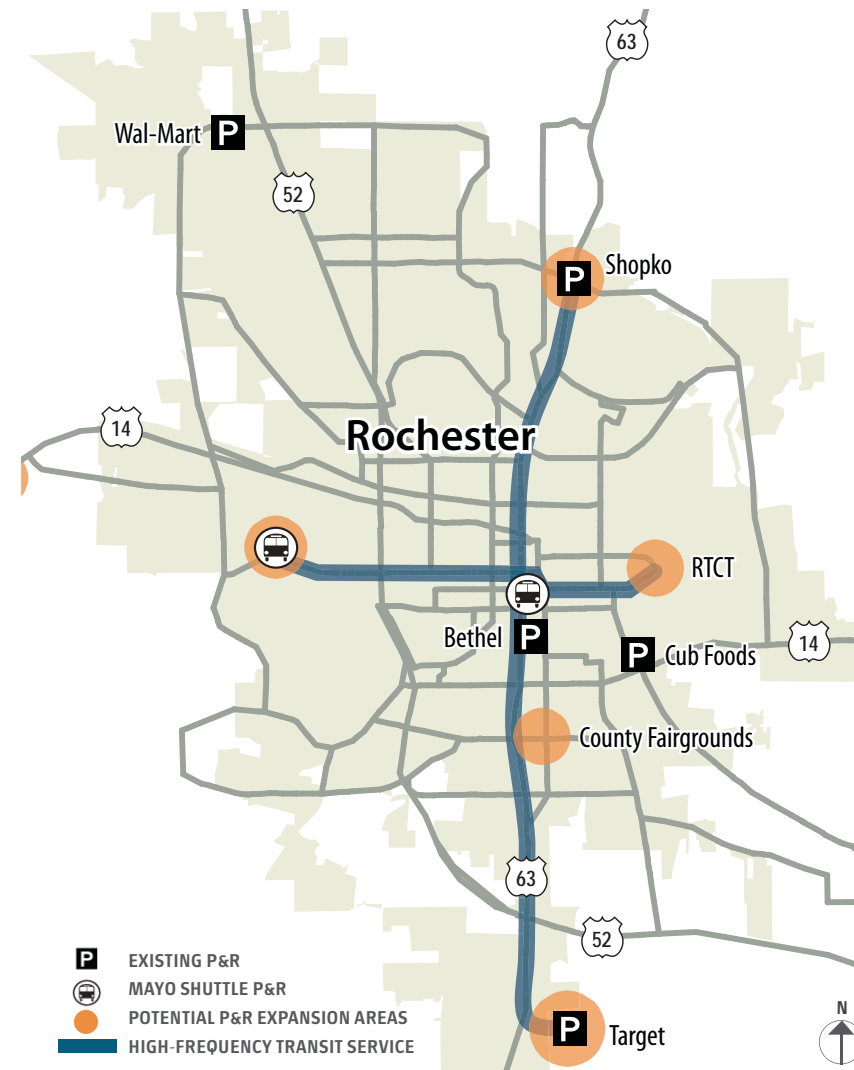
BOULDER'S CITY-WIDE TRANSIT MAP CLEARLY SHOWS THE DIFFERENT TRANSIT ROUTES THROUGHOUT THE CITY AND PROVIDES A DETAILED STREET MAP WITH MAJOR DESTINATIONS AND ACTIVITY CENTERS

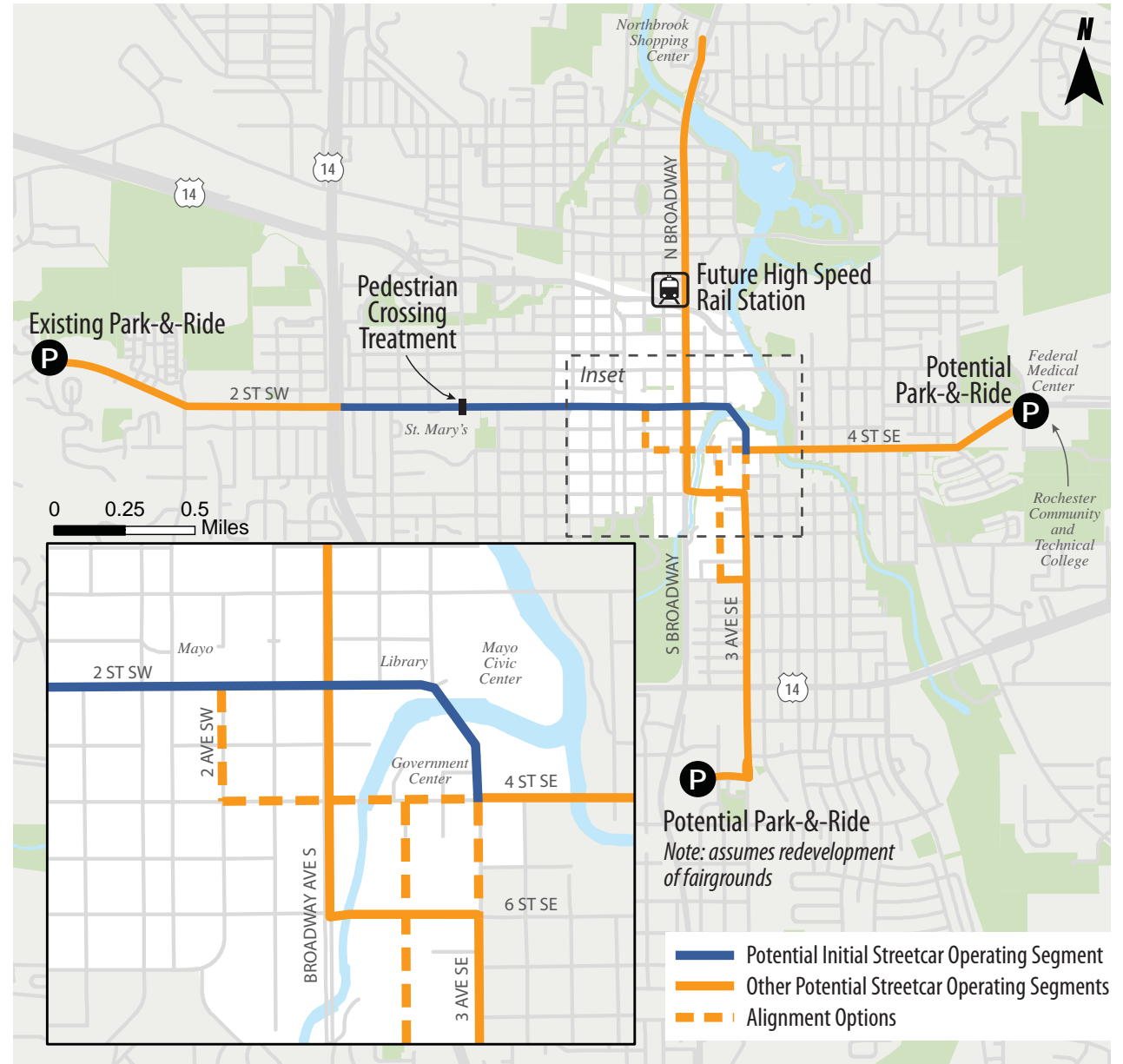
Expand Remote Parking and Connect with High Frequency Transit

Through the use of park and ride lots and remote parking, transit already plays an important role in reducing the amount of parking in downtown, especially parking devoted to the long-term storage of vehicles. It is recommended that the City and Mayo Clinic build on the success of the park and ride and remote parking programs by providing clearly marketed, high-frequency transit connections from these locations to downtown via the Transit Priority Corridors (2nd Street SW, Broadway and 4th Street SE). As redevelopment occurs, parking in the downtown area, such as the Fullerton lot, is encouraged to be accommodated remotely and replaced by higher and better land uses. Several specific locations are recommended for future park and ride or remote parking locations in the figure to the right, along with locations where high-frequency transit service would be marketed for downtown circulation.



TWO REMOTE PARKING LOTS, SERVED BY HIGH-FREQUENCY SHUTTLES, ARE ALREADY SUCCESSFULLY BEING USED BY THE MAYO CLINIC TO REDUCE PARKING DEMAND IN THE DOWNTOWN CORE





POTENTIAL DOWNTOWN AREA RAIL ALIGNMENTS

Future Rail Services

Over the life of this Master Plan, mobility needs in downtown and between other city neighborhoods are likely to change dramatically—especially if the downtown grows as anticipated. Furthermore, fuel prices, potential fossil fuel scarcity and the evolution of a regional high speed rail (HSR) system could further alter the way people travel to and from Rochester. This Plan recommends that the City begin consideration of a medium capacity rail system connecting major downtown destinations, including a potential future HSR station, and near-downtown neighborhoods.

High Speed Rail, Light Rail and/or Commuter Rail

A number of regional and intercity rail proposals have been considered in the past, all of which would likely serve downtown along one of the existing rail alignments. Although the possibility of a regional or intercity rail serving Rochester remains a long-term goal, it is recommended as part of this Master Plan to assume a future rail hub in the downtown be located between Broadway and 1st Avenue NW just north of Civic Center Drive. This location would be adjacent to the north-south Transit Priority Corridor and could also serve as a northern terminus for a north-south streetcar line (see below).

Downtown Streetcar Circulator

Based on projected growth and parking needs, the Plan recommends two streetcar segments

- East-west line with an initial phase between Saint Marys Hospital and downtown with phased extensions to Olmsted Medical Center and
- North-south line between the Olmsted County Fairgrounds and the future rail terminal north of Civic Center Drive between 1st Avenue NW and Broadway

The figure on the opposite page shows potential alignments. Based on a preliminary analysis of corridor densities, it is recommended that the City begin a feasibility assessment of the east-west corridor, along with operational feasibility, to determine the potential for such an investment to act as a development catalyst.

Funding Considerations

All rail services require significant capital investments to lay the track, purchase vehicles, and fund other necessary elements such as maintenance facilities, overhead wire, marketing materials, signage, etc. Regardless of the rail investment that is pursued in Rochester, a variety of funding sources will need to be explored, including local, state and federal sources. While many of the modern streetcar lines built in the United States have relied almost exclusively on local sources (e.g., Portland and Seattle), other rail investments like light rail and commuter rail have been funded largely through state and federal sources. While competition for federal funding remains intense, a much greater emphasis is being placed on sustainable development and livable communities, which could translate to more federal funding for streetcar circulators.

HOW MIGHT A STREETCAR LINE IN THE 2ND STREET CORRIDOR IN ROCHESTER COMPARE WITH OTHER STREETCAR SYSTEMS?

	ROCHESTER	PORTLAND	SEATTLE	LITTLE ROCK	TACOMA	TAMPA
ROUTE MILES	1.5	4.0	1.2	2.5	1.6	3.0
WEEKDAY RIDERSHIP	1,600	11,914	1,300	680	2,925	1,040
DAILY RIDERSHIP / ROUTE MILE	1,066	2,979	1,083	272	1,828	347

NOTE: Weekday ridership estimates for Rochester assume a significant portion of existing Mayo shuttle passengers between downtown and Saint Marys Hospital would use streetcar.

- A** MEDIAN TREATMENT ALLOWS THROUGH BIKE MOVEMENT, BUT AUTOS REQUIRED TO TURN RIGHT
- B** BIKE BOX AND/OR NO RIGHT-TURN ON RED
- C** POSSIBLE BIKE HUB/BIKE PARKING
- D** BIKE/PEDESTRIAN SIGNAL
- E** NEW TRAFFIC SIGNAL WITH PEDESTRIAN PHASE AND BIKE BOX

- X** INTERSECTION TREATMENT
- TRAFFIC CIRCLE
- P** BIKE PARKING
- ▬** BIKE LANE
- ▬** FUTURE ROAD CONNECTION WITH BIKE LANES
- ▬** BIKE SHARROW
- ▬** BIKE PATHS



RECOMMENDED INTERSECTION TREATMENTS FOR CYCLISTS

Bicycle Network

Downtown Rochester and the downtown adjacent neighborhoods have all the characteristics of a great bicycling community. Grades are relatively flat and neighborhoods are laid out in a grid pattern providing good access to places of all types and multiple options for cyclists of different comfort levels. Rochester's well-developed off-street trail system provides excellent connections from further removed neighborhoods to points on the outskirts of downtown. The biggest challenge to bicycle commuters is the last 1/2 mile ride to penetrate downtown.

Weather is certainly an impediment to growing bicycle travel in Rochester. However, the City should take notice of its northern neighbor Minneapolis, which has become one of the most bikeable cities in America and now sees up to 6% of total commuters on bicycles. The figure on the opposing highlights recommendations for improving downtown bike access and mobility.

Bicycle Treatment

Low cost treatments using paint and completed within the existing right of way can greatly enhance bicycle mobility.

Intersection treatments

Intersection treatments are key investments made to ensure safe interactions between bicyclists and motor vehicles at potential conflict points. Colored bike lanes are a technique used to indicate the presence of cyclists through intersections. Physical and regulatory turn restrictions, such as diverters or "No Right Turn on Red" restrictions significantly improve intersection conditions for bicycles. Bicycle detection devices such as bicycle loop detectors and bicycle actuated signals, offer separate signal phases for cyclists which eliminate motor vehicle conflicts.

- **4th Street and Broadway**—bike box and no right turn on red
- **Center Street and Broadway**—bike box and no right turn on red
- **2nd Avenue SW and 2nd Street SW**—potential bike parking/bike hub
- **3rd Street SE and Broadway**—New intersection with bike lanes
- **4th Avenue SE and 4th Street SE**—Bike and pedestrian median refuge
- **6th Street and 3rd Avenue East**—Bike and pedestrian median refuge, no through east-west auto traffic
- **3rd Street and Broadway**—Possible bicycle only signal phase for two-way bicycle track



BIKE SHARROWS INDICATE TO MOTORISTS TO SHARE THE LANE WITH CYCLIST



BIKE LANE BETWEEN A TRAVEL LANE AND ON-STREET PARKING



REFUGE MEDIANS ALLOW FOR SAFER CROSSINGS AT LARGER, HIGH SPEED INTERSECTIONS. RECOMMENDED LOCATIONS FOR BICYCLE AND PEDESTRIAN REFUGE MEDIANS ARE SYMBOLIZED AS D AND E ON THE MAP ON PAGE 110



TRAFFIC CIRCLES, OR MINI-ROUNDBABOUTS, ARE TRAFFIC CALMING DEVICES THAT SLOW VEHICLES AND PROVIDE AN ATTRACTIVE ELEMENT TO THE NEIGHBORHOOD. PROPOSED TRAFFIC CIRCLES ARE SHOWN IN ON THE MAP ON PAGE 110

Bike Routes with Sharrows

Sharrows are shared lane pavement markings that visually indicate to motorists that cyclists might be using the travel lane, while guiding cyclists where to ride in the lane. This inexpensive design intervention can increase bicycle connections, improve safety, and develop greater visibility for bicycling in the downtown area. Bike sharrows are generally more appropriate where travel lanes are wider than a single travel lane, usually 12-14 feet. It is recommended that priority investments for sharrow installation will be located in the following locations:

- Center Street W east of 6th Avenue and across the Zumbro River
- George Gibbs Drive SW and 7th Street SW connecting to the bike lane on 2nd Avenue SW north of 7th Street
- 1st Street SW from 6th Avenue SW west toward TH 52
- Along 2nd Street NW from 6th Avenue NW west through the Kutzky Park neighborhood to 10th Avenue NW
- 1st Avenue NW from Civic Center Drive connecting to Center Street
- 4th Avenue SE between 6th Street SE and 4th Street SE
- 6th Street SE from 3rd Avenue SE to 13th Avenue SE

Bike Lanes

Bike lanes are specifically designated space for bicyclists to travel on a street. Bike lanes are designed to improve visibility and safety for cyclists where traffic volumes and speeds are higher. Bike lanes are generally delineated by a solid white line and are between 6 and 8 feet wide. Priority investments for future bike lanes in downtown are recommended on the following streets:

- 4th Street SE and SW through downtown, perhaps extending as far west as 10th Avenue SW and as far east as 19th Avenue SE
- The entire length of 6th Avenue NW/SW from 8th Street NW to 11th Street SW
- 2nd Avenue SW between 2nd Street and 7th Street SW and Soldier’s Field Drive to bike paths
- A future 6th Street SE connection between Broadway and 3rd Avenue SE
- A future crossing at 6th Avenue between Broadway and 3rd Avenue SE
- Possible two-way cycle track between River and Broadway on 3rd Street



BICYCLE BOULEVARD TREATMENTS ALLOW THROUGH BIKE MOVEMENTS WHILE RESTRICTING VEHICLES FROM TRAVELING THROUGH THE INTERSECTION. A SIMILAR TREATMENT IS RECOMMENDED AT LOCATION A ON THE MAP ON PAGE 110



COLORLED BIKE BOX RESTRICTS RIGHT TURNS ON RED AND PROVIDES A SAFE REFUGE FOR CYCLISTS. RECOMMENDED BIKE BOX LOCATIONS ARE SYMBOLIZED AS B ON PAGE 110



PROTECTED BIKE OASIS PROVIDES ACCESSIBLE BIKE PARKING



BIKE HUB AT PORTLAND STATE UNIVERSITY. RECOMMENDED LOCATIONS FOR A BIKE HUB IS SYMBOLIZED AS C AND F ON THE MAP ON PAGE 110



ON-STREET BIKE CORRAL PROVIDES BIKE PARKING CLOSE TO ACTIVITY CENTERS WHILE MAINTAINING VALUABLE SIDEWALK

Bicycle Amenities

Amenities at Downtown Destinations

Safe, secure, comfortable, and accessible bike parking is a vital component of a bicycle network, as are other supportive facilities and programs that make cycling more attractive. While a number of parking ramps and lots in downtown already accommodate some bike parking, it is recommended that the location of bike parking be more prominent and convenient to key downtown destinations. Specific recommendations include:

- Covered “bike oases” with parking for as many as 10-14 bikes are recommended in the vicinity of the Gonda Building, Peace Plaza, University Plaza and on 1st Avenue SW south of 2nd Street.
- The City and Mayo Clinic should explore a partnership to develop a “bike hub” in the vicinity of 2nd Street SW and 2nd Avenue SW (Lot 19). The Mayo Clinic already provides some bicycle parking in this location, which provides very direct access to the Mayo Clinic, the subway/skyway system and other uses downtown. A bike hub could provide for indoor and/or covered bike parking, bicycle repair, cycling information and bike rental.
- Covered bicycle parking in the Center Street Ramp (between Broadway and 1st Avenue)
- Expanded and covered bike parking in front of the Rochester Public Library
- Covered bike parking at the Rochester Government Center

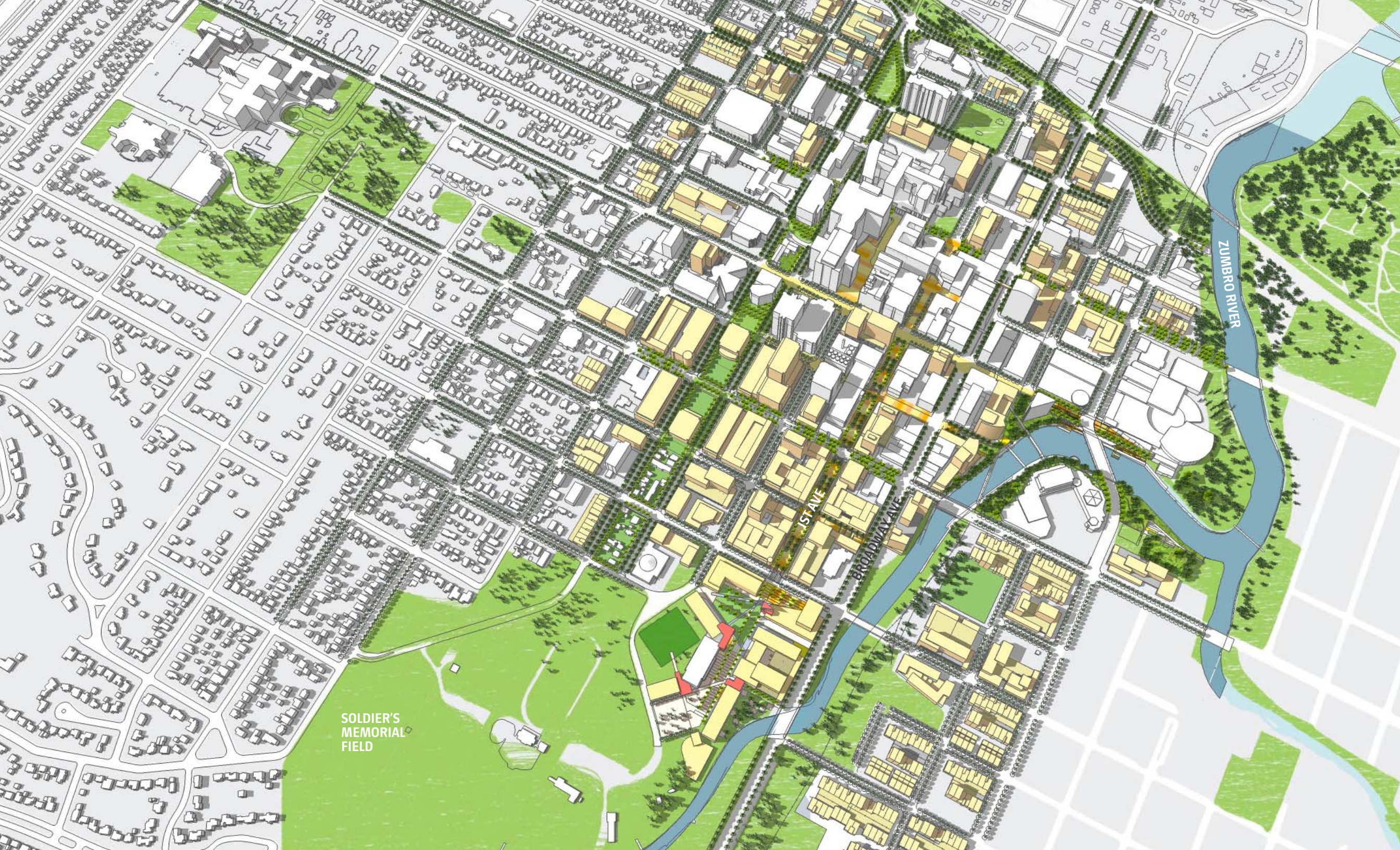
Supportive Programs

Other supporting programs can help to provide incentives and generate excitement for biking for work and non-work trips. It is recommended that the City, in partnership with the Bicycle Pedestrian Advisory Committee (BPAC), the Mayo Clinic and the Rochester Downtown Alliance, encourage or incentivize biking for all trip types. A recommended strategy is for the City to provide support and resources to downtown employers to offer the \$20/month fringe benefit for cyclists who regularly commute by bike (through the Federal Bicycle Commuter Act). Another strategy would be to organize more bicycle-oriented events as a strategy to promote bicycling and increase awareness for commuting options. A successful Bike to Work event is found in the Twin Cities as well as many other cities across the country. These programs are primarily focused on promoting cycling for work purposes, but they also encourage and educate users for many different types of trips. The City should also tap the creativity and resources of the Rochester Active Sports Club to help promote cycling for all users.



An aerial architectural rendering of a city grid, showing various building footprints and street layouts. The entire image is overlaid with a semi-transparent blue color. The text 'implementation strategy' is written in white, lowercase letters, positioned in the lower right quadrant of the image.

implementation strategy



ZUMRO RIVER

SOLDIER'S
MEMORIAL
FIELD

1ST AVE

BROADWAY AVE

2ND ST

3RD ST

Implementation

Cities are not built by any one entity, but instead are the amalgamation of many actions by different sectors and involved stakeholders. The unique partnership of the City of Rochester, Mayo Clinic, and the University of Minnesota Rochester in undertaking this joint master plan demonstrates that Rochester already understands the importance of a coordinated vision and implementation strategy. For downtown Rochester to be successful, the future will need to involve congruent actions by the private, institutional, non-profit, and public sectors. Since cities and regions are functioning in a highly competitive environment to attract investment, the concerted efforts of all involved must be focused on the Master Plan implementation and a broadly shared outcome. The master plan illustrates the potential of Rochester to reposition itself for the future, moving beyond a medical center and central business district to become a multi-dimensional, urban, world-class downtown. As a complex, vibrant place, Rochester will need to integrate its multiple roles as a medical, business, and education center, urban neighborhood, and cultural and recreational destination. Achieving this will require a continuous, coordinated, and phased effort by all downtown entities.

The following infrastructure, policy, and development initiatives broadly describe recommended changes to help Downtown Rochester become a vibrant, mixed-use downtown made up of the elements of great urbanism. The section below sets forth the strategy for accomplishing the master plan goals and vision, identifying both strategies and project initiatives.

While the infrastructure, policy, and development initiatives are the tools needed to move the plan forward, the final recommendation for the plan is to create a new organizational structure that forms the toolbox that mobilizes resources, expertise, and coordination of the many downtown partners.

Downtown Implementation Initiatives

To leverage private investment, the City will need to continue to pursue a number of **Infrastructure Initiatives**, improving streets and expanding and enhancing parks and civic space. These investments set the stage for private development. Since these are capital projects, their completion will be phased over time, with some tasks identified as higher priority than others. The cost of new streetscape, parks, transit, and other civic infrastructure should be viewed as an investment, which will bring a return in the form of private investment that over time generates a larger tax base for the City.

Policy Initiatives are recommended to move Rochester forward, and ensure that policies and regulations are in place to carry forward the master plan. It is imperative that the City, Mayo Clinic, UMR, and other organizations support the desired development illustrated in the plan. With strong leadership, collaboration, and a focus on policy changes, efforts can begin immediately.

The **Development Initiatives** are real estate projects, strategies, and financing tools that will strengthen and diversify the Downtown Rochester economy in the near- and long-term. By diversifying Downtown, they will also benefit the region's economic development potential. The initiatives are sensitive to market cycles and should be used to prime the pump for likely private investment. In many cases the investment vehicles and structures can be established early to be ready to respond to private sector interest. The financing tools address strategies for public expenditures that will entice building the base of retail and housing, and sustaining the base of office and government uses in the downtown.

Infrastructure Initiatives

Infrastructure is the primary responsibility of the public sector and can be used effectively to leverage private development. The cost of new streetscape, parks, transit, and other civic infrastructure should be viewed as an investment, which will bring a return in the form of private investment that over time generates a larger tax base for the City. Some forms of public infrastructure can generate direct revenues, such as transit fares. Even though this offset is useful, it does not change the fundamental role of infrastructure as a public service that catalyzes private development.

While this plan discusses a wide range of projects to improve access and mobility in Downtown Rochester, a few projects stand out as priorities. These “catalytic” projects are those determined to have the greatest potential benefit for meeting broader downtown development, economic and environmental quality goals. These projects also align closely with Downtown Master Plan foci for land redevelopment, with a particular focus on improving the street level environment for pedestrians and enhancing multimodal access to street level retail businesses.

Short-term and longer-term catalytic projects are identified; the ultimate priority of investment should be supportive of investments in private real estate development, civic amenities, and other public infrastructure investments.

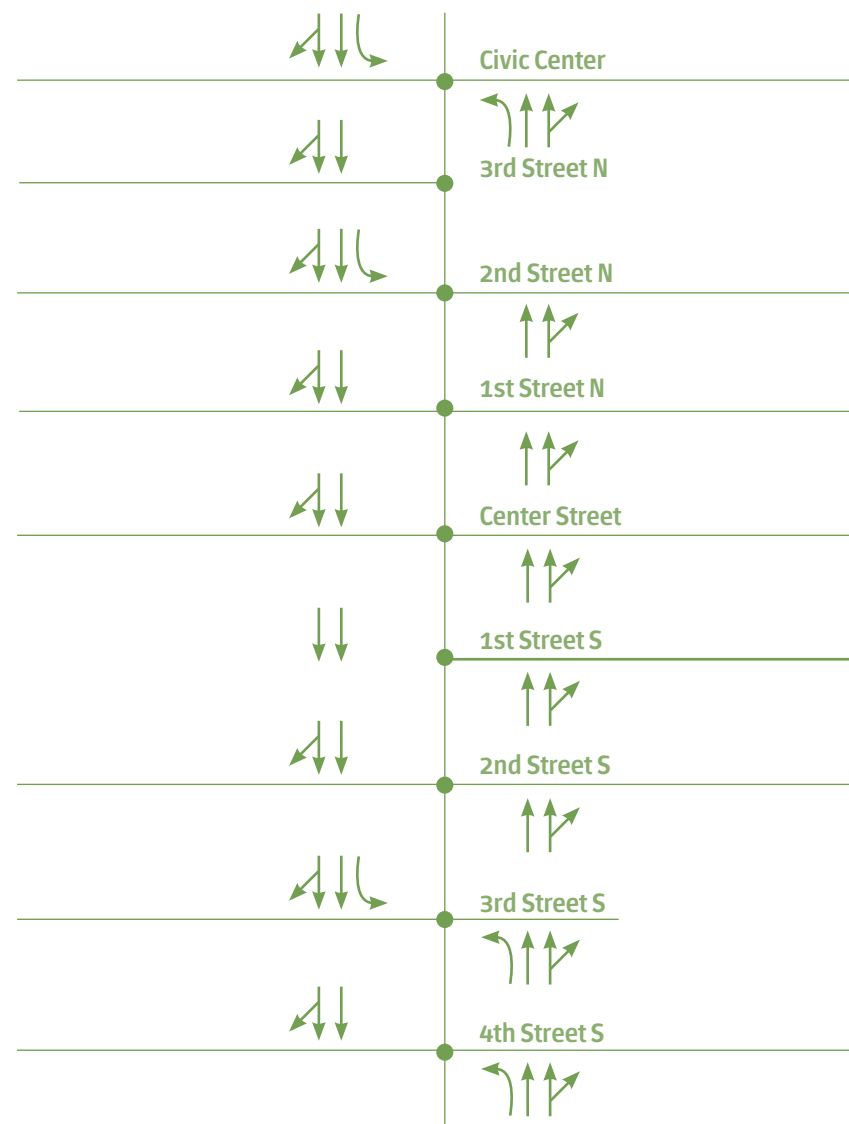
Short-Term Catalytic Mobility Projects

First Avenue SW–“Main Street”

The development of 1st Ave SW as a “Main Street” for the proposed urban village is a top plan priority. To support the development of highly walkable subarea with active sidewalks and vital street life, the plan recommends 1st Ave SW be rebuilt between 2nd Street and 6th Street, with the following features:

- A single 11 foot wide travel lane in each direction
- Angle in parking to optimize short term parking supply
- Pedestrian bulb-outs at all intersections to reduce pedestrian crossing distance and mid-block to provide room for café space and street vendors
- Street trees and landscaping
- Reduced driveway accesses to limit pedestrian conflicts
- Bench rest stops included in pedestrian realm improvements

Broadway Approach and Turn Movements



ILLUSTRATIVE GRAPHIC, DOES NOT INCLUDE EAST-WEST APPROACHES

Broadway Complete Street

The Rochester Downtown Master Plan process has revealed Broadway as a major barrier to meeting City goals to create a vibrant, economically health, walkable and livable downtown. Pedestrian crash data shows that intersections of Broadway at 2nd Street South and 4th Street South are among the most dangerous in the City. Furthermore, residents, downtown business owners, and developers identify Broadway as a “barrier” to walkability and a factor discouraging development on the east side of downtown.

Safety and comfort issues on Broadway are largely a result of street design and operation. There are many streets in U.S. downtowns that carry comparable amounts of traffic and have similar profiles (the 100’ building-to-building street width is very common) that are high quality pedestrian streets. The state highway designation (Highway 63) is a barrier to implementing proposed changes, since MnDOT’s mission is not congruent with City goals for balanced multimodal access and downtown livability.

Broadway improvements that enhance pedestrian quality, safety, and comfort and create an interesting and vibrant experience for street users will be catalytic and transformational for downtown Rochester. The RDMP recommends a phased approach to developing Broadway as a complete street and a place that someday makes the list of U.S. Great Streets (<http://www.greatstreets.org>).

Scenarios Evaluated

The Downtown Mobility Team evaluated several scenarios for transforming Broadway between Civic Center Drive and 9th Street South. Although a variety of design, segment length, and operational variables were examined within each scenario, the primary scenarios evaluated include:

- 4 to 3 lane conversion (one travel lane each direction plus center left turn pockets) with on street parking and bicycle lanes added.
- 4 to 3 lane conversion with outside lane used for transit, high occupancy vehicle and right turn lanes.
- 4 lane with elimination of left turn movements at key intersections and addition of on-street parking.

The following table provides a summary of key variables for each of the three scenarios. The four lane complete street is identified as the preferred scenario to meet walkability, economic development and access/mobility goals. It is possible that elements of other scenarios, such as dedicated transit/turn lanes could be implemented in future years, particularly if Plan mode shift goals are met and auto travel demand is reduced over time.

	IMPACT ON TRAFFIC OPERATIONS	NETWORK IMPACTS	IMPACT ON TRANSIT OPERATIONS	IMPACT ON PEDESTRIAN SAFETY & EXPERIENCE	BICYCLE QUALITY
CLASSIC ROAD DIET: 4 to 3 lane conversion + on street parking and bike lanes	FAILURE (Without addition of significant right turn lanes traffic LOS is F and many intersections fail completely in current year and with projected 2040 traffic volumes)	SIGNIFICANT – (Requires addition of turn lanes on 3rd Ave/Civic Center, which would negatively impact pedestrian safety and quality on those streets)	FAILURE (Transit could not operate with speed and reliability necessary to be competitive with other modes, including driving)	SIGNIFICANT + (Crossing safety, distance, and comfort improve; parking provides buffer from traffic; some negative impacts from congested conditions/idling vehicles)	NONE (Cyclists would likely continue to avoid Broadway under this scenario)
TRANSIT FOCUS: 4 to 3 lane conversion adding transit lanes in place of on-street parking	NONE to SIGNIFICANT – (This scenario would require achievement of dramatic mode shift, eliminating over 10,000 daily in corridor trips)	SIGNIFICANT – (Requires addition of turn lanes on 3rd Ave/ Civic Center)	SIGNIFICANT + (Transit lanes would improve speed and reliability; right turning traffic would moderate benefits)	NONE (Would reduce traffic conflicts with private vehicles, but creates high speed bus and shuttle traffic at curbs edge)	MODERATE (Transit lanes could be shared with bikes, particularly for short distribution trips from east-west bike facilities)
4 LANE COMPLETE STREET: Eliminate left turn movements + on-street parking	MODERATE + (Mainline traffic conditions would likely improve slightly due to decreased friction and turn queuing, both under current and future conditions)	MODERATE – (Elimination of left turn movements would add traffic volume on perpendicular corridors (2nd N, 4th S, 6th S) and require more turn movements)	MODERATE + (Elimination of turn movement friction reduces operating conflicts; enhanced curb stops reduce stop time)	SIGNIFICANT + (Crossing safety, distance and comfort improve; median refuges provided; parking provides buffer from traffic)	MODERATE + (Slower travel speeds would allow bicyclists to travel safely in lane with vehicles, particularly if sharrows were added)



Broadway Design Elements

Signal progressions timed to promote 25 MPH average speeds.

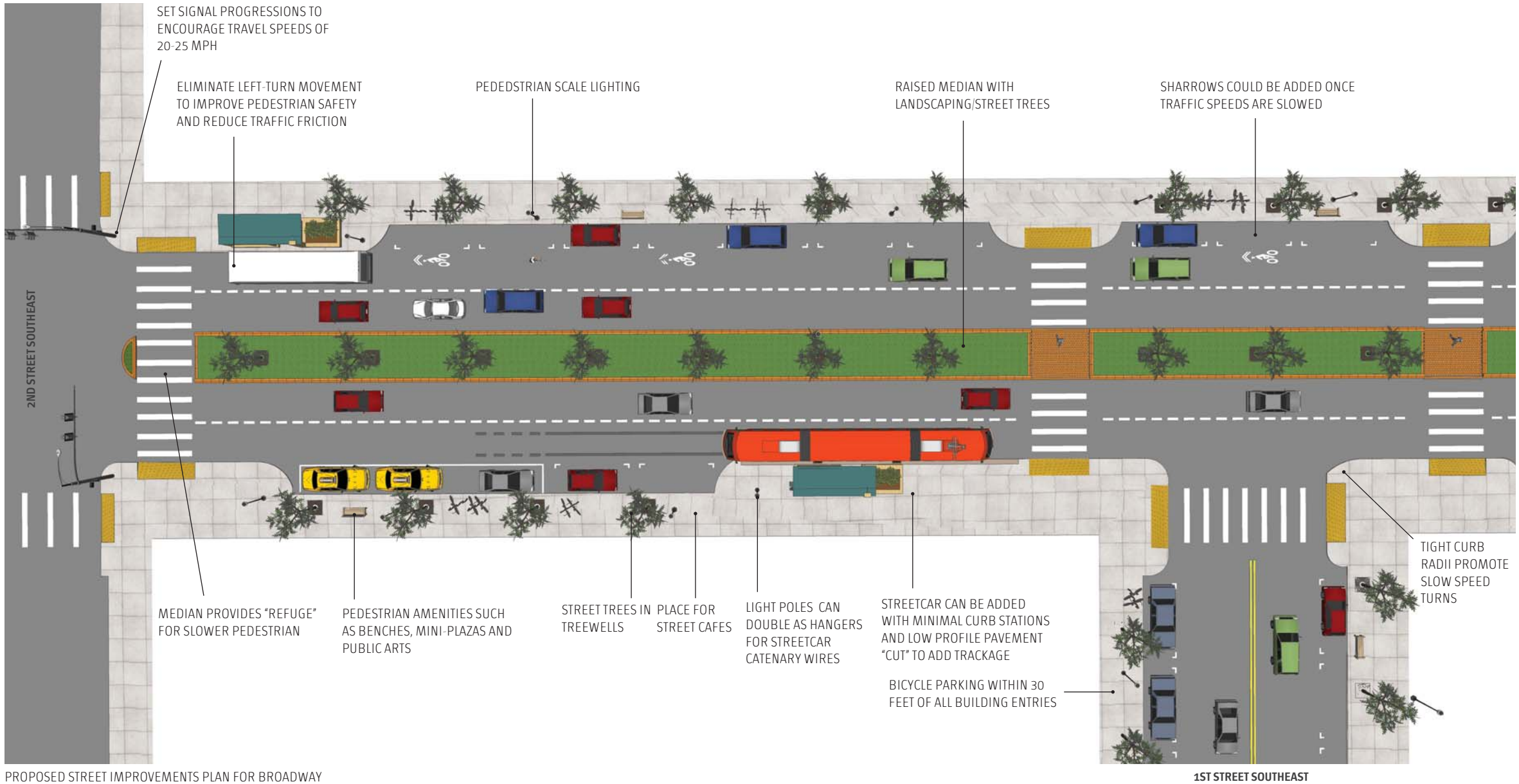
- Left turn movements eliminated at:
 - » 2nd Street N (NB)
 - » Center Street (NB and SB)
 - » 2nd Street S (NB and SB)
 - » 4th Street S (SB)
- In the northbound direction, traffic bound for Mayo Clinic or downtown areas west of Broadway would be routed west on 6th Street or 4th Street.
- In southbound direction, traffic bound for Civic Center or areas east of Broadway would be routed east on Civic Center and 2nd Street N.
- New traffic signal at 1st Street N; eliminate section of median to allow east-west traffic movements.
- Implement leading pedestrian interval (LPI) signal phases at busy pedestrian intersections to provide pedestrians an advantage over right turning vehicles and increase visibility in the crosswalk.
- New traffic signal at 3rd Street S; pedestrian and bicycle only phase for east-west direction; no auto traffic crossing Broadway.
- As street and adjacent land redevelops, eliminate curb cuts/parking entrances where possible.
- Locate entrances for future parking ramps on perpendicular streets with quality signage on Broadway.
- Proposed changes would require Rochester to assume control of Broadway from MnDOT.

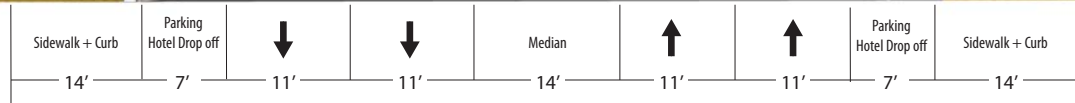
Phasing Broadway Improvements

The proposed Broadway Complete Street design does not reduce lane capacity, ensuring that the Broadway will operate efficiently with current and projected (2040) traffic volumes.

Broadway was fully rebuilt in 1989 with a functional life of 40 years and will, therefore, need to be rebuilt in the plan timeframe of 20 years. However, pedestrian improvements and traffic management on Broadway are a high priority and several interim actions are needed to implement the full plan. This suggests a phased approach to transforming the Broadway corridor summarized in the following table:

BROADWAY PHASING		
SHORT TERM 0 TO 3 YEARS	Control the Street	The city of Rochester will need to take control of Broadway from MnDOT to enable a complete (phased) redesign of the street and its signal system.
	Develop Signal Timing Strategy	Broadway traffic and pedestrian bicycle signals should be redesigned to promote safe conditions for all street users. This would include progressions to encourage 25mph average speeds, use of leading pedestrian intervals, and introduction of pedestrian/bicycle only phases at key intersections crossing Broadway (i.e. 3rd Street South).
	Install Directional Signage (Wayfinding)	The City should implement traffic guidance signage that supports the proposed street design, including direction travelers impacted by elimination of right turns.
MEDIUM TERM 4 TO 10 YEARS	Reconstruct Broadway from 4th Street South to 1st Street South	2nd Street South and Broadway is the highest priority downtown intersection for pedestrian safety improvements. If possible, the City may wish to reconstruct this street segment in conjunction with the proposed reconstruction of the 2nd Street S between 1st Ave East and the Civic Center.
	Reconstruct Broadway from 1st Street South to 2nd Street North	This segment could be done as a second phase, particularly as adjacent parcels are redeveloped with street fronting, pedestrian-oriented uses.
LONG TERM 11 TO 20 YEARS	Install Streetcar Tracks and Stations	If Rochester chooses to develop a streetcar line in the Broadway corridor, tracks and simple curbside stations can be added without a major rebuild of the major street (assuming utilities are not an issue). It would save costs if streetcar construction could be combined with other Medium Term improvements.
	Convert Outside Lane for Transit, Shuttle and right turning traffic (option)	This is an optional phase that would only be possible in a scenario where local transit has been reconfigured to take advantage of Broadway as a Primary Transit Corridor, significant investment in transit service (low headway service in this corridor) has been made, and more shift goals have been achieved or surpassed thereby reducing downtown access demand by private automobile.



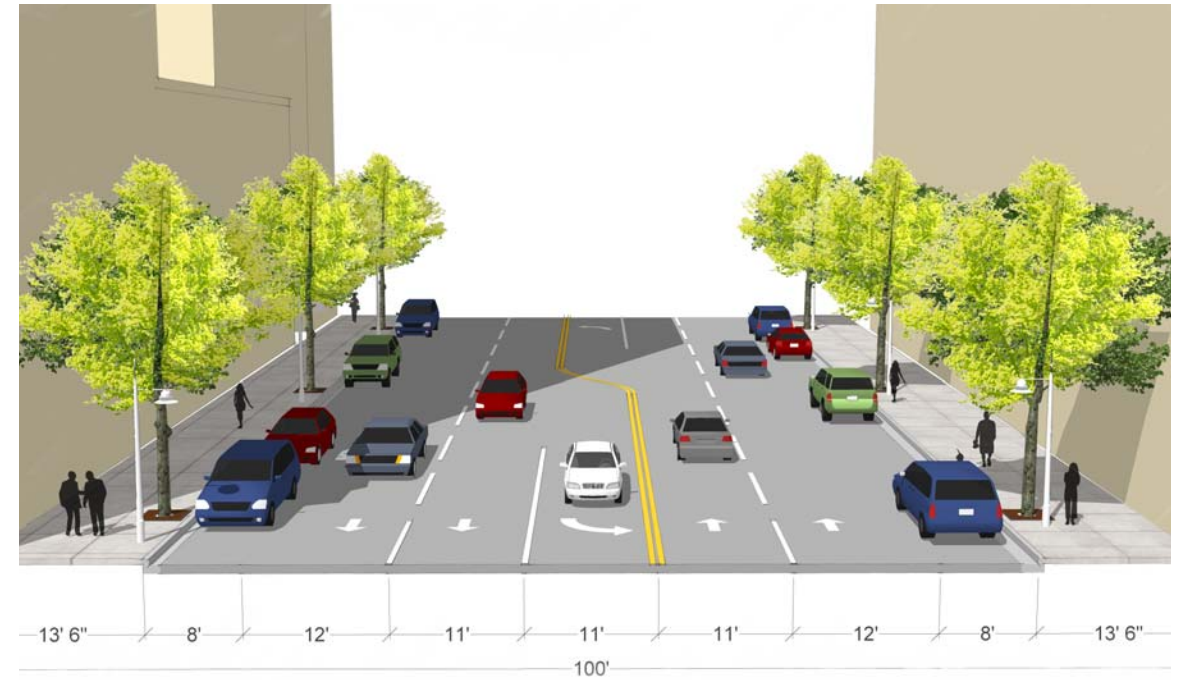


PROPOSED STREET SECTION FOR BROADWAY

2nd Street Southwest

The 2nd Street reconstruction project will redevelop the segment of 2nd Street between 1st Avenue W to just west of 6th Avenue. Similar improvements should be implemented to the east from 1st Avenue W to Civic Center to enhance pedestrian conditions, beautify the streetscape, and reduce intersection and driveway conflicts. As shown to the right, the proposed cross section includes:

- Reduced lane widths for expanded sidewalks
- Curb bulbs at signalized intersections
- Parallel parking on both sides
- No right turn on red eastbound at Civic Center Drive
- Street trees





THE ILLUSTRATED SUBGRADE ENTRANCE TO PROPOSED FUTURE PARKING FACILITIES (NORTH AND SOUTH OF 3RD STREET) REQUIRES FURTHER ENGINEERING ANALYSIS TO DETERMINE FEASIBILITY. IF DETERMINED INFEASIBLE, ACCESS COULD BE PROVIDED AT GRADE. HOWEVER, THIS COULD REQUIRE SOME ROADWAY DESIGN CHANGES TO LIMIT PEDESTRIAN AND BICYCLE CONFLICTS

3rd Street SW/SE

The segment of 3rd Street S between 3rd Ave and the Zumbro River has great potential as a pedestrian focused street. Currently, the block between Broadway and 1st Ave W is among the most pedestrian friendly retail blocks in the downtown, at least on the south side of the street. 3rd Street also provides one of the best opportunities to provide protected bicycle connections into downtown from the trail system along the Zumbro River.

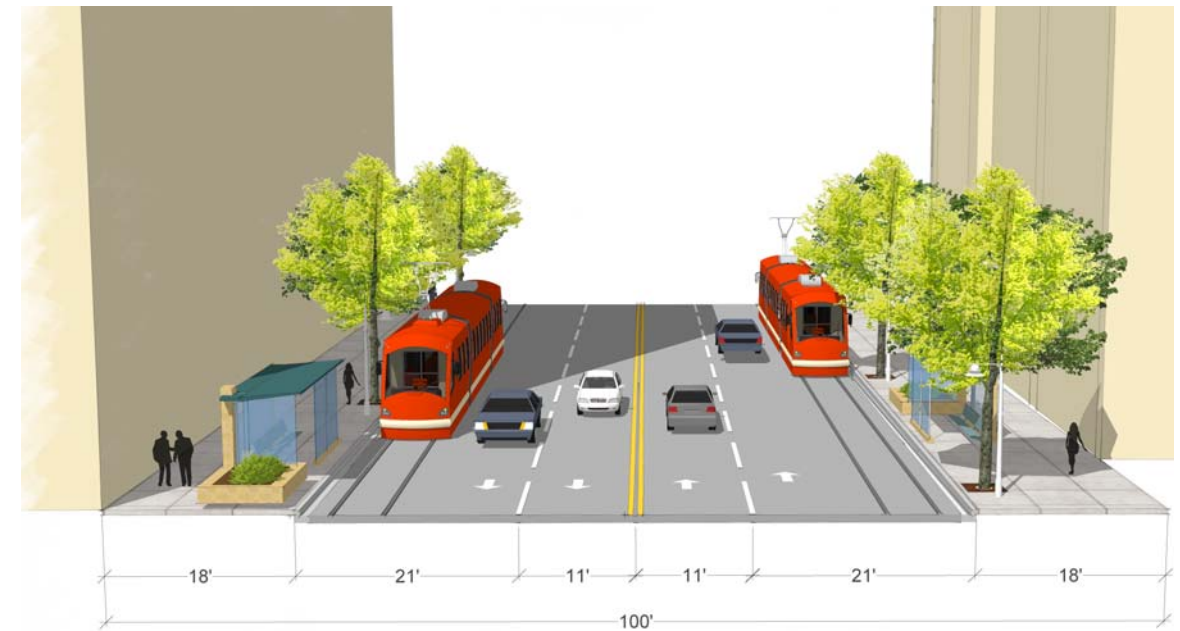
A unified design should be developed for this corridor that includes:

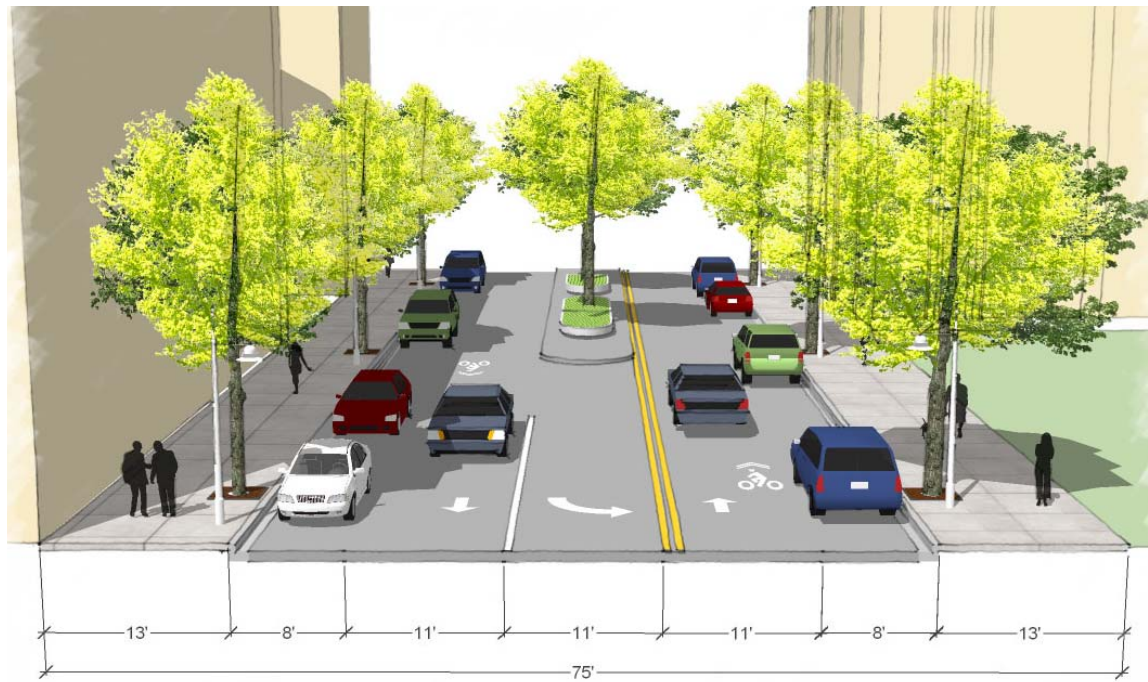
- A pedestrian plaza on east of Broadway to the River with limited auto access only to enter future parking facilities north and/or south of 3rd Street
- Angle in parking retained and expanded to optimize short term parking
- A two-way protected cycle track from the River to 3rd Ave West (this might be implemented in segments with the segment between the River and 2nd Ave West being a priority)
- Street trees
- A continuous canopy to provide weather protection for pedestrians designed to minimum safety, size, and functional requirements
- Curb bulbs at intersections to reduce pedestrian crossing distances
- Design features such as removable bollards that allow segments east of Broadway to be closed and used as a "festival street," but also allow snow removal

Longer-Term Catalytic Mobility Projects

2nd Street SW (Streetcar)

Downtown streetcar circulators are returning to city streets across the United States. Transit operators have recognized rail transit as more cost effective than buses in corridors where ridership demand is high, but the most influential factor in the return of the streetcar is the catalytic effect rail transit investment has on real estate development. The transparency and appeal of these rail circulators has led to significant land development along corridors where they have been built, in places ranging in size from Seattle to Little Rock to Kenosha, WI. Rochester has high demand for mobility in the 2nd Street corridor between Saint Marys and the Government Center, particularly when ridership on Mayo Clinic shuttles is included. This plan recommends that the City study the feasibility of a streetcar circulator system, with a focus on an initial operating segment in this corridor. The existing street section could easily accommodate a mixed-flow streetcar; in some places it may be desirable to operate the streetcar in exclusive right-of-way as depicted to the right.





Center Street

Center Street is one of just two major corridors that traverse downtown in an east-west direction and cross the Zumbro River. Providing important connections to downtown adjacent neighborhoods to both the east and west, Center Street is a priority for improvements that enhance travel for pedestrians and cyclists. This plan recommends this corridor for application of Complete Streets policies in a unified corridor design. Specific improvements include:

- On street parking
- Center medians with street trees or landscaping
- Left turn pockets at major intersections
- Reduced width travel lanes (11 feet)
- Shared lanes for bicyclists marked by “sharrows”
- Wider sidewalks with street trees

District Parks and Civic Open Space

Parks and open space are another means to create value for adjacent real estate, while also providing a civic amenity for all residents and appealing to visitors. The investment should be made in an interconnected open space system that is visible and identifiable as part of the Downtown's identity. Peace Plaza is a prime example of public investment that leverages private development. A similar strategy can be done for Soldier's Memorial Field, Central Park, and the River. In order to make the parkland and river more of an amenity, these areas should be enhanced to create an active and inviting edge. The new parks would reinforce the identity of Downtown Rochester as a pedestrian friendly downtown. A combination of private and public efforts need to focus on creating smaller pocket parks and civic spaces that provide an identity appropriate to each district. To create focus and identity, examples would be:

- A civic plaza with active programming across from the Library along the river as well as riverfront promenade to highlight the Riverfront and Arts District
- A series of smaller parks along the 3rd and 4th Ave corridors within the Education and Research District to provide breathing room for the office buildings and a pathway from the neighborhood to Mayo Clinic
- Anchoring the southern end of 1st Avenue, a plaza at the entrance to UMR that celebrates the synergies between the University and the Downtown
- Park investments and infill development in the existing park to the east of Government Center which extends river development to the east and provides an improved setting for the Farmer's Market (if that location becomes its permanent home)

Since the Peace Plaza and 1st Avenue already have numerous events, consideration should be given to initiating events on other streets that lack activity at night and on the weekend, such as 2nd Street near the Mayo Civic Center. Existing businesses would then be able to benefit from the general foot traffic at these off peak times. Additional consideration should be given to the location of the Farmer's Market, and to establishing a permanent home that assures it will stay in Downtown. While one option is to keep it in its current location, an alternative option is to move it to a location closer to the retail core that would capitalize on other Downtown assets and encourage the attendees to stay and patronize other downtown businesses.



THE SYSTEM OF OPEN SPACE ENVISIONED IN DOWNTOWN ROCHESTER



DOWNTOWN WAYFINDING IN BATON ROUGE, LOUISIANA

Identity and Wayfinding

It is important to have a clear message to express the core values of Downtown Rochester—a message that is consistent, unique and memorable, resonating with a wide audience. The RDA's development of the Downtown brand distills words, images and symbols into a compelling graphic statement. The brand should be communicated to create a sense of place. Developing this core brand image is the best first step—and one that will provide consistency and clarity of message for downtown businesses, visitors and the general public. The logo, typography, color and naming developed should serve as the foundation for use in all media, ensuring consistency of message for print, websites and mobile communications, for local national outreach, and investor relations.

Downtown's street network, extensive structured parking system and its multi level pedestrian systems can make wayfinding a challenge for visitors. Working together, the City and the RDA are developing a comprehensive wayfinding program for vehicular, parking and subway and skyway signage. This wayfinding program should build upon the graphic identity established in branding efforts, recognizing that ADA guidelines, MnDOT regulations and the functional requirements for effective wayfinding will result in some variation between the two efforts. Consideration should be given to expanding the wayfinding program to include gateway/markers, kiosks, banners, historic and other interpretive graphics. Highlighting Downtown's trails, parks and open spaces would help create awareness of the River and the entire network.

Policy Initiatives

The Policy Initiatives underlie all other public and private projects downtown. They address the fundamental issue of leadership, advocacy, and clarity of direction. Downtowns are complex places with many different interests. A central and focused entity can become the cheerleader and the advocate for all things related to the geography of downtown, coordinating with other entities and becoming a clearing house for ideas and actions. Of all cities, Rochester has much to market, but this information must be broadcast both widely and in a very targeted manner to attract investment from outside the region. The approval processes then become the tools by which the downtown leaders attract, direct, and shape the investment to achieve the best long term goals of the community. The mobility policy initiatives range from new partnerships to additional shuttle services and are delineated between immediate priorities and more longer term solutions.

Zoning and Guidelines Initiatives

Zoning and design guidelines are powerful tools to shape development, although a careful balance must be struck to encourage investment while providing appropriate oversight to achieve a civic outcome. Currently, Rochester has a traditional form of zoning that is prescriptive for elements such as use, height, density, setbacks, and parking. For example, drive thru businesses and car dealerships are currently allowed in the Fringe Zone and Parks are considered an accessory use in the Downtown Zoning. Traditional zoning often does not take a proactive stance on community goals and incentives to achieve desired urban form. Without specific restrictions, the City lacks the power to provide possible incentives such as extra height in exchange for more amenities like open space, green buildings, or quality ground floor pedestrian environment. Similarly, regulations that are overly permissive in terms of height and mass can create the perception that the City gives away too much to incent development.

The general move in cities toward form based zoning and design guidelines is a positive trend in that the emphasis is weighted toward promoting good urban design and mixed use rather limiting flexibility and separation of land uses. In the past few years, the City of Rochester has been actively updating aspects of their regulations such as the Urban Village Design Guidelines. However, beyond the Urban Village, if the use is by-right then design guidelines are not required. The City should consider key specific regulations for four districts of downtown. In addition, the skyway system should also be under the umbrella of design guidelines. Currently, the City owns the skyway bridges, while the abutters maintain them. The City should conduct a comprehensive review of the goals of the skyway system and should consider defining specific criteria to evaluate all proposed extension of the skyway system to meet the goals and principles outlined in the master plan.

Consideration should be given to creating a site plan review board for all projects within the Downtown that has a transparent process and clear expectations. The overall focus should be on those issues that affect the pedestrian and the community, such as relationship to the street and form, and on clarifying expectations and supporting regulations with a straightforward and consistent development review process that does not slow down investment, but also achieves community goals. Additionally, the City should complete a comprehensive review of their zoning as it relates to downtown development to achieve the vision of this master plan.

DISTRICT	STREET TREATMENT	USES	BUILDING HEIGHTS	PARKING
MAYO MEDICAL AND CLINICAL DISTRICT	PEDESTRIAN FRIENDLY DESIGN AND COMPLIMENTARY LANDSCAPE SIMILAR TO EXISTING	MEDICAL, RESEARCH, OFFICE, EDUCATION	MULTI-STORY WITH BUILDINGS THAT ARE USUALLY VERTICALLY EXPANDABLE. COMPLIES WITH FAR AND STANDARDS IN MEDICAL INSTITUTIONAL SPECIAL DISTRICT	PARKING ADDRESSED ON A CAMPUS BASIS WITHIN THE MEDICAL INSTITUTIONAL SPECIAL DISTRICT
3RD AND 4TH AVE RESEARCH CORRIDOR	4 STORY STREET EDGES, TRANSPARENCY AND ACTIVE USES AT GROUND LEVEL	RESEARCH, OFFICE, EDUCATION, RETAIL	4 STORY STREET EDGES STEPPING BACK TO TOWERS, HEIGHTS OF NEW DEVELOPMENT COMPATIBLE WITH CONTEXT	STRUCTURED PARKING INTEGRATED IN BLOCK DEVELOPMENT, STREET LEVEL ENTRIES MINIMIZED AND GROUND LEVEL LINED WITH ACTIVE USES
MAIN STREET MIXED USE DISTRICT	3-4 STORY STREET EDGES, CANOPIES, RETAIL AND RESTAURANTS ALONG 1ST AVE. CONTINUOUS STREET WALL TREATMENT	HOUSING, RETAIL, RESTAURANTS, OFFICE, EDUCATION	3-4 STORY STREET EDGES STEPPING BACK TO 8-10 STORY TOWERS ALONG MID-BLOCK ALLEYS, 2ND AVE, AND BROADWAY, NEW DEVELOPMENT MUST RESPECT THE HEIGHT AND MASSING OF EXISTING BUILDINGS WITH HISTORIC SIGNIFICANCE	STRUCTURED PARKING INTEGRATED IN BLOCK DEVELOPMENT, STREET LEVEL ENTRIES MINIMIZED AND GROUND LEVEL LINED WITH ACTIVE USES
RIVERFRONT ARTS DISTRICT	4 STORY TREATMENT ALONG STREETS AND RIVERWALK, LANDSCAPE AND PAVING IMPROVEMENTS TO CREATE BETTER PEDESTRIAN CONDITIONS	HOUSING, RETAIL, RESTAURANTS, OFFICE, ARTS AND CULTURE	4 STORY STREET EDGES STEPPING BACK TO TOWERS, HEIGHTS OF NEW DEVELOPMENT COMPATIBLE WITH CONTEXT	STRUCTURED PARKING INTEGRATED IN BLOCK DEVELOPMENT, STREET LEVEL ENTRIES MINIMIZED AND GROUND LEVEL LINED WITH ACTIVE USES
DOWNTOWN NEIGHBORHOODS	TOWNHOUSES AND APARTMENT BUILDINGS WITH FRONT YARD SETBACKS TO CREATE GARDEN DISTRICT QUALITY	HOUSING, COMMUNITY, RECREATION, NEIGHBORHOOD-ORIENTED RETAIL	3-6 STORY RESIDENTIAL TOWNHOUSES AND APARTMENT BUILDINGS LINING STREETS AND PARK EDGES ALONG RIVER	STRUCTURED, DECK AND TUCK-UNDER PARKING ACCESSED OFF ALLEYS OR BEHIND BUILDINGS

Mobility Initiatives

Organizational structure and zoning changes are not the only options available to encourage appropriate development and achievement of the master plan vision; adding value through mobility policy decisions is another alternative.

Immediate Priorities

- Partner with Mayo Clinic to improve TDM and parking management programs to reduce parking demand growth. This could include the development of a downtown Transportation Management Association, coordinated remote parking and shuttle investments and development of a parking cash out program. The City and Mayo Clinic should partner with the Rochester Downtown Association to examine the feasibility of a downtown Transportation Management Association as a mechanism to expand travel demand management efforts both in scope (i.e., adding new initiatives) or breath (i.e., expanding beyond those initiatives)
- Implement demand based pricing for most valuable on-street parking and to ensure off-street availability where demand exceeds supply. Use Walker Parking rate study to incrementally increase rates to balance supply and demand using a target of 15% availability at times of peak demand

Near Term / Long Term

- Conduct Comprehensive Operations Analysis and Service Design Study for the public transit system and implement service changes for bus/shuttles to reduce layover needs on 2nd Street and increase service frequency on 2nd Street S, Broadway and other primary downtown transit corridors
- Study the feasibility of a 2nd Street circulator shuttle (branded bus) or fixed-rail streetcar, including an evaluation of eligibility for Federal Transit Administration capital funding through the New Starts/Small Starts program
- Review and revise parking codes for non-CBD/CDC zones in the fringe areas of downtown, including the elimination of minimum requirements and development of more flexible shared parking policies
- Develop a City bicycle program; require bike parking with new development; create bicycle policies and incentives
- Develop and adopt skyway design standards to minimize visual impacts of new skyway development

Development Initiatives

Underlying any good plan is a comprehensive approach to development including both the public financing tools, feasible development program, and desired development projects.

Financing Tools

To advance Master Plan initiatives, a variety of financial tools are available for community development in Rochester. Many of these tools already exist in Rochester and should be further utilized to achieve the goals of the Master Plan, while a few are new tools that could be introduced into to leverage additional development. The most applicable tools are:

Downtown Property Tax Abatement

Formed following the 2004 Market-Based Downtown Plan, the downtown property tax abatement collects about \$1.3 million each year. These funds can be used for improvements that are in the public interest by increasing or preserving the tax base, providing employment opportunities, constructing public facilities, redeveloping blighted areas and providing access to services for residents. Since 2004, property tax abatement proceeds were used to create the new Peace Plaza and have funded an extension of the skyway system on 1st Avenue. Having a 15-year term, tax abatement funds will be available through 2019.

Parking Enterprise Fund

Rochester's parking enterprise fund collects all downtown parking revenues and reinvests them into the maintenance, operations, improvement and expansion of the municipal parking system. The fund currently has a balance of about \$12 million and it nets nearly \$1 million in revenue annually that could be reinvested in parking improvements. To help advance the Master Plan, parking enterprise funds could be strategically reinvested in parking that leverages new private sector investment.

Capital Improvement Fund

Rochester's capital improvement fund provides resources for the citywide maintenance and expansion of critical infrastructure, including streets, parks, storm water drainage and civic facilities. To the extent that recommended civic improvements from the Master Plan can help meet citywide capital improvement fund goals, this fund becomes a logical source.

Special Assessments

Special assessments, which afford property owners the opportunity to pay for public realm improvements over time and through property tax assessments, are commonly used throughout the nation. However, their use in Minnesota is restricted due to the legal requirement that projects funded by special assessments create a commensurate increase in property values. Some of the improvements envisioned by the Master Plan appear to meet this test, including the continued expansion of the pedestrian skywalk system and other capital improvements such as the proposed 6th Street bridge, so they may also be at least partially funded by special assessments.

Special Services District

Formed in 2005 pursuant to recommendations within the 2004 Market-Based Downtown Plan, the downtown special services district (SSD) created an assessment that partially finances the work of the Rochester Downtown Alliance (RDA). For 2009, \$173,000 in SSD was budgeted, plus \$150,000 in contributions from the City and Mayo Clinic. These funds support marketing and special events that are produced by the RDA. The current SSD has been extended through 2015. The SSD should be considered a source of revenue to fund efforts to enhance the downtown “experience,” including tenant recruitment and retention efforts. In addition, the University of Minnesota should consider adding a contribution to the SSD, similar to that provided by the City and Mayo Clinic.

Tax Increment Financing

Used throughout the nation, tax increment financing (TIF) allows revenue from future increases in property taxes (i.e. “incremental increases”) to be reinvested in downtown improvements. TIF districts are limited in Minnesota due to laws that allow broad state control of portions of the property tax levy; however, it could be useful in downtown Rochester on a project-by-project basis, or if a large area (such as east of the river) is prepared for redevelopment.

Resources from the Mayo Clinic and University of Minnesota:

As the two anchor institutions for downtown, resources from the Mayo Clinic and University of Minnesota Rochester could be utilized to advance housing and business development efforts in downtown. Investments in community development will help both institutions by creating living opportunities, services and entertainment that is sought by institutional employees, students and visitors. Options for institutional investment include:

- Leasing and/or purchase commitments to help advance housing projects. The University of Minnesota has demonstrated this form of participation by pre-leasing student housing units in a project that is currently being developed on 1st Avenue
- Procurement of goods and services with local firms. National community development models are emerging in which major institutions, such as hospitals and universities, are directing procurement opportunities to incubate and grow local companies
- Direct investment in both housing and business development through equity and grants

Development Projects

Downtown Rochester is fortunate to have two primary economic drivers within the downtown core area—Mayo Clinic and UMR—whose presence will help generate healthy growth in the downtown for years to come. Still, the development program for the plan has been phased in order to realistically allow for growth over time and for the private development market to adjust to offering new products for the downtown. Considering current demand and future growth, the plan projects the following development potential:

- Over the next 20 years, from 1,900 to 4,200 new housing units can be supported in the study area
- Projected retail opportunities include 39,000 gsf in the near term by 2015, and up to 143,600 gsf by 2030
- Hotel demand can support 259 new rooms by 2015 and 1,035 rooms by 2030
- Office growth will include 90,000 gsf by 2015 and up to 360,000 by 2030

A master plan with a broad base of public support that is endorsed by the community provides confidence for private investment. With a foundation of strategic infrastructure investments and policy adjustments, the focus can be on leveraging private sector investment in downtown. High quality development on strategic sites can catalyze further private investment in downtown and set the tone for the caliber of development envisioned for a vibrant downtown. Critical catalyst developments include:

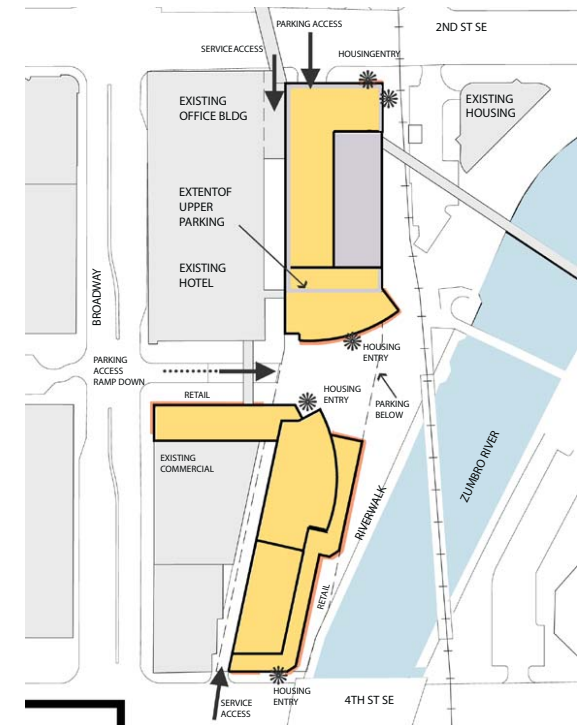
- Development of the UMR campus and associated public-private development along the 1st Avenue corridor
- Redevelopment of under-utilized surface lots and aging structured parking along the river south of 2nd Street into a mixed use development oriented to the river
- Research-based partnership buildings along 3rd and 4th Street, connecting Mayo’s core campus south to education and research opportunities at UMR

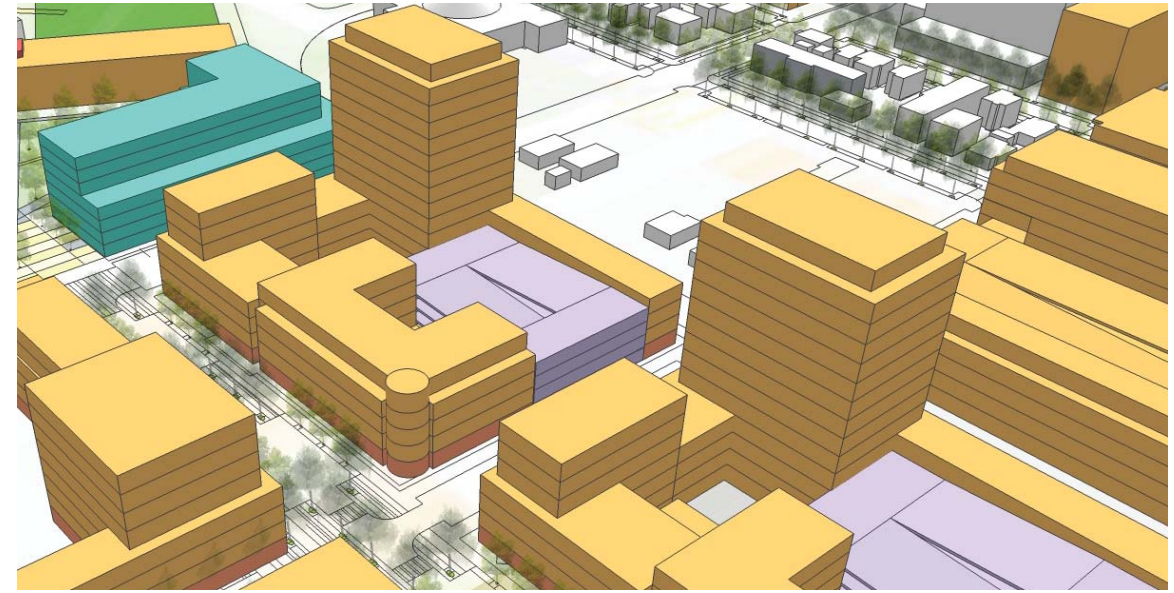
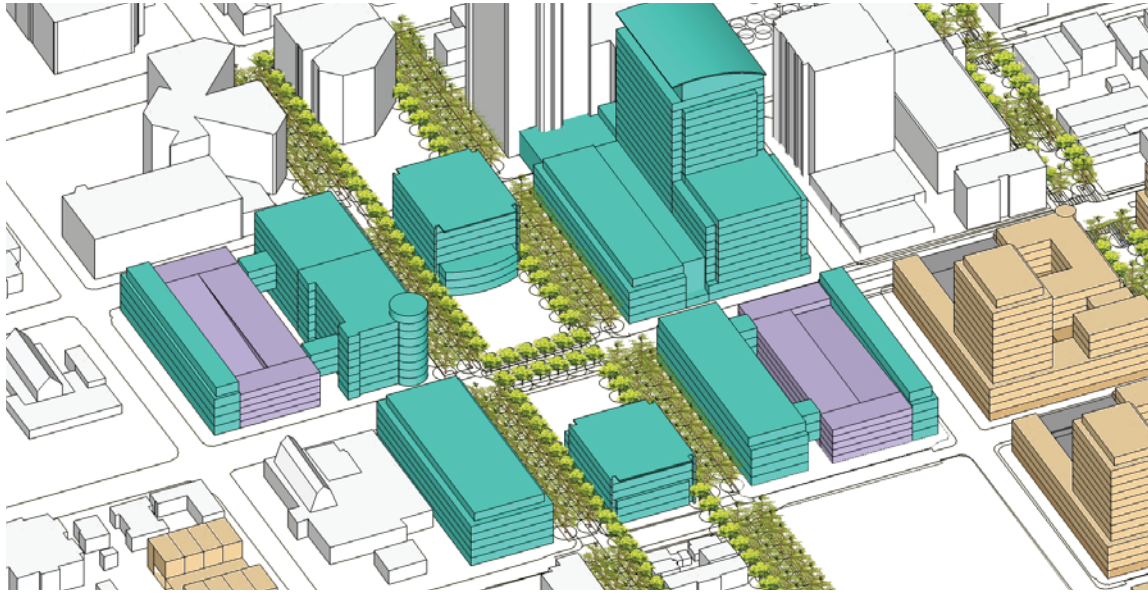


Riverfront Development Project

HOUSING TOTAL	550,000 SF, 460 UNITS
RETAIL TOTAL	58,000 SF
PARKING TOTAL	600 STALLS (200 BELOW GRADE)

- HOUSING
- PARKING
- RETAIL

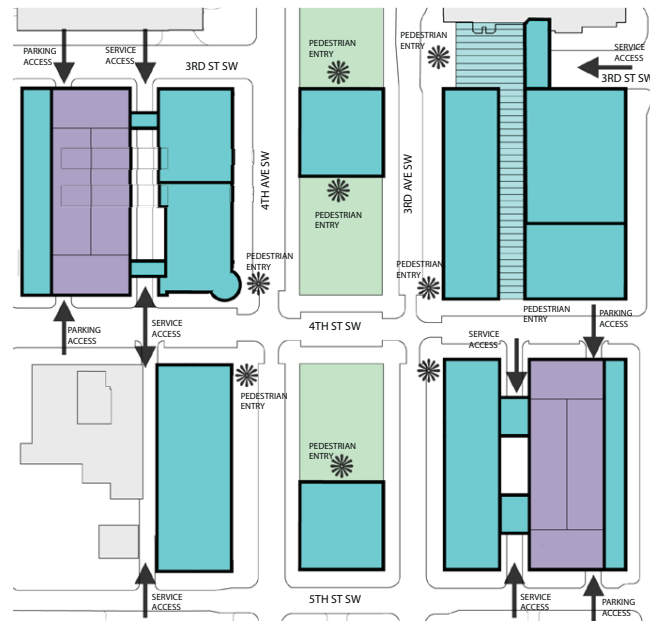




Academic & Research Development Project

ACADEMIC & RESEARCH 1,900,000 SF
 PARKING 1600 STALLS

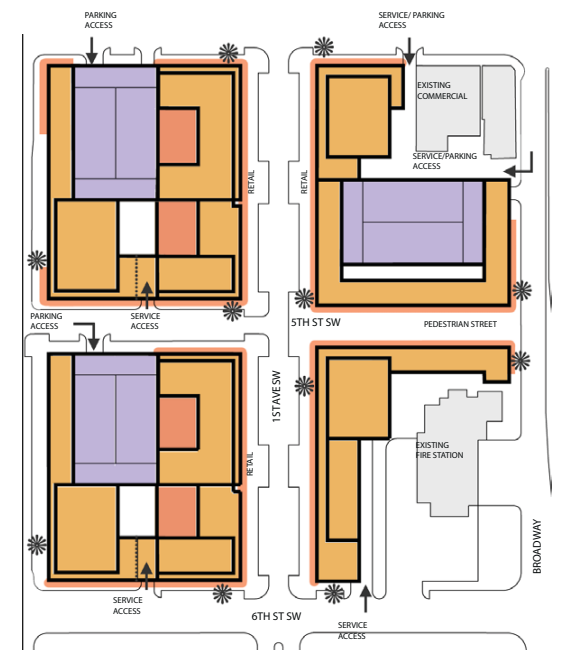
- ACADEMIC & RESEARCH
- PARKING



1st Avenue Project

TYPICAL BLOCK
 320,000 SF HOUSING
 265 UNITS
 38,000 SF RETAIL

- HOUSING
- PARKING
- RETAIL
- ACADEMIC



Priorities and Sequencing

The Downtown Rochester Master Plan provides a development framework that is reliant on many incremental policy and investment decisions that will be made over the next 20 years. To guide Rochester toward the master plan vision, the implementation strategy has recommended policies and investments that should be considered for short-term, mid-term and long-term initiatives. The near term investments are considered transformational—infrastructure, policies, and development activity that will lay the foundation for implementing the longer term vision and framework articulated within the plan.

A summary of priorities and sequencing is shown on the following table:

	POLICY/REGULATORY	INFRASTRUCTURE	DEVELOPMENT
SHORT TERM (0-2 YEARS)	<p>Assess and amend the zoning ordinance and the development review process to ensure compatibility and consistency with plan concepts; develop design guidelines for each of the downtown districts; consider creating a site plan review board</p> <p>Review and revise parking codes for non-CBD/CDC zones, including: reducing or eliminating minimum parking requirements; establishing maximum standards limiting the amount of parking allowed; establishing more flexible shared parking policies; and, encouraging alternatives to employee parking</p> <p>Partner with Mayo Clinic and other downtown businesses to review existing transportation demand management and parking demand programs and develop mode split goals, strategies and timelines to achieve mode split</p> <p>Investigate the creation of a Transportation Management Association</p> <p>Implement demand based pricing practices for public parking</p>	<p>Rebuild First Avenue SW between 2nd and 6th Streets in accordance with plan recommendations and Complete Streets policy</p> <p>Begin Phase 1 Broadway improvements (see page 123)</p> <p>Implement identity and wayfinding program</p> <p>Begin to incorporate bike lane improvements associated with street infrastructure projects (ongoing)</p> <p>Begin to invest in parks and open spaces, in coordination with streetscape and development improvement opportunities</p>	<p>Use Downtown tax abatement and city capital improvement funds to finance capital improvements (on-going activity)</p> <p>Continue use of Special Service District and incorporate UMR contribution</p> <p>Use TIF on a project by project basis</p> <p>Development Target:</p> <ul style="list-style-type: none"> Restaurant—attract a new concept to downtown Boutique retail—attract 2 new retail stores Housing—develop 50 units <p>Explore opportunities for bio-medical spin-offs (on-going activity)</p> <p>Acquisition of properties for UMR Campus Development</p>

	POLICY/REGULATORY	INFRASTRUCTURE	DEVELOPMENT
MID TERM (2-5 YEARS)	<p>Conduct transit comprehensive operations analysis and service design for public transit service for the downtown</p> <p>Explore options for a permanent home for the Farmer’s Market</p> <p>Study feasibility of downtown circulator fixed rail street car system</p> <p>Develop transit pass and residential development policy</p> <p>Develop a City bicycle program; require bike parking with new development; create bicycle policies and incentives</p> <p>Adopt a skyway master plan that specifies the criteria and location for new skyways</p> <p>Develop skyway design standards to minimize the visual impact of new skyway development</p>	<p>Phase 2 Broadway improvements to improve pedestrian safety and convenience (see page 123)</p> <p>Continue 1st Avenue improvements, north of Center Street to Central Park</p> <p>Continue 2nd Street streetscape from 1st Avenue SW to Civic Center Drive</p> <p>Consider amendment to long range transportation plan to add 6th Street SE/SW</p> <p>Reconstruct 2nd Street SW from 6th to 11th Avenues</p> <p>Develop streetscape design for 3rd Street SE and SW from river to 2nd Avenue SW</p> <p>Develop remote Park & Ride facilities linked to downtown by dedicated mass transit</p>	<p>Invest parking enterprise funds in catalytic projects (on-going)</p> <p>(Development target:</p> <ul style="list-style-type: none"> Housing–develop 250 units Restaurant–attract 2 to 4 new concepts Boutique retail–attract 3-8 new stores <p>Relocate Mayo Clinic offices from downtown core ground level locations to upper floors and infill with active uses (on-going activity)</p> <p>Replace the 2nd Street parking ramp with mixed use development that incorporates public parking between 2nd and 4th streets SE</p> <p>On-going acquisition of properties for UMR Campus</p> <p>Development of UMR Campus Master Plan</p>
LONG TERM (5 YEARS & LONGER)	<p>Implement service changes for bus/shuttles to reduce layover needs and increase service frequency</p>	<p>Phase 3 Broadway reconstruction to improve pedestrian safety and convenience and to spur development activity on the east side of downtown (see page 123)</p> <p>Reconstruct 3rd and 4th avenues SW from 4th to 6th Streets with wider boulevards and pedestrian facilities connecting to Soldiers field</p> <p>If feasible construct 6th Street bridge</p> <p>If feasible, construct recommended street car segments</p> <p>Potential future rail connection</p> <p>Open space improvements along the river focused at 2nd Street SE</p> <p>Create a complete Street on Center Street</p> <p>Create a UMR entry plaza at 1st Avenue and 6th Street SW</p>	<p>Apply special assessments to applicable master plan projects</p> <p>Development target:</p> <ul style="list-style-type: none"> Housing–develop 2000-3000 units Hospitality–develop 250 to 750 rooms <p>Begin construction of UMR Campus</p>

Organizational Framework for Moving Forward

Rochester's economic success is rooted in the city's tradition of public/private partnership and collaboration. In the summer of 2010, Kiplinger's Personal Finance magazine rated Rochester as one of the nation's top cities for the next ten years, in the same league as Seattle, Austin and Boulder. The rationale for Rochester's top rating included its anchor institutions, including the Mayo Clinic, IBM, and the new University of Minnesota Rochester campus, plus the ability of the city's public, private and non-profit sectors to work together to solve civic problems and capitalize on shared opportunities.

Evidence of these partnerships in downtown Rochester includes:

- The Mayo Clinic's investment in the Rochester Area Foundation's initiative to improve and add housing to center city neighborhoods
- Investment of City sales tax proceeds in higher education initiatives including the development of a downtown UMR campus
- The development of the Minnesota BioBusiness Center
- The University of Minnesota Rochester's leasing commitment to help develop nearly 200 units of student apartments that will soon be under construction
- The Minnesota Partnership for Biotechnology and Medical Genomics
- Mayo and City support for the Rochester Downtown Alliance

The Downtown Rochester Master Plan builds upon the momentum created by these recent accomplishments. In addition, the Mayo Clinic-led Destination Medical Community (DMC) process promises to further concentrate community attention on improving downtown. DMC is a strategic planning process with the goal to provide the ideal patient and visitor experience and become the world's premiere destination medical community. DMC will be undertaking extensive market research of its visitor and patient markets over the next year to identify community improvements and activities. Many of the recommendations from DMC and the Downtown Master Plan are likely to be complementary.

The organizational framework for advancing the Downtown Master Plan aims to build upon Rochester's tradition of public/private partnership, plus capture the economic horsepower and resources from downtown's anchor institutional uses. Both short-term and mid-term strategies are offered. In the short term, key players from the

Master Plan Steering Committee should remain engaged to ensure the completion of short-term objectives. This will require allocation of appropriate staff resources to assist the committee. The mid-term strategy is to create an organizational mechanism that can best advance the implementation of both Downtown Master Plan and DMC recommendations.

Short-Term: The Next 12 to 18 Months

The Downtown Master Plan process has been guided by a Steering Committee that is composed of representatives from stakeholders groups that have a direct interest in the future of downtown, including:

- City of Rochester
- Mayo Clinic
- University of Minnesota Rochester
- Rochester Downtown Alliance
- Rochester Area Foundation
- Rochester Area Economic Development Inc.
- Rochester Area Chamber of Commerce

To guide the short-term implementation of key Master Plan initiatives, it is recommended that the Steering Committee continue to provide oversight as a Master Plan Advisory Committee. The Master Plan Advisory Committee is envisioned to meet periodically (every two months) to share, monitor and promote progress. The three largest institutional investors of the Master Plan, the City, Mayo Clinic and University of Minnesota Rochester, would share the administrative responsibility and oversight of the Advisory Committee and Master Plan initiatives.

Mid-Term: Beyond 18 Months

To implement both the Downtown Rochester Master Plan and key recommendations from the Destination Medical Community strategic plan, Rochester will need a downtown-focused champion that will mobilize resources and expertise from each of the project partners.

Downtown is fortunate to have the support from three key institutional anchors – Mayo Clinic, the University of Minnesota Rochester and the City of Rochester. Throughout the nation, community development partnerships are emerging that tap the energy, resources and vision from major local institutions including hospitals and universities. These partnerships are becoming more important in the aftermath of the Great Recession, as local solutions to project development and finance are crafted in the absence of traditional credit and equity sources.

In Rochester, key partners and roles for a downtown development partnership include:

- **City of Rochester**—Provides the regulatory framework and creates financial resources that can advance implementation
- **Mayo Clinic**—As anchor land use for downtown and its primary employer, Mayo's parking, transit, and development policies are critical to downtown's success; Mayo guides its own campus master plan, and offers resources that could help advance implementation
- **University of Minnesota Rochester**—Anchor land use for downtown, significant future employer, guides its own campus master plan, and offers resources that could help advance implementation

Supporting partners that should also be included:

- **Rochester Downtown Alliance**—Unified private sector voice for downtown, manages the downtown experience including marketing and events, offers resources through the Special Services District and sponsorships
- **Rochester Area Foundation**—Non-profit community organization that could provide linkages between downtown and neighborhood planning efforts, focus on connectivity and assistance to advance workforce and other subsidized housing products
- **Rochester Area Economic Development Inc**—Regional economic development agency that can assist in business recruitment and retention, arranging business capital and attracting new jobs and investment to downtown
- **Rochester Area Chamber of Commerce**—Rochester's regional business advocate will promote downtown development, the expansion of downtown's anchor institutions and liaison with other promotional agencies, such as the Convention & Visitors Bureau

A Rochester downtown development partnership is suggested to facilitate and advance the development recommendations from the Master Plan. The partnership could initially be the recommended Advisory Committee charged with overseeing and monitoring plan progress. Over time, as the Destination Medical Community strategic plan is completed, the informal alliance should consider evolving into a more formalized structure, similar to a non-profit Community Development Partnership (CDP); other options could include a strengthened redevelopment authority or economic development authority. Other cities have formed CDCs based upon hospital-university-civic partnerships to build housing, redevelop property, strengthen schools and community amenities. We envision a Rochester downtown development partnership as having the organizational capacity and institutional backing to advance many development components of the Master Plan, particularly housing and small business development. Case studies of successful CDC approaches are provided from Cleveland, Philadelphia and Hartford.

Common in neighborhood development contexts, a CDC is a grassroots 501(c)3 non-profit organization that can help advance real estate and infrastructure improvements. Potential advantages of a Downtown Rochester CDC could include:

- Provide focus and expertise to champion downtown development
- Provide an organizational structure that can unify and leverage the resources from downtown's major institutional and civic stakeholders
- Ability to target resources to specific properties
- Ability to work throughout the Downtown Master Plan boundaries
- Ability to advance community improvement recommendations resulting from the Destination Medical Community strategic planning process
- Flexibility to respond to opportunities that an uncertain market may bring

We envision a Rochester downtown development partnership as having the organizational capacity and institutional backing to advance many development components of the Master Plan, particularly housing and small business development.

Collaborative Community Development Approaches

ANCHOR INSTITUTIONS' COLLABORATIVE APPROACHES TO COMMUNITY DEVELOPMENT			
ORGANIZATION	MISSION/FOCUS	PARTNERS	PROGRAMS
<p>SINA SOUTHSIDE INSTITUTIONS NEIGHBORHOOD ALLIANCE HTTP://SINAINC.ORG HARTFORD, CT 2007: \$4.3 MILLION (~\$700K FROM PARTNERS; REMAINDER FROM GRANTS AND REVENUES)</p>	<p>A PARTNERSHIP BETWEEN CONNECTICUT CHILDREN'S MEDICAL CENTER, HARTFORD HOSPITAL AND TRINITY COLLEGE, THAT COOPERATIVELY WORKS WITH THE COMMUNITY TO DEVELOP LEADERSHIP AND IMPROVE THE ECONOMIC, PHYSICAL AND SOCIAL CHARACTERISTICS IN URBAN HARTFORD NEIGHBORHOODS</p>	<p>TRINITY COLLEGE HARTFORD HOSPITAL CT CHILDREN'S MEDICAL CENTER VARIETY OF BUSINESSES AND NON-PROFITS IN THE COMMUNITY</p>	<p>AFFORDABLE HOUSING COMMUNITY SAFETY ECONOMIC DEVELOPMENT COMMUNITY LIFE AND EDUCATION</p>
<p>UNIVERSITY OF PENNSYLVANIA THE BARBARA AND EDWARD NETTER CENTER FOR COMMUNITY PARTNERSHIPS HTTP://WWW.UPENN.EDU/CCP/INDEX.PHP 2009: \$5.3M ANNUAL BUDGET APPROXIMATE BREAKDOWN: \$1M FROM UNIV.; \$3M FROM GRANTS; \$1M CONTRIBUTIONS</p>	<p>THE NETTER CENTER IS BASED ON THREE CORE PROPOSITIONS: PENN'S FUTURE AND THAT OF THE COMMUNITY ARE INTERTWINED; PENN CAN IMPROVE THE QUALITY OF LIFE IN THE COMMUNITY; PENN CAN ENHANCE ITS OVERALL MISSION OF ADVANCING KNOWLEDGE BY HELPING IMPROVE THE QUALITY OF LIFE IN THE COMMUNITY.</p>	<p>A WIDE VARIETY OF CITY, STATE AND FEDERAL ORGANIZATIONS FOCUSING ON HEALTH, EDUCATION, HOUSING, AND OTHER RESOURCES</p>	<p>HOUSING DEVELOPMENT LOW-INTEREST FINANCING, COUNSELING AND FORGIVABLE LOANS CLEAN AND SAFE PROGRAMS COMMERCIAL AND REAL ESTATE DEVELOPMENT ECONOMIC DEVELOPMENT—JOB TRAINING, SKILLS AND INCUBATION EDUCATION—CONNECTING UNIVERSITY RESOURCES WITH COMMUNITY NEEDS</p>
<p>HOWARD UNIVERSITY CENTER FOR URBAN PROGRESS HTTP://WWW.COAS.HOWARD.EDU/HUCUP/ABOUT_COMMDEVPROJECTS.HTM BUDGET: A PROGRAM OF THE UNIVERSITY, DEPARTMENT BUDGET UNKNOWN</p>	<p>TO ADDRESS URBAN CHALLENGES THROUGH UNIVERSITY-COMMUNITY PARTNERSHIPS THROUGH RESEARCH, INNOVATIVE ACADEMIC PROGRAMS, TECHNICAL ASSISTANCE TO URBAN AGENCIES AND COMMUNITY REVITALIZATION INITIATIVES</p>	<p>HUD DC PUBLIC SCHOOLS US DEPARTMENT OF ENERGY US DEPARTMENT OF EDUCATION US SBA</p>	<p>SMALL BUSINESS DEVELOPMENT WORKFORCE DEVELOPMENT TECHNOLOGY ACCESS HOPE VI EVALUATION PROJECT COMMUNITY LEADERSHIP TRAINING PRE-K THRU 12 EDUCATION</p>

**ANCHOR INSTITUTIONS' COLLABORATIVE
APPROACHES TO COMMUNITY DEVELOPMENT**

ORGANIZATION	MISSION/FOCUS	PARTNERS	PROGRAMS
UNIVERSITY OF CHICAGO OFFICE OF CIVIC ENGAGEMENT HTTP://WWW.UCHICAGO.EDU/COMMUNITY/ BUDGET: A PROGRAM OF THE UNIVERSITY, DEPARTMENT BUDGET UNKNOWN	TO CONTRIBUTE TO THE BETTERMENT OF THE SOUTH SIDE OF CHICAGO THROUGH ECONOMIC DEVELOPMENT, EDUCATION, HEALTH, THE ARTS AND SOCIAL PROGRAMS	UNIVERSITY OF CHICAGO UNIVERSITY OF CHICAGO MEDICAL CENTER NEIGHBORHOOD GROUPS BUSINESS COMMUNITY REAL ESTATE DEVELOPERS ARGONNE NATIONAL LAB (DOE) FERMI NATIONAL ACCELERATOR LAB (DOE) CHICAGO POLICE DEPARTMENT CHICAGO PUBLIC SCHOOLS	JOBS SKILLS & TRAINING NEIGHBORHOOD PLANNING HEALTH AND WELLNESS PROGRAMS EDUCATION: K-12 AND BEYOND COMMUNITY SAFETY WIDE VARIETY OF COMMUNITY PROGRAMS FROM ARTS TO SOCIAL SERVICES PROVIDED BY PROFESSIONALS AND VOLUNTEERS PUBLIC POLICY AFFORDABLE HOUSING SUBSIDIZED RENTAL HOUSING FOR FACULTY AND STAFF (65% OF FACULTY LIVE IN SURROUNDING N'HOODS) HOUSING ASSISTANCE
EVERGREEN COOPERATIVE INITIATIVE HTTP://WWW.CLEVELANDFOUNDATION.ORG HTTP://WWW.EVERGREENCOOP.COM/INDEX.HTML \$3M GRANT FROM CLEVELAND FOUNDATION ALONG WITH CITY GRANTS FOR START-UP, EVENTUALLY BECOMING SELF-SUSTAINING AND HOPEFULLY PROFITABLE	A LOCAL APPROACH TO ADDRESSING THE PROCUREMENT NEEDS OF ANCHOR INSTITUTIONS THROUGH WORKER-OWNED COOPERATIVES FOCUSING ON GREEN BUSINESSES FOCUS IS ON: JOB CREATION, WEALTH CREATION & SUSTAINABILITY WHILE PROVIDING JOBS AND WEALTH TO A TRADITIONALLY UNDER-SERVED NEIGHBORHOOD - 100% OWNED BY 50 EMPLOYEES WHO LIVE IN THE NEIGHBORHOODS SURROUNDING THE ANCHOR INSTITUTIONS	CLEVELAND FOUNDATION CLEVELAND CLINIC CASE WESTERN RESERVE UNIVERSITY KENT STATE	INDUSTRIAL-SCALE, GREEN LAUNDRY SOLAR ENERGY AND PV PANELS ORGANIC, HYDROPONIC FOOD PRODUCTION ALL 3 INDUSTRIES WERE BASED ON PROCUREMENT AGREEMENTS SECURED WITH THE ANCHOR INSTITUTIONS

An aerial architectural rendering of a city grid, showing a dense arrangement of buildings and streets. The image is overlaid with a semi-transparent blue filter. The word "acknowledgments" is written in a large, white, sans-serif font across the bottom center of the image.

acknowledgments

This report was prepared for the City of Rochester, in cooperation and partnership with Mayo Clinic, the University of Minnesota Rochester, the Rochester Downtown Alliance, and the Rochester Area Foundation. There was significant input and participation by hundreds of Downtown Rochester stake-holders throughout the entire process. Staff from the City of Rochester, Rochester Olmsted Planning Department, Rochester Public Works Department, and the Mayo Clinic also provided significant contributions to the plan.

Steering Committee

The Steering Committee guided the production of the master plan, integrating the needs and visions of all downtown groups. The Committee provided high level oversight and ensured the plan aligns with the strategic plans and other major initiatives of the City of Rochester, Mayo Clinic, UMR and other key stakeholders, including the parallel process of Destination Medical Community.

Dennis Hanson, President, Rochester City Council, Co-chair

Christina Tatting, Board Member, Rochester Downtown Alliance, Co-chair

Dr. John Black, Mayo Clinic Facilities

Ardell Brede, Mayor, City of Rochester

Lisa Clarke, Mayo Clinic, Destination Medical Community

Mike Denny, University of Minnesota

Jon Eckhoff, Executive Director, Rochester Downtown Alliance

A.M. “Sandy” Keith, Former Executive Director, Rochester Downtown Alliance

Mary Ann Morris, Mayo Clinic

Gail Sauter, University of Minnesota Rochester

Steve Thornton, Rochester Area Foundation

John Wade, Chamber of Commerce

Jeff Korsmo, Mayo Clinic, Destination Medical Community, ex-officio

Stevan Kvenvold, City Administrator, ex-officio

Technical Team

The Technical Team provided day-to-day management with the consultant team, committed technical resources to the advancement of the project, and provided ongoing review of plan development and community input strategies.

Doug Knott, Development Administrator, City of Rochester

Richard Freese, Director, Rochester Public Works Department

Phil Wheeler, Planning Director, Rochester Olmsted Planning Department

Jeff Ellerbusch, Rochester Olmsted Planning Department

Don DeCramer, Division Chair A/E Services, Mayo Clinic

Jay Hesley, Assistant Vice Chancellor, UMR

Gary Smith, President, Rochester Area Economic Development Inc.

Consultant Team

Sasaki Associates, Inc.

P.U.M.A.

Ellerbe Beckett

Nelson Nygaard

