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A TECHNICAL AND MANAGEMENT ASSISTANCE

CONTRACT RENEWAL PROPOSAL

Submitted for Funding to:  
Office of Minority Business Enterprise  
Department of Commerce  
Washington, D. C.

By: Hispanic Businessmen's Assoc., Inc.  
841 N. Clinton Ave.  
Rochester, New York 14605

Contact Person:  
Mr. Emilio Serrano  
Solicitation (RFP) No. 5-36537



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I. Management and Background Information

- a. There have been changes in the Board of Directors since the last proposal was submitted to OMBE. Main changes result from recent board elections. A current list of the Board of Directors of HBA is attached as enclosure I.
- b. Neither Corporation members of the Board of Directors nor staff members of HBA own in part or whole any business interest which has or could be assisted by this organization or any OMBE funded program.
- c. There have been no changes in the parent organization.
- d. No revisions have been made in the Corporation's charter and by-laws.
- e. A current organizational chart describing the functions of the organization is being enclosed as enclosure II.
- f. HBA will continue to operate as presently functioning. No restructuring is being considered under this proposed program.
- g. The position of Administrative Secretary has been revised to Administrative Assistant. A new position description has been established with added responsibilities. (See Enclosure III).
- h. There have been no changes in the personnel policy since the last OMBE funding.

II. Financial Information

- a. HBA strictly relies on OMBE funding.
- b. There is no current or pending Federal grants other than OMBE's.



c. 1. Public Accountant

Sidney Z. Galinsky P. A.  
221 Ridge Rd. E.  
Rochester, New York 14621  
Tel. (716) 266-0350

The accountant prepares financial statements, checks monthly expenditures, prepares employers tax return, and prepares other statements as necessary. Also audits books and records for yearly certified report of operation.

2. The books are now being kept on an accrual basis previously the books were kept on a cash basis and adjustments made at the end of the accounting period (contract period).

3. Refer to attached statement from accountant (enclosure IV).

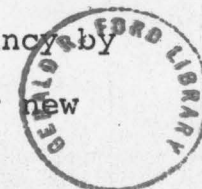
4. No advance of Federal contract funds is being requested.

III. Technical Information

a. Statement of Need

A basic disparity in business ownership and business success exist in the City of Rochester. At present, small minority businessmen are not able to fully participate in the economic activity of the area on anywhere near a proportionate basis.

In the Upper Falls and Brown Square areas of the City, for example, the vast majority of minority businesses consist of Barber Shops, Beauty Salons, Bar Restaurants, Grocery Stores, Boutiques, and Service Stations. These minority businesses have been greatly effected by high unemployment, underemployment, vandalism, and to complicate matters, there is a hesitancy by insurance companies to provide coverage for existing or new

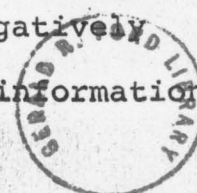


businesses in these areas.

Partially as a result of their historic exclusion from many sections of economic activity, there exist a lack of any formal economic structure in the minority business community. This fact handicaps and discourages those who seek to develop business and are confronted with the serious lack of help that is available for solving their problems.

Left unassisted these minority entrepreneurs would be lacking the necessary management and technical services essential to their growth. They would be without a source of information as to consumer trends and appeals, evaluation of market segments, competitive analysis, and alternative strategies in pricing, customer services, distribution, product service, promotion and advertising etc.

The emphasis that has been placed on hispanic businessmen was due to the fact that the Federal, State and financial institutions who are presently assisting English speaking businessmen in management skill cannot reach the Spanish speaking entrepreneurs as a result of speaking above the limitations of their understanding of the English language, not as a result of their complete ignorance of the language, and the unfamiliar approach utilized which could be interpreted as rude, unsincere and unconcerning although not necessarily so. Hence, any information, research and economic education of possitive value would be lost and become a major stumbling block for the Spanish entrepreneur. This furthered negatively reinforced by the lack of sufficient publications and information



in Spanish.

We intend to continue to provide our managerial competence supplemented with other factors such as motivations, perseverance, and flexibility to all minority entrepreneurs and not limited to hispanic businessmen.

A new awareness must be provided to all existing potential entrepreneurs who have the potential to expand above the level of a "nickel and dime" operation.

B. Program Objectives

The Hispanic Businessmen's Association intends through its present facilities to foster economic development of the minority community.

This program will confront minority businessmen's problems, develop solutions, and stimulate correct approaches to the aforementioned problems.

The program will identify potential entrepreneurs and assist them in preparing feasibility studies and marketing plans. Furthermore, technical assistance will be given to prepare financial packages to present to the lending institutions. It will identify new market opportunities and make objectives assessment. Simultaneously, it will attract and inform the best qualified candidate within a particular market, and then pull the necessary resources in order to initiate a successful business.

Orientation and counseling on basic management skills will be provided. This program intends to develop the expertise of the minority entrepreneurs in the fundamentals of bookkeeping, marketing, purchasing, sales promotion, cash flow, public



relations, job appraisals, inventory control etc. This assistance will be conducted on a one-to-one basis for optimum benefit of the participant. The minority businessman will be given those skills he desires and those he has been made aware of needing.

On a larger scale of orientation, HBA will continue to develop and coordinate programs with the higher institution of learning in the city.

At present, HBA has developed a twelve week training course, in conjunction with Monroe Community College and Rochester Institute of Technology, which covers the following areas: building blocks of sound business practice, marketing, sales promotion, inventory control, record keeping, insurance coverage and retirement plans, business legal structure, investment, and identifying business resources.

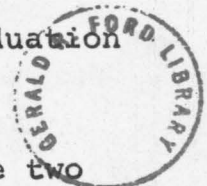
In order to assure effectiveness and active participation of the attendees, enrollment was limited to 25 students.

This course is actively on its way and presently it has a zero attrition rate.

A second training program of this nature will be offered in July. The enrollment, although officially will not start until June, already consist of 20 businessmen who where not able to participate in our present program because of the limitation of 25 attendees.

This is an approved and recognized course by Monroe Community College and certificates will be awarded on the graduation and social night to be conducted.

All businessmen who successfully complete one of the two training courses will be eligible to attend a "post-grad"



course, also consisting of twelve weeks in one of the areas already studied, such as a 12 weeks training course in merchandising.

HBA has been assured by Dean John Cotman, of Monroe Community College that we will be able to conduct as many training courses as desired. Dr. Cotman has expressed his willingness to recruit volunteers from his staff and students to serve as volunteers consultants to assist minority businessmen. Dr. Cotman is presently serving in this capacity.

It is the intention of HBA to conduct three, twelve week training courses certified by Monroe Community College a year.

Strong emphasis will be placed on such programs since mismanagement is the most single out factor in a failure of a business. Attached, will be program outline of the course.

One of the specific objective of HBA is to continue the progress of organizing and legally incorporating under state laws and by the charter of the Small Business Administration a Local Development Company. It will be completely composed of minority entrepreneurs and will be non-profit organization. Our attorneys are in the process of finalising the legal aspects. (See attached function of L. D. C.)

This objective will be accomplished as part of our plan to develop a minority owned Shopping Center in the City of Rochester. In a memorandum of agreement with the City of Rochester, HBA has been named the developers of the Shopping Center to be located in the Upper Falls area. The existing commercial facilities within the Upper Falls area can be

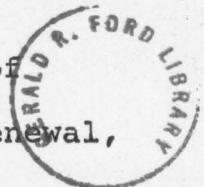


characterized as typical old neighborhood commercial units. The lack of suitable retail facilities on the major commercial strips often force consumers to travel considerable distances to do their major shopping. This becomes a stumbling block for senior citizens and minority consumers with large household and young children. Also traveling will become increasingly more difficult and unpractical due to fuel shortages and price increases.

Future demands for services and goods will continually increase as the present new housing units, approximately 700 become occupied just adjacent the proposed site for the Shopping Center. It is also anticipated that the number of new housing will reach 1,400 units under Urban Renewal. Most if not all of these units will be occupied by minority tenants since the housing is ear-market for low income people. Disregarding this, the situation of present residents demands that additional consumer facilities must be established to meet their needs.

The commercial facilities that are available are in a state of deterioration, and most are separated by unkept vacant lots, and boarded store front, making them unappealing to consumers. In addition, and a more important point, the limited variety of depth of merchandize is also undesirable and to complicate matters further, most stores carry the same identical brands. Hence, consumers, in many instances are forced to buy goods which they consider unsatisfactory.

It should be furthered noted that a large number of minority business were uprooted as a result of Urban Renewal, thus adding to the shortages of needed goods and services.



The proposed commercial center will then provide displaced minority tenants with new opportunities to market their goods and services in a modern and efficient retail space. Also to a large extent, a number of existing minority will be expected and motivated to be candidates for relocation into the proposed new facilities.

It is also felt that special attention must be given to small minority businessmen who might not be able to lease a relatively large unit. Hence, a public market has been drawn into the schematics by the architects that will provide modern facilities within an enclosed area of the commercial center so that these vendors can display their goods. In short, it provides small vendors, who otherwise find it hard to survive under present deteriorated structure to relocate in an ample competitive market with the same facilities and opportunities as larger merchants in the Urban Shopping Center.

This proposed project will generate both public and private investment. Public investment will result from present negotiations between HBA and the City of Rochester. Our proposal has been submitted to the City, Department of Community Development. They have approved such a proposal and requested that HBA obtain funds from Model Cities programs up to include \$330,000. Simultaneously, the Department of Economic Development of the City's Urban Renewal has requested that City Council approve one of the following and I quote:

Upper Falls Commercial - Shopping Center

Participation of the City of Rochester

1. Purpose/Justification of Participation:



The 151,000 sq. ft. shopping center proposed by the Hispanic Businessmen's Association (HBA) would not be economically feasible without some financing assistance. The City appreciates the necessity of the shopping center, which will provide concentrated retail and community space, much needed for the stability of the growing neighborhood area. (Market studies have documented the need for commercial facilities to accommodate the existing and growing population over the next few years on the near north side of the City.)

As the City, thru the local Urban Renewal Agency, presently owns the land for the proposed site, the opportunity exists to provide assistance for areas designated as "public" space (i.e. on-site parking, landscaping, pedestrian areas, lighting, and the Public Market--small concept with retail stalls comprising of approximately 69,000 sq. ft.) within the Shopping Center. The city proposed to develop these areas in conjunction with the balance of the center.

The City also proposed to assist in completing the assembly of a development team, finalizing financial arrangements for the balance of the project and providing other technical assistance related to the land development package.

2. Alternatives of City Participation:

The City may participate in the financing of the on-site parking facilities and public market in a number of ways.

Among the possibilities which are being tested are:

- a. Retaining ownership of that portion which it develops (parking and public market) and leasing the space



at a rate equivalent to the property taxes which would apply if privately owned.

- b. The City could sell the developed land and structure to the developer of the shopping center on a favorable basis.

The purpose of City participation is to balance the financial equation for in-City Shopping facilities relative to comparable facilities elsewhere reflecting the ability of inner-City tenants to afford new space and to interest chain tenants in returning to the inner-City. (End of Quote)

The City has reviewed the legal aspects of the proposal and feel it is justifiable for its participation. The city has informed us it will give us its complete support. Also Mr. Stockton, Director of Economic Development, has stated that City participation would be over one million dollars. That he realizes that anything under this amount would be tokenism. Knowing this is definitely a precedent in New York State and possibly in the Nation, the City will give its full support to insure the success of the Shopping Center.

Private funds will be obtained from both private financial institution and the minority owned LDC.

It is not the intention of the proposed commercial center to take the business from existing retailers. A recent market analysis of the Upper Falls area prepared by Hammer, Siler, George Associates Washington, Atlanta, Denver for the Hispanic Businessmen Association shows that many of the proposed goods and services to be offered are not presently available to satisfy the consumers needs of the Upper Falls area. Hence, the proposed center

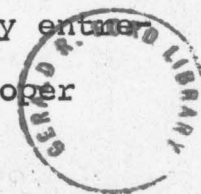


will provide those goods and services not presently available.

The proposed commercial center will consolidate the typical neighborhood shopping center and public market into a relatively new concept.

The specific objectives that the shopping center will accomplish are as follows:

1. Create additional employment by:
  - a. promoting new business
  - b. the center hiring of personnel for maintenance, security and general upkeep.
  - c. the hiring of employees to maintain continual operation and expansion of the retail outlets.
  - d. Create business opportunities for local minority services contract.
2. To provide goods and services not presently available to the consumers of the Upper Falls area.
3. To accomodate the future increasing demands of consumers goods brought about 700 housing units already completed in addition to the projected figure of 1,400 units under Urban Renewal plans.
4. To allow opportunities for existing minority businesses to relocate from present deteriorated retail space.
5. To provide space for minority businesses uprooted by Urban Renewal in the Upper Falls area.
6. To provide opportunities for potential minority entrepreneurs to extend a sound business venture with the proper



training and expertise provided by our office.

7. To make space available within the commercial center small minority vendors, unable to meet rental cost of commercial space, to display their goods uniformly within a special market.

The city's financial participation will lower the leasing expense and keep it at reach of the minority entrepreneur.

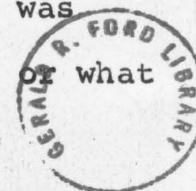
Attached to this proposal are the market analysis, letters of support and the memorandum of agreement.

This office has been able to accomplish this plus handling clients who, and there are a great number, have been in business for over a year and have no records or paid state sales tax just as the following example:

AÑASCO RECORD AND JEWELRY SHOP

A rather complex group of problems came to our attention relating a client who requested assistance from us in June of 1974.

Luis M. Beltran who was able to open a Record and Jewelry Shop opened his business and started selling merchandise without keeping records of what he sold, bought, or what his expenses were. He didn't pay his sales tax or keep any record of his collections. When he requested assistance from us the State was ready to close his business for failing to pay State Sales Tax. Also, Mr. Beltran because of an apparent misunderstanding fell behind in his loan repayment and was not paying his suppliers. Mr. Beltran was not aware of how much inventory he had left on his store or what products were selling faster than others.



We visited his place of business to study his case and immediately advised him to close for 2 days, took an inventory of what he had there, collected all the invoices for merchandise and from that determined his gross sales from the time he opened his business which was five months before he requested assistance from us.

Then we prepared a Balance Sheet and a Profit and Loss Statement for him.

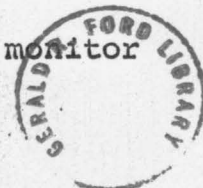
We set up an appointment with the New York State Dept. of Taxation and Finance and took Mr. Beltran with us. We explained to them the reason why he was unable to pay his taxes in the past. We emphasize to them that our organization was going to work with him to make sure that everything be done in order. The State gave him an extension of 15 days so we could find a solution to his financial problem.

The next step we took was advice Mr. Beltran that he had to sell part of his inventory and we recommended 40% off Sale. Also we recommended to him to go after customers to whom he had sold on credit. Mr. Beltran took our advise and was able to collect enough to become current on all his bills.

We then took a series of steps to hopefully prevent this from happening again.

This process took a great number of hours from our staff but we were able to save a business and keep Mr. Beltran supporting his family from the proceeds of his now more lucrative business.

We have set up an accounting system for him and got financial statements every 90 days, This way we are able to monitor



his business continually.

Another important step that Mr. Beltran took is enroll in the training program that we recently started.

This is a simple case which we find it to be a common denominator of many of our clients. Still we have been able to salvage their business, turn it successful and keep them away from unemployment and welfare lines. We are accomplishing this, developing training programs with local colleges and upkeeping our time phase plan on the progress of the Shopping Center. This office has been able to perform at this level, plus doubling the projection of the Time Phase Plan when at one time we had only one professional and one para-professional on staff. It was only until last month that we were able to reach full staffing in our organization.

Even under these strenuous circumstances HBA will conduct a Trade Fair at the end of the contract period. The fair has been made possible through the cooperation of Goya foods products Inc. and minority business who will be giving away goods and services on a raffle basis to all the consumer participants. The raffle tickets will be given at the entrance of the fair at no cost to the consumer and the raffling will be done every five minutes during that day of Products and Services presently provided by the minority entrepreneurs. At each raffling the minority businessman will be identified as the provider of the goods and services. In addition Goya will give away every half hour a case of assorted can goods.

The purpose of this fair is to make the general public



aware of the goods and services that is being provided by minority entrepreneurs. It gives minority businessmen the needed exposure to continue expanding their market.

This will be broadcast live on the radio plus the possibility of being aired on T. V. Channel 21 P.B.S.

If refunding is granted, now that the staff is full strength we will triple last year projections of the Time Phase Plan. Once again I must draw attention to the fact that we have shown our capability by doubling our projections without full staffing. If refunding is not granted, then the opportunity of developing the minority own shopping center, which would be precedent as a result of city government participation, would be lost in addition to all our programs and services which we are presently being provided and so urgently needed.



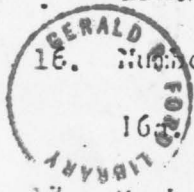
TIME PHASED PLAN FORMAT  
ORGANIZATIONAL SUMMARY

<u>Performance Measure</u>	<u>First Quarter</u>	<u>Second Quarter</u>	<u>Third Quarter</u>	<u>Fourth Quarter</u>
<u>A. Client and Business Totals</u>				
1. Total Clients Assisted	125	130	140	160
2. Total Businesses Assisted	40	42	45	45
3. New Businesses Established	3	2	3	3
4. Buyouts Secured	1	1	1	1
5. Businesses Expanded	0	2	3	4
<u>B. Financial Resource Development</u>				
6. Number Loans Packaged	7	8	10	10
6a. Dollar Value	\$100,000	\$125,000	\$160,000	\$175,000
7. Number Loans Approved	3	4	6	6
7a. Dollar Value	\$60,000	\$80,000	\$100,000	\$110,000
8. Number Banks Established				
8a. Total Capitalization				
Number MESBICs Established				
9a. Total Capitalization				



1d.

<u>Performance Measure</u>	<u>First Quarter</u>	<u>Second Quarter</u>	<u>Third Quarter</u>	<u>Fourth Quarter</u>
<u>Management Services &amp; Technical Assistance</u>				
10. Volunteer Consultants Recruited	5	6	7	7
11. Manhours provided	90	120	150	150
12. Clients Assisted with MS & TA	50	55	60	70
12a. Number of Volunteer Manhours	90	120	150	150
12b. Number of Staff Manhours	696	696	728	784
12c. Number Call Contractor Manhours				
<u>Procurement Assistance</u>				
13. Number Corporate Purchasing Councils Petitioned				
13a. Number Commitments Secured				
13b. Dollar Value of Commitments				
14. Number Procurement Application Submitted	-0-	2	2	3
14a. Dollar Value	-0-	20,000	25,000	50,000
15. Number Contracts Secured	-0-	1	-0-	2
15a. Dollar Value	-0-	10,000	-0-	30,000
16. Number of Direct Federal Awards				
16a. Dollar Value				
17. Number S(a) Awards				



Cont'd.

<u>Performance Measure</u>	<u>First Quarter</u>	<u>Second Quarter</u>	<u>Third Quarter</u>	<u>Fourth Quarter</u>
<u>D. Procurement Assistance</u>				
18. Number State Awards	-0-	-0-	1	-0-
18a. Dollar Value	-0-	-0-	10,000	-0-
19. Number Private Awards	-0-	1	-0-	2
19a. Dollar Value	-0-	10,000	-0-	30,000
20. Number of Firms Receiving Contracts	-0-	2	2	3
<u>E. Education and Training</u>				
21. Number of Business Training Courses Sponsored	1	-0-	1	1
21a. Number of enrollees	25	-0-	25	25
21b. Number of Graduates	20	-0-	20	20
22. Number of Seminars and Workshops Sponsored	-0-	1	-0-	1
22a. Number of Attendees	-0-	35	-0-	40
23. Number Trade Fairs Sponsored	-0-	-0-	1	-0-
23a. Minority Businesses Participating	-0-	-0-	30	-0-
23b. Majority Businesses Participating	-0-	-0-	2	-0-
23c. Total Attendance	-0-	-0-	3,000	-0-



on't d.

4

Performance Measure                      First Quarter                      Second Quarter                      Third Quarter                      Fourth Quarter

Outreach

24. Business Directories and/or  
Buyers Guides Published

-0-

-0-

1

-0-

24a. Number Businesses Listed

-0-

-0-

50

-0-

24b. Circulation

25. Tax and other Legislation Introduced  
to Enhance Minority Business  
Development

26. Number of members paying dues

Other (please specify)

Shopping Center Project (Refer to Time Allocation schedule)



TIME PHASED PLAN FORMAT

STAFF TIME ALLOCATION

Performance Measures	First Quarter		Second Quarter		Third Quarter		Fourth Quarter	
Emilio Serrano Executive Director								
Administration	45%	205	45%	207	45%	207	45%	205
M. S. & T. A.	25%	114	25%	115	25%	115	25%	114
Education & Training	15%	68	15%	70	15%	70	15%	68
Outreach Activities	15%	68	15%	70	15%	70	15%	68
Shopping Center Pro- ject	-0-	-0-	-0-	-0-	-0-	-0-	-0-	-0-
TOTAL	100%	455	100%	462	100%	462	100%	455



TIME PHASED PLAN FORMAT

STAFF TIME ALLOCATION

Performance Measures	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Rafael Roman Deputy Director				
Administration	10% 45	10% 46	10% 46	10% 45
S. & T. A.	50% 227	50% 231	50% 231	50% 227
Education & Training	20% 91	20% 93	20% 93	20% 91
Outreach Activities	10% 45	10% 46	10% 46	10% 46
Shopping Center Project	10% 45	10% 46	10% 46	10% 46
Total	100% 455	100% 462	100% 462	100% 455



TIME PHASED PLAN FORMAT

STAFF TIME ALLOCATION

Measure	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Wheat Specialist				
Administration	5% 22	5% 23	5% 23	5% 22
& T. A.	50% 227	50% 231	50% 231	50% 227
Extension & Training	35% 161	35% 162	35% 162	35% 161
Outreach Activities	-0-	-0-	-0-	-0-
Learning Center	10% 45	10% 46	10% 46	10% 45
	100% 455	100% 462	100% 462	100% 455





PROPOSED 10 MONTH BUDGET ESTIMATE

	10 mon. Proposed <u>Budget</u>	10 mon. Approved <u>Budget</u>
1. Personnel: (List on following page)		
Professional Staff	\$34,563	\$32,917
Support Staff	<u>7,000</u>	<u>6,167</u>
Total Personnel	\$41,563	\$39,084
2. Fringe Benefits	<u>5,197</u>	<u>4,663</u>
Total Personnel and Benefits	\$46,760	\$43,747
3. Consultants and Contract Services	4,818	4,917
4. Travel:		
Local	\$ 484	484
Out of Town (Include per diem/ subsistence)	<u>1,040</u>	<u>740</u>
Total Travel	\$ 1,524	\$ 1,224
5. Facility Cost:		
Space	\$ 1,600	\$ 1,500
Office Equipment	482	376
Office Furniture	<u>          </u>	<u>504</u>
Total Facility Costs	\$ 2,082	\$ 2,380
6. Other Direct Costs:		
Consumable Supplies	\$ 494	\$ 400
Postage	600	817
Printing and Publications	1,000	1,000
Telephone and Telegraph	1,500	1,293
Utilities	300	300
Other	<u>922</u>	<u>922</u>
Total Other Direct Costs	\$ 4,816	\$ 4,732
Total Direct and Facility Costs	\$ 6,898	\$ 7,112
7. Indirect Costs	-0-	-0-
Grand Total	<u>\$60,000</u>	<u>\$57,000</u>

C. Fringe Benefits

1. Hospital Insurance (Based on four employees) \$130 per quarter will be paid by H.B.A. and the amounts over \$130 to be paid by employees.	\$1,732.00
2. Social Security	2,315.00
3. N. Y. S. Unemployment Insurance & Federal Unemployment Ins.	700.00
4. Insurance Premiums - Workmen's Compensation, Liability, and DBL	<u>450.00</u>
Total	\$5,197.00

D. Consultants and Contract Services

1. S. Galinsky - Accountant	\$1,600.00
2. P. Comisar (Attorney) Legal Services (N. Y. S. minimum Bar fees \$50 per hour)	550.00
3. Technical Advisor - General Technical Assistance to clients - (no one retained at this time we will submit person for approval).	\$1,000.00
4. Maintenance Contract (\$500 per quarter)	<u>\$1,668.00</u>
Total	\$4,818.00

E. Travel

Local Travel - 44 weeks - 100 miles per week with a total mileage of 4400 X 11¢ per mile which total to 484.

Out of Town travel - It is estimated that a maximum of ten out of town trips will be taken for this nine months period.

The estimated cost are as follows:

	<u>N. Y. Trip</u>	<u>Wash. Trip</u>
Fare	55	75
Taxi - Rochester	10	10
Taxi - Out of Town	10	10
Meals	10	10
Room	<u>15</u>	<u>15</u>
Total	\$100	\$120



Eight trips to N. Y. would be \$800 and two trips to Wash. would be \$240 to come to a total of \$1,040 for out of town trips.

F. Facility Costs

Leased Space at 841 N. Clinton Avenue, Rochester, New York.

1st. Floor - 800 square ft.

2.25 per square ft. per year (rent for \$160 per month)

b. Xerox Machine leased at \$144.45 per three months.

G. Other Direct Costs

1. Membership Dues (Rochester Chamber of Commerce Credit Bureau of Rochester, etc.)	\$250.00
2. Two conferences disseminate technical information and one annual Trade Fair.	<u>672.00</u>
Total	\$922.00

H. Indirect Costs

There were no indirect costs.

8. Not applicable

c. 90% of the staff allocation will be for Technical Assistance and 10% for the out reach or follow up work.



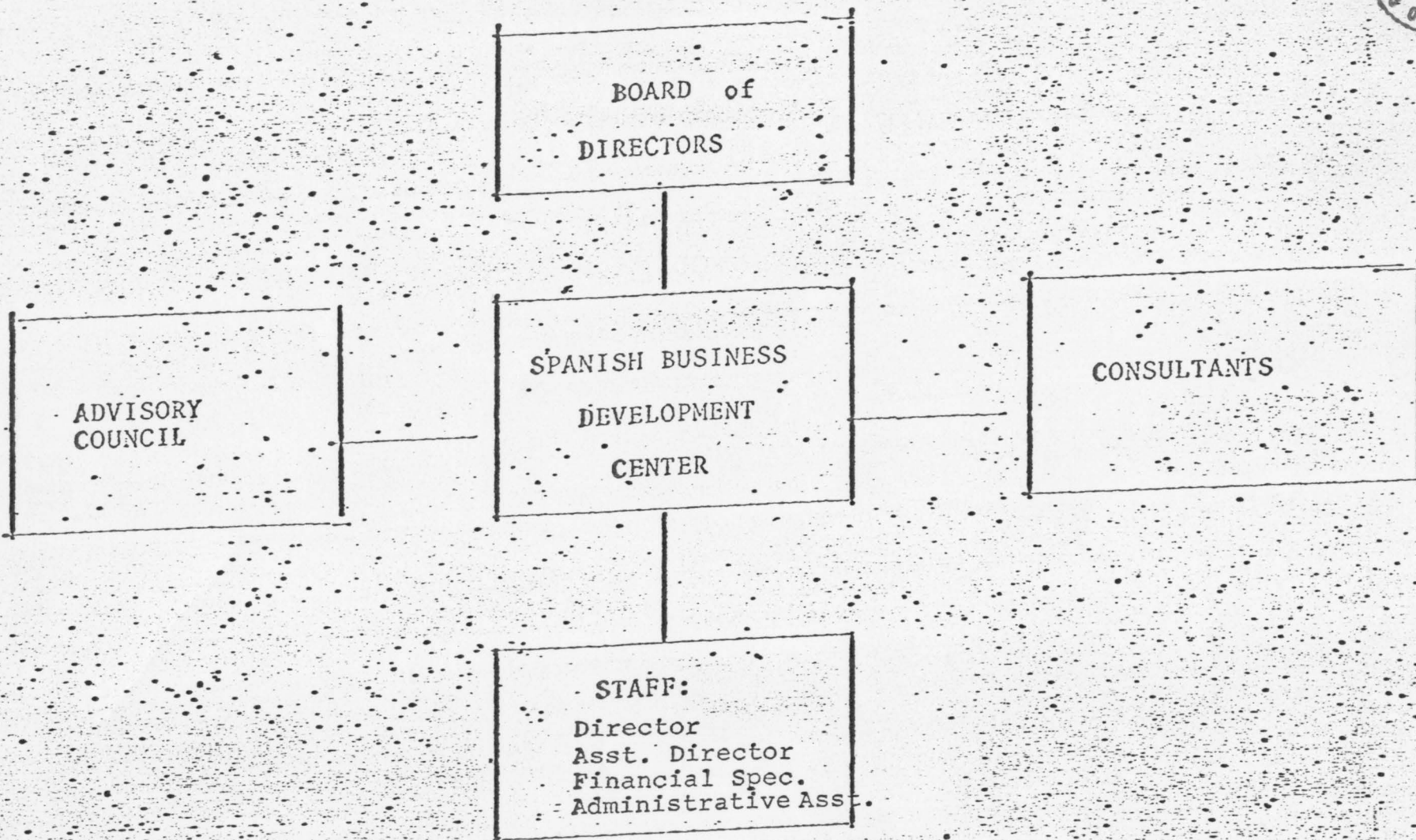
Hispanic Businessmen's Association

BOARD OF DIRECTORS' LIST

Officers:

Felix Rivera	-	President
Business Affiliation	-	Shop and Boutique
Title	-	Owner
Business Address	-	219 Conkey Ave.
Home Address	-	170 Isabelle St.
Birth Date	-	11/14/39
Birth Place	-	Yabuco, P. R.
Gabriel Vilar	-	Vice President
Business Affiliation	-	Urban Renewal Dept.
Title	-	Assistant Project Director
Business Address	-	150 State St.
Home Address	-	534 Clay Rd.
Birth Date	-	1/22/26
Birth Place	-	San Juan, Puerto Rico
Serafin Ferrer	-	Treasurer
Business Affiliation	-	Ferrer's Wholesale Grocery
Title	-	Owner
Business Address	-	266 Bay St.
Home Address	-	Same
Birth Date	-	10/12/21
Birth Place	-	Rincon, P. R.
Ramon Padilla	-	Assistant Treasurer
Business Affiliation	-	Padilla's Market
Title	-	Owner
Business Address	-	641 Brown St.
Home Address	-	Same
Birth Date	-	8/18/23
Birth Place	-	Naranjito, P. R.
Carmen Luciano	-	Secretary
Business Affiliation	-	Urban Renewal
Title	-	Relocation Aid
Business Address	-	648 N. Clinton Ave.
Home Address	-	33 Galusha St.
Birth Date	-	4/27/32
Birth Place	-	Barceloneta, P. R.
Wisel Irizarri	-	Assistant Secretary
Business Affiliation	-	Irizarri's Grocery Store
Title	-	Owner
Business Address	-	191 Clifford Ave.
Home Address	-	Same
Birth Date	-	7/13/39
Birth Place	-	Guayanilla, P. R.





Enclosure III

Administrative Assistant

1. Performs initial screening of potential clients.
2. Responsible for maintaining and updating clients current and inactive files.
3. Insures all reports and information concerning clients are properly submitted.
4. Purchases all office and maintenance supplies as needed.
5. Responsible for all correspondences and insures prompt responds to any directed question.
6. Computes and prepares payroll.
7. Assist in preparation of Employees' quarterly tax. (Form 941).
8. Maintains petty cash.
9. Performs all other bookkeeping functions up to and including trial balance.
10. Maintains calendar appointments and travel arrangements for the Director and staff.
11. Performs all related secretarial duties.



Enclosure IV

SIDNEY Z. GALINSKY  
ACCOUNTANT AND AUDITOR  
221 EAST RIDGE ROAD  
ROCHESTER, NEW YORK 14621

(716) 266-0350

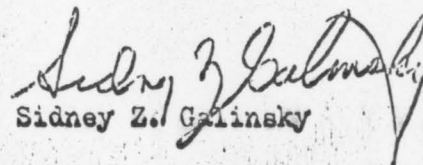
January 28, 1975

Board of Directors  
Hispanic Businessmen's Association, Inc.  
841 Clinton Avenue North  
Rochester, New York 14605

Gentlemen:

The following is an unaudited statement of operation for the period of June 1, 1974 through December 31, 1974. The final audit report will be prepared after the end of the accounting period, March 31, 1975, in accordance with the U.S. Department of Commerce, Office of Minority Business Enterprise OMBE Contract No. 4-36532.

Sincerely Yours,

  
Sidney Z. Galinsky

SZG/jmo



Hispanic Businessmen's Association, Inc.  
Statement of Receipts and Disbursements  
June 1, 1974 through December 31, 1974

Received from OMBE

\$29,000.00

Disbursements

Salaries	\$20,294.07
Blue Cross & Blue Shield	700.00
FICA	1,019.47
Federal UI & State UI	356.61
Rent	1,020.00
Utilities	125.88
Insurance	399.21
Maintenance	1,085.00
Legal & Accounting	1,000.00
Postage	99.25
Office Supplies	293.11
Telephone & Telegraph	849.49
Office Workshop	225.00
Xerox Machine Rental	261.15
Travel	743.38

Advance from OMBE

28,471.62  
\$ 528.38



Hispanic Businessmen's Association, Inc.  
Balance Sheet  
December 31, 1974

Current Assets

Cash	\$2852.25
<b>Total Assets</b>	<u><u>\$2852.25</u></u>

Liabilities

Accounts Payable	\$1298.00
Employee Taxes Payable	1025.87
Advance from OMBE	528.38
<b>Total Liabilities</b>	<u><u>\$2852.25</u></u>



CITY OF ROCHESTER, NEW YORK  
DEPARTMENT OF URBAN RENEWAL AND ECONOMIC DEVELOPMENT

Bureau of Redevelopment  
and Relocation



Upper Falls Site Office  
648 North Clinton Avenue  
Rochester, New York 14605

Date: November 28, 1973

Mr. Emilio Serrano  
Executive Director  
Hispanic Businessmens Association  
841 North Clinton Avenue  
Rochester, New York 14605

RE: Memorandum of Understanding  
Disposition Parcel 'O'  
Upper Falls Urban Renewal Project NYR-188

Dear Emilio:

Please find attached for your files one (1) executed copy of the Memorandum of Understanding between the Rochester Urban Renewal Agency and the Hispanic Businessmen's Association for Disposition Parcel 'O'-A and 'O'-B in the above captioned Project.

We look forward to working with you in the future months and years in order to realize the development of this needed commercial shopping center. Please feel free to contact us if we can be of any assistance to you prior to your submittance of a formal proposal for the property in April, 1974.

Sincerely,

Handwritten signature of Thomas F. McHugh in cursive script.

Thomas F. McHugh,  
Project Director

TFM:kmp

cc: P. Maneiro, Asst. Director - H.B.A.  
R. Radell, Chief of Disposition - R.U.R.A.  
J. Accorso, Asst. Project Director  
M. Carroll, Municipal Assistant



MEMORANDUM OF UNDERSTANDING

7-11-73

BY THIS MEMORANDUM OF UNDERSTANDING made on or as of the \_\_\_\_\_ day of \_\_\_\_\_, 1973 (hereinafter referred to as "Agreement") by and between the Rochester Urban Renewal Agency (hereinafter called "Agency"), a public body corporate, having its office at 150 State Street in the City of Rochester, State of New York, and Hispanic Businessmen's Association (hereinafter referred to as "HBA"), having its office at 841 North Clinton Avenue in the City of Rochester, State of New York, the Agency and HBA do hereby mutually agree to the following:

WHEREAS, HBA has expressed a desire to purchase and redevelop Disposition Parcels "O"-A and "O"-B in the Upper Falls Urban Renewal Project, NYR-188, (Hereinafter referred to as "Property"), for the purpose of constructing thereon a commercial shopping Center in accordance with the Objectives and Land Use Controls of the Upper Falls Urban Renewal Plan, as amended; and

WHEREAS, the Agency desires to dispose of said Property by negotiation, in accordance with all applicable local, State and Federal Laws and Regulations, to HBA, and further desires to engage in a program of mutual cooperation with HBA to achieve this goal:

I. HBA hereby agrees to the following:

- A. To submit a formal proposal for the purchase and redevelopment of the Property to the Agency no later than April 30, 1974. As a minimum the proposal must contain the following items:
  1. Redeveloper's Statement of Public Disclosure and Redeveloper's Statement of Qualifications and Financial Responsibility (Form HUD 6004, Parts I and II).
  2. HBA will submit an Economic Marketability Study and subsequent Economic Feasibility Study of the proposed Project, the latter of which should include an itemized breakdown of the anticipated total development costs, an itemized breakdown of anticipated gross income, and an itemized breakdown of carrying and operating costs.
  3. Schematic Plans which include the following:
    - a) Site Plans at large enough scale to indicate:
      1. Building Locations
      2. Parking Locations
      3. Open or Landscape Areas
      4. Ingress and Egress
    - b) Typical Elevations - one front elevation for each basic type of building indicating all exterior surface materials proposed to be used.



- c) Proposed sub-division of floor areas for leasing purposes and approximate area of each space to be leased.
  - 4. Narrative Statement describing the proposed development and addressing the topics of Financial Capability, Development Experience, Development Capability (the proposed development team), Management Capability, and Community Support.
  - B. To enter into a mutually acceptable Contract of Sale for the Property with the Agency no later than August 1, 1974 providing that all prior conditions have been met and found to be mutually acceptable and that title will not be accepted until full examination and approval be granted by legal counsel for HBA.
  - C. To submit all plans and financing information required by the aforementioned Contract of Sale within the time limits specified in the Contract of Sale.
  - D. Provided both parties have complied with all other portions of this Memorandum; to accept title and possession of the Property known as Disposition Parcel "O"-B no later than October 1, 1974 and the Property known as Disposition Parcel "O"-A no later than October 1, 1975 and to commence and complete construction of the Improvements within the time limits specified in the Contract of Sale and Deed.
  - E. To submit written request to the Agency for Third Party approval prior to entering into any agreement with any Third Party which agreement would give to the Third Party any ownership, interest in the proposed Project.
  - F. To submit to the Agency every three months a written status report relative to all aspects of the Project, including but not limited to the efforts of HBA to secure commitments from prospective tenants and/or to secure equity and mortgage financing for the Project.
- II. The Agency hereby agrees to the following:
- A. To accomplish all necessary land acquisition, relocation, demolition of existing improvements, vacation of streets, and abandonment of utilities in order to prepare the Property known as Disposition Parcel "O"-B for redevelopment no later than September 1, 1974 and the Property known as Disposition Parcel "O"-A no later than September 1, 1975 unless delays occur beyond control of Agency.
  - B. To use its best efforts to insure that the City of Rochester will bring to the Property, in a manner timely to the development schedule, all public improvements, including utilities and street changes, necessary to serve the Property.



- C. To use its best efforts to secure the formal approval of and authorization for the proposed sale of the Property to HBA from the City Council and Agency Board, subsequent to an approved proposal and evidence of economic feasibility, and to enter into a mutually acceptable Contract of Sale for the Property with HBA no later than August 1, 1974 provided both parties have complied with all other portions of this Memorandum.
- D. To convey title and possession of the Property known as Disposition Parcel "O"-B to HBA no later than October 1, 1974 and the Property known as Disposition Parcel "O"-A to HBA no later than October 1, 1975 unless same cannot be accomplished due to conditions beyond control of Agency.
- E. To provide HBA with all available information with respect to the Property including an instrument survey and legal description of the Property.

It is further agreed that if, through no fault of either party, Hispanic Businessmen's Association, Inc. and the Agency is unable to meet any time limits specified herein, and/or Hispanic Businessmen's Association, Inc. and the Agency fail to perform in accordance with this Agreement, either party will have the option of giving written notice that the Agreement is terminated.

The execution of this Memorandum is an expression of intent only and is subject to all laws and necessary appropriations and legislative acts.

ROCHESTER URBAN RENEWAL AGENCY

By:

*Robert C. [Signature]*

HISPANIC BUSINESSMEN'S ASSOCIATION, INC.

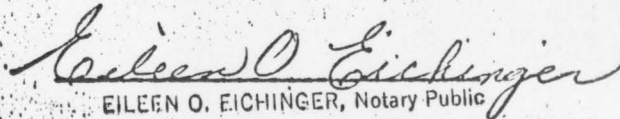
By:

*Anilio [Signature]*



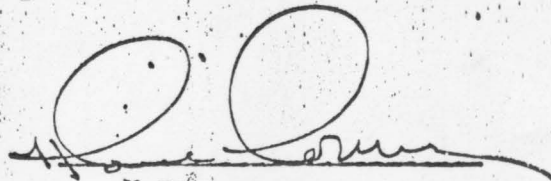
STATE OF NEW YORK )  
COUNTY OF MONROE ) SS:  
CITY OF ROCHESTER )

On this 16 of November 1973, before me, the subscriber, personally came Robert C. Infarinato, to me known, who being by me duly sworn, did depose and say that he resides in the City of Rochester; that he is the Secretary of the Rochester Urban Renewal Agency, the corporation described in and which executed the above instrument; that he knows the seal of said corporation; that the seal affixed by virtue of the statutes of the State of New York, in such case made and provided, and by <sup>Resolution</sup> ~~Ordinance~~ No. 73-110, adopted by the <sup>RURA</sup> ~~Council~~ on the 11th of <sup>September</sup> ~~August~~, 19 73, and that he signed his name by virtue of such authority.

  
EILEEN O. EICHINGER, Notary Public  
State of New York, Monroe County  
Registration #6161350  
Commission Expires March 30, 1974

STATE OF NEW YORK )  
COUNTY OF MONROE ) SS:  
CITY OF ROCHESTER )

On this 16<sup>th</sup> of November, 1973, before me, the subscriber, personally came, Emilio Serrano, to me known, who being by me duly sworn, did depose and say that he resides in the City of Rochester, that he is the Executive Director of the Hispanic Businessmen's Association, Inc. the corporation described in and which executed the above instrument; that he knows the seal of said corporation; that the seal affixed by virtue of the statutes of the State of New York, in such case made and provided, and that he signed his name by virtue of such authority.

  
H. PAUL COMISAR  
Notary Public in the State of New York  
MONROE COUNTY  
Commission Expires March 31, 1974

UDC - GREATER ROCHESTER, INC.

150 State Street, Rochester, New York 14614 / (716) 454-4420

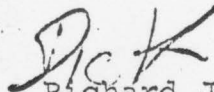
October 7, 1974

Mr. Emilio Serrano  
Hispanic Businessmen's Association  
841 North Clinton Avenue  
Rochester, New York 14605

Dear Emilio:

Enclosed is a copy of the executed Memorandum of Agreement for the Upper Falls Commercial Project. The architect is currently working on schematics and hopefully will have preliminary drawings within two weeks. We will contact you regarding a meeting to review the drawings.

Sincerely,



Richard J. Crossed  
Project Director

RJC/ck  
Enc.



MEMORANDUM OF AGREEMENT

UPPER FALLS COMMERCIAL PLAZA

This Memorandum of Agreement between NEW YORK STATE URBAN DEVELOPMENT CORPORATION ("UDC") and the HISPANIC BUSINESSMEN'S ASSOCIATION ("HBA"), expresses the intention of the parties to cooperate subject to applicable legal requirements in the re-development of the Upper Falls Urban Renewal Commercial Plaza (the "Project") on a site within the Upper Falls Urban Renewal area in the City of Rochester, as shown on Exhibit I (the "Site").

WHEREAS, HBA, a local non-profit organization, formed to assist businessmen in the Model Cities area displaced by governmental action and provide consumer services to the Model Cities area, has sought the technical assistance of UDC, and

WHEREAS, the City of Rochester has expressed approval of the proposal for UDC technical assistance as set forth herein, and

WHEREAS, UDC desires to render such technical assistance,

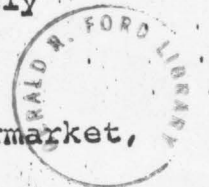
NOW, THEREFORE, the parties agree as follows:

1. THE PROGRAM

1.1. Commercial Project. The proposed Project to be developed by HBA on the Site shall be a neighborhood shopping center consisting of the following elements:

1.1.1. Total retail square footage of approximately 130,000 square feet.

1.1.2. Uses will include a grocery store or supermarket, a drug store, and other retail, commercial, or



service shops suitable for neighborhood shopping purposes.

1.2. The Site. The site known as Parcel O in the Rochester Model Cities area in the Upper Falls Urban Renewal area in the City of Rochester, New York, fronts approximately 1,000 feet on the east/west arterial, a new major street located in the Urban Renewal area, and has approximately 300 feet of frontage on Clinton Avenue North. Access to the area will be provided from and to all three of the above mentioned Streets.

1.3. Architectural Program. The following will be included in the architectural program for the Project:

- 1.3.1. A 130,000 square foot linear single-story shopping center.
- 1.3.2. A covered walkway the length of the shopping area.
- 1.3.3. Paved and marked surface parking for automobiles.
- 1.3.4. Landscaping.

1.4. Project Status

- 1.4.1. The Site is presently owned by the Department of of Community Development of the City of Rochester. HBA has been designated under the Urban Renewal Plan as the preferred developer of the Site. Application has been made to the U. S. Department of Housing & Urban Development for establishment of a reuse price for the Site.



1.4.2. HBA and UDC will cooperate in discussions with the City of Rochester, if necessary, to alter the configuration of the Site to a more desirable development parcel for shopping center development.

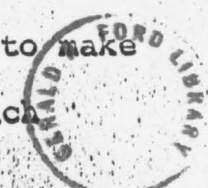
1.4.3. HBA commissioned, at a cost of \$8,000, a feasibility study for the proposed Project by Hammer, Siler, George Associates. This completed report made a finding of financial feasibility for the proposed Project.

2. IMPLEMENTATION. In order to further study the feasibility of the Project, UDC and HBA agree that:

2.1. Schematic Phase

2.1.1. UDC shall select and engage an architect to prepare schematic plans for the Project, consisting of schematic drawings and specifications in sufficient detail to arrive at an estimate of total construction cost and total project cost, and for use in negotiations with interested users. Total costs incurred for these architectural services shall not exceed \$8,000.

2.1.2. Should HBA request that the architect perform services under the contract between the architect and UDC which results in architectural costs in excess of \$8,000, HBA agrees to make direct payment to the architect for such services.



2.1.3. UDC shall assist HBA in contacting and meeting with proposed commercial users and provide technical assistance as needed.

3. IMPLEMENTATION PHASE. Following completion of the Schematic Phase, UDC shall assist in the review of construction cost estimates, written lease commitments, and other available information. UDC and HBA representatives will meet and review the completed Schematic Phase material. UDC and HBA will jointly explore feasible methods of carrying out the development of the Project. UDC will make recommendations to HBA concerning possible implementation methods. It is expressly understood that at the present time UDC does not intend to provide financing in respect of this Project. It is further understood that should the proposed Project proceed beyond the feasibility stage UDC will be reimbursed by HBA for all costs incurred by UDC in respect of the development of the Project, including but not limited to the \$8,000 expended pursuant to this Agreement for architectural services.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the 28<sup>th</sup> day of August, 1974.

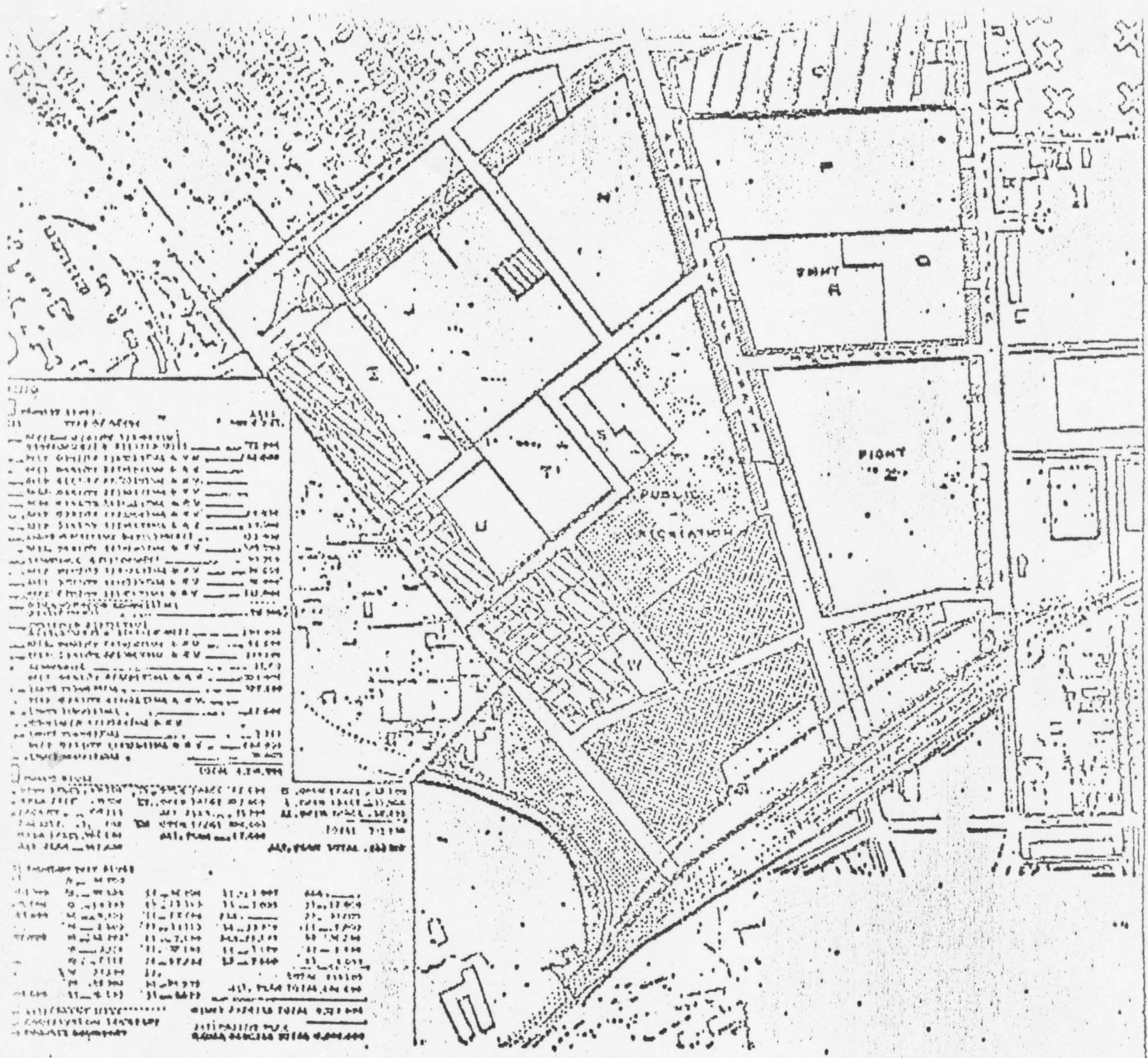
NEW YORK STATE URBAN DEVELOPMENT  
CORPORATION

By Robert G. Hazen  
Robert G. Hazen, General Manager

HISPANIC BUSINESSMEN'S ASSOCIATION

By Emilio L. Serraneo  
Emilio L. Serraneo





**DISPOSITION PARCEL NO.**

DISPOSITION PARCEL NO.	AREA (SQ. FT.)	AREA (ACRES)	AREA (SQ. YDS.)
1	100,000	2.28	100,000
2	100,000	2.28	100,000
3	100,000	2.28	100,000
4	100,000	2.28	100,000
5	100,000	2.28	100,000
6	100,000	2.28	100,000
7	100,000	2.28	100,000
8	100,000	2.28	100,000
9	100,000	2.28	100,000
10	100,000	2.28	100,000
11	100,000	2.28	100,000
12	100,000	2.28	100,000
13	100,000	2.28	100,000
14	100,000	2.28	100,000
15	100,000	2.28	100,000
16	100,000	2.28	100,000
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19	100,000	2.28	100,000
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39	100,000	2.28	100,000
40	100,000	2.28	100,000
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43	100,000	2.28	100,000
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89	100,000	2.28	100,000
90	100,000	2.28	100,000
91	100,000	2.28	100,000
92	100,000	2.28	100,000
93	100,000	2.28	100,000
94	100,000	2.28	100,000
95	100,000	2.28	100,000
96	100,000	2.28	100,000
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99	100,000	2.28	100,000
100	100,000	2.28	100,000

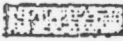
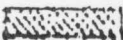

**ALL YEAR TOTAL: 2,280,000**

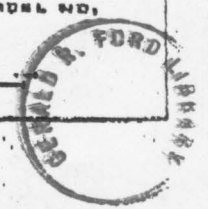
**PROJECT AREA**

**ROCHESTER - MODEL CITIES**

**ROCHESTER, NEW YORK**

**U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
 FEDERAL BUREAU OF SURVEY  
 WASHINGTON, D. C. 20540**

-  INTER-AMERICAN LEASING UNIT
-  BY DISPOSITION
-  DISPOSITION PARCEL NO.





U.S. GOVERNMENT  
SMALL BUSINESS ADMINISTRATION  
WASHINGTON, D.C. 20416

OFFICE OF THE ADMINISTRATOR

June 13, 1973

Mr. Emilio Serrano  
Executive Director  
Hispanic Businessmen's  
Association  
841 North Clinton Avenue  
Rochester, New York 14605

Dear Mr. Serrano:

It was a pleasure indeed to meet with a delegation of your group to discuss your plan to develop a small shopping center project in the Rochester, New York area.

Needless to say, we in SBA stand ready to assist your group in forming the required IDC, and in planning and financing it. At the beginning we suggest that you put together the best possible group and try to obtain title of the land as soon as possible and at a reasonable price.

I am sure that OMBE, our sister agency, will also do its best to assist your group since they are now funding your office's staff and overhead expenses. Cooperation of local entities would also be very desirable, specially that of urban renewal and commercial banks.

We wish you success as you develop your plan and please feel free to call on us if we can be of further assistance on this matter.

Sincerely,

Nick Ortiz  
Deputy Assistant Administrator  
for Minority Enterprise

cc: Mr. Alex Armendaris



a. LOCAL ECONOMIC DEVELOPMENT COMPANY

A Local Economic Development Company is an organization whose primary purpose is to foster the economic development of a low income community.

The low income community might within, coincide with, or spill over the boundaries of a political sub-division, a "Model Cities", Redevelopment Area, a Special Impact area, a Title I area, a Labor area or other designated area.

The low income community could encompass the inner city heart of a metropolitan area, a small city or suburban area that requires economic stimulation or any other area that is lagging economically.

An LEDC could be formed to pursue a single, specific goal or it might be an "open end" organization that is willing to support every kind of project that shows solid promise of improving the economic status of (its low income community).

The initiative for forming a LEDC could come from various sources. It might be started by leaders in the low income community, by a church group, by a foundation, by groups of local businessmen and bankers, and others.

A primary goal of LEDC's is to improve the economic status of the residents of the low income community area: not just to up grade their skills and income but to give potential entrepreneurs and managers the opportunities and support they need to develop, own, and operate independent self-supporting businesses.

The Small Business Administration can make, participate in on an immediate or deferred basis or guarantee loans to a Local Economic Development Company (LEDC) for small business concerns. An LEDC can be a profit-making or non-profit corporation. It must be founded by public spirited citizens. It must have 25 members. It must be incorporated under the laws of the state in which it does business. The LEDC's charter and articles of incorporation must authorize it to promote and assist small business growth and development in the community where it operates. And, it must be at least 75% owned and controlled by persons living or doing business in that community.

An LEDC can assist identifiable small business concerns to:

1. finance plant or commercial space construction; conversion or expansion including land acquisition; and/or



2. finance machinery and equipment acquisition and installation.

To borrow Small Business Administration funds and pass them through to a small business, the LEDC must contribute a reasonable portion of the total project cost. The LEDC raises its contribution by selling equity shares or debt obligations to private sources. A small business being assisted can invest in the LEDC for its own project's benefit. But SBA does not allow it to invest more than 25% of the LEDC contribution or to control more than LEDC stock memberships. Also, the agency permits LEDC's to raise their contribution by accepting funds in exchange for their obligations.

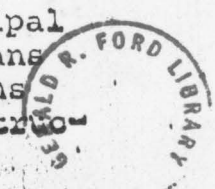
Generally, SBA defines a "reasonable" contribution as 20%. However, the agency allows 10% or less when the business to be assisted is or will be located in:

1. a rural area where the population does not exceed 5,500;
2. a ghetto area; or
3. a high unemployment area.

Direct, immediate and deferred participation loans and loan guarantees are subject to these limitations:

1. there is a reasonable assurance for loan repayment;
2. financial assistance to the applicant is not otherwise available on reasonable terms.

Direct loans cannot exceed \$35,000 per borrower. As a rule, SBA's share of immediate participation loans cannot exceed \$350,000. Loan guarantees can cover up to \$350,000 or 90% of the outstanding loan balance--whichever is less. SBA charges 5 1/2% interest per annum for direct loans and its share of immediate participation loans. However, the SBA rate for immediate participation loans can drop to 5% if the bank interest rate also drops. The interest rate for SBA guaranteed loans and the bank share of immediate and deferred participation loans must be legal and reasonable. State usury laws define "legal". SBA defines "reasonable" as no more than two percentage points above the New York City banks' prime rate. Normally, a reasonable rate cannot exceed 8 1/2%. Under unusual circumstances SBA regional directors can authorize an additional 3/4 of 1%. Principal payments may be deferred. The maximum term for LEDC loans is 25 years. The maximum term can be extended six months if necessary to complete plant or commercial space construction, conversion, or expansion.



METHODS AND APPROACHES

There are different steps that must be taken in order to organize a Local Economic Development Company. The project staff will be responsible for finalizing them accordingly:

- Step #1. To develop a package of information that will explain in simple terms the purpose and objectives of the LEDC, requirements for participation, expected individuals and group benefits.
- Step #2. To present the project idea to the community and then identify potential participants interested in the project.
- Step #3. To screen and select the applicants for membership in the Local Economic Development Company.
- Step #4. To insure that a minimum of 25 persons become members of the company.
- Step #5. To design and obtain membership approval of the Incorporation papers, By-Laws and Constitution for the Company.
- Step #6. To hire an experience lawyer that will review the By-Laws and Incorporate the corporation under the state laws.
- Step #7. To apply for a Charter as a Local Economic Development Company to the Small Business Administration.
- Step #8. After receiving approval by the Small Business Administration as a Local Economic Development Company select the way by which the company will be administered.
- Step #9. To design an Action Plan which will indicate short and long range activities of the Company.

Other intermediate steps need to be executed by the staff in order to fulfill the objectives of the project.



scale

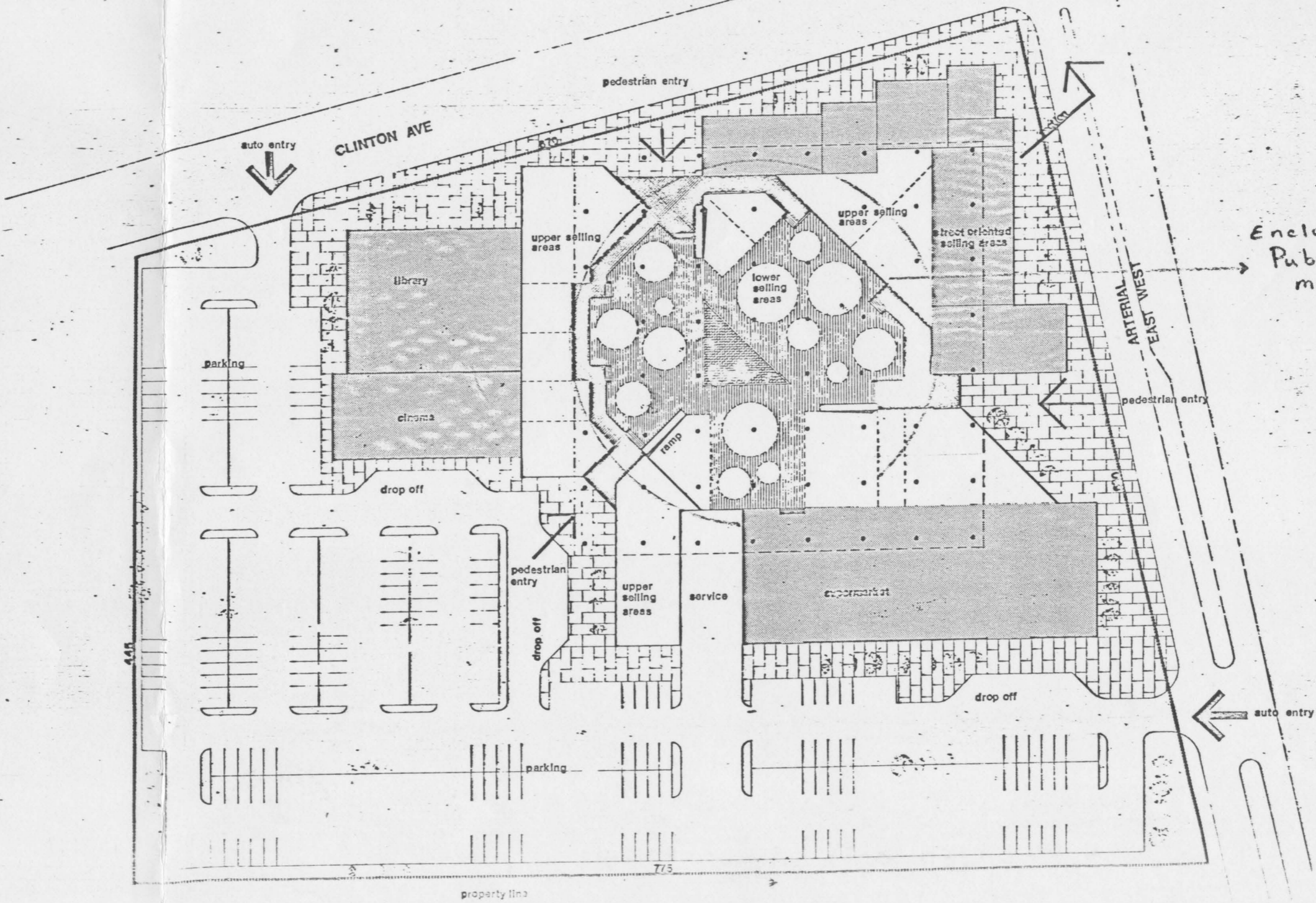
0 20

100

total area 160,000 sq ft

404 cars

retail areas including supermarket 104,000 sq ft



Enclosed Public Market Area





## CITY OF ROCHESTER, NEW YORK

Office of the City Manager

March 1, 1975

Jeffrey Swain  
Assistant to the City Manager  
for Program Development

Room 56, City Hall  
Rochester, New York 14614  
454-4000, ext. 216

Mr. Emilio Serrano, Executive Director  
Hispanic Businessmen's Association, Inc.  
841 N. Clinton Avenue  
Rochester, New York 14605

Dear Mr. Serrano: *Emilio,*

Thank you for your two proposals recently submitted as part of the Community Development Program. A number of proposals were received in which a desire was expressed to see neighborhood commercial areas physically upgraded. As a result, it is being recommended that Community Development funds be set aside to provide interest subsidies in commercial improvement loans. Some additional funds will be used to provide needed off-street parking in certain areas; Jefferson Avenue, Dewey-Emerson, Monroe Avenue, Hudson Avenue, Dutchtown-Jay Street area and the 16th Ward area will be examined to determine where best to allocate the limited funds. Because of limited funds, no recommendation is being made for the "outreach" office contained in your proposal.

\*Regarding the subsidization of the Upper Falls Plaza, we have recommended that funds left in the Model Cities Economic Development fund be used for the proposal you suggest. We will be happy to work with you in detailing the specifics of that Project.

This program, as well as the others proposed for the Community Development Plan, is described in more detail in a background statement which City staff members have prepared. A public informational meeting on the proposed plan is scheduled for Thursday evening, March 6, 1975 at 7:30 p.m. at the Chamber of Commerce, Large Hall, 3rd Floor, 55 St. Paul Street. City staff will be present to review the proposed plan and answer your questions. Copies of the background information will be available at this meeting; however, if you would like to obtain a copy before that time, you may pick one up on Tuesday, March 4, 1975, in the City Clerk's Office, 3rd Floor, City Hall.

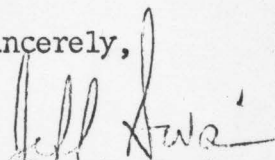
The City Council will also hold a formal public hearing on the proposed Community Development Plan on Thursday evening, March 13, 1975 at 7:30 p.m. in City Council Chambers, 3rd Floor, City Hall.



Mr. Emileo Serrano, Executive Director  
Hispanic Businessmen's Association, Inc.  
March 1, 1975  
Page -2-

If you have any questions or if there is any additional information you require,  
please contact Barbara Zinker of my staff at 454-4000, Extension 295.

Sincerely,



Jeffrey P. Swain  
Assistant to the City Manager -  
Program Development



MARKET ANALYSIS OF COMMERCIAL-RETAIL  
POTENTIALS, UPPER FALLS URBAN  
RENEWAL AREA (NYR-188)

ROCHESTER, NEW YORK

Prepared for:

The Hispanic Businessman's Association

April 1974

HAMMER, SILER, GEORGE ASSOCIATES

WASHINGTON/ATLANTA/DENVER  
1140 Connecticut Avenue, N.W.  
Washington, D.C. 20036



## FOREWORD

This market study presents the findings and conclusions of Hammer, Siler, George Associates as to the market potentials for commercial development on a site located in the Upper Falls Urban Renewal Area of Rochester, New York. Specifically, this report examines the retail potentials for a proposed new commercial shopping center to be located on disposition parcel O in the Upper Falls Urban Renewal Project (Map A).

Parcel O is comprised of two subparcels: A and B. Parcel A contains 53,894.5 square feet, or 1.237 acres, and Parcel B contains 268,472.2 square feet, or 6.163 acres. Our assignment was to test the market support at this designated site location and to determine the total land requirements for a new commercial center.

In conducting this detailed market analysis, we worked closely with the Upper Falls project office of the city's Department of Urban Renewal and Economic Development. We also received invaluable assistance from the Hispanic Businessmen's Association (HBA). A detailed survey of some of the members of HBA was conducted as part of this assignment. This survey was administered through the HBA office.

Our market analysis is presented in four major sections. These sections are as follows:

- o Introduction
- o Demographic and Consumer Trends
- o Existing Commercial Structure
- o Expenditure Flow Model and the Future Commercial Potential

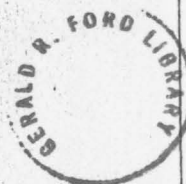
These sections are described in detail following a summary of our market findings.

Hammer, Siler, George Associates  
Washington, D.C.



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### SUMMARY OF CONCLUSIONS

The following paragraphs briefly summarize the findings and conclusions of the economic market potentials for retail commercial space on Parcel 0 in the Upper Falls Urban Renewal project area. Our findings are as follows:

- o Parcel 0, located at the intersection of North Clinton Avenue and the East-West Arterial, is well located within the Upper Falls Urban Renewal project area and the northern sector of the City of Rochester to compete for the consumer expenditure potential of residents of the designated retail trading area.
- o Presently, 700 new housing units are under construction in the project area and in total, 1,200 to 1,400 housing units are planned in the overall development for the Upper Falls Renewal Area. This analysis utilizes a conservative estimate of only 835 new units by 1979. All additional housing will be plus factor.
- o Under present conditions, the existing retail structure in the Upper Falls area is inadequate to serve this new residential growth. Also, the existing population of the project area is not well served by the existing retail stores in the market area.
- o Within the designated trading area, both primary and secondary zones, there is a lack of adequate retail facilities. Most existing retail establishments are located in old, outdated structures and do not provide the space and merchandising lines that can attract shoppers who have the flexibility in their choice of shopping locations.
- o Generally, there are very few viable retail establishments in the designated trading area. Most businesses suffer from a declining population base, inadequate merchandising, a lack



merchandising, a lack of convenient parking, and an image of crime due to the strip nature (lack of compactness) of existing retail areas.

- o Our findings are that a well planned and merchandised center can feasibly be developed at the subject site -- Parcel 0 -- and is needed to serve the existing and projected population of the Upper Falls area.

Based on these findings and our conclusions that there is adequate market support for a new retail center in the Upper Falls neighborhood, we have recommended the following:

- o There is adequate expenditure potential in the trading area to support a new regional center with up to 125,000 square feet of retail space. This center could also include a movie theater with 500-700 seats and a branch library.
- o The distribution of retail space should include the following retail store types:
  - 48,700 square feet of convenience goods space
  - 54,500 square feet of shoppers goods space
  - 20,500 square feet of personal service space
- o It is recommended that both parcels "O-A" and "O-B" be included in the overall retail development strategy in order to provide a maximum amount of visibility and street frontage. Locationally, the combination of parcels O-A and O-B result in the site having major frontage on North Clinton Avenue to the west, the east-west arterial to the north, and Joseph Avenue toward the east. This scheme provides the greatest degree of flexibility for the overall design and layout of the proposed retail facility while maximizing ingress and egress.
- o The center should be well designed and well lighted to provide maximum security and safety. It is essential that a strong manager or leasing agent be included in the development planning.
- o It is also recommended that one or two major retail anchors be contacted at the earliest possible time in order to get commitments for space at the proposed center. These anchors -- a supermarket and variety store -- are the major drawing power for other retail units.



- o The creation of a community focus (Upper Falls shopping center) could help to strengthen the overall renewal area and serve as a stimulus in marketing the additional 400-600 housing units planned for Phase Two of the housing construction plan.



## Section I. INTRODUCTION

### Upper Falls Urban Renewal Area

The Upper Falls Urban Renewal Area is situated just north of the Rochester Central Business District (CBD). The renewal area itself is bordered by St. Paul Boulevard to the west, Joseph Avenue to the east, the New York Central Railroad tracks on the south, and extends slightly beyond the planned east-west arterial highway on the north. The Upper Falls renewal area is planned as a self-sufficient community. The project is Rochester's largest, single urban renewal undertaking in terms of new structures to be built.

The overall plan provides for a balanced mix of new housing units, consisting of garden apartments and townhouses for low- to moderate-income families and individuals. About 15 acres of land is planned for high-rise units, townhouses and single-family homes. The development plan calls for the construction of 1,200 to 1,400 new residential housing units and a proposed retail complex to serve not only the project, but the area beyond. Presently, 700 housing units are under construction and are expected to be completed by 1976. By 1979, the project is expected to be fully completed and functional within the guidelines set forth under the renewal plan. Additionally, educational facilities will be rehabilitated or replaced and recreational areas, including new parks and community facilities, will be developed as the residential area is near completion.

#### Accessibility

A key factor in the development of a new commercial-retail center to serve the Upper Falls renewal project is the accessibility of the proposed



new facility. The proposed site for this new commercial center is ideally located between North Clinton Avenue and Joseph Avenue, two major north-south arterials in the northern Rochester neighborhoods. Both North Clinton Avenue and Joseph Avenue serve as major transportation spines within the Upper Falls neighborhood. Additionally, these streets function as major collectors to the Keeler Street Expressway which is a major east-west arterial located to the north of the Upper Falls neighborhood and the Inner Loop which is located to the south.

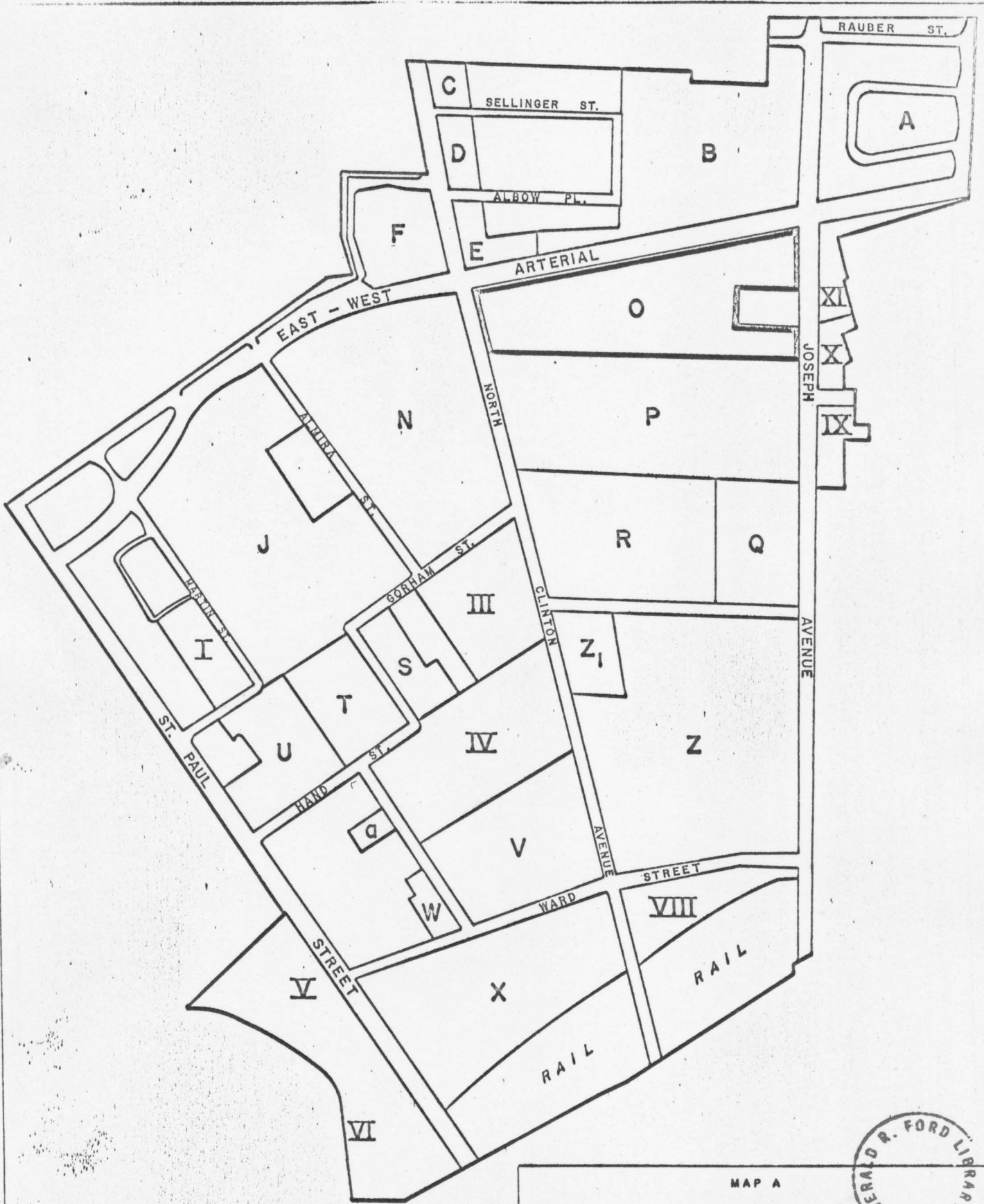
Generally, the Upper Falls neighborhood is highly accessible from most parts of the city. The Inner Loop, situated just to the south of the Upper Falls neighborhood, along with the Keeler Street Expressway located to the north, provide major east-west accessibility into the area. In a north-south direction, St. Paul Avenue, North Clinton Avenue, and Joseph Avenue serve to facilitate traffic movement between the two major east-west arteries.

Although separated from some western sectors of Rochester by the Genesee River, the Bausch Bridge links the proposed site via the new East-West Arterial. A second bridge, the Inner Loop Bridge spanning the Genesee River to the south, is expected to be completed before 1977.



The proposed Upper Falls Shopping Center will be strategically located to benefit from both the north-south access on North Clinton Avenue and Joseph Avenue, as well as having good east-west accessibility to vehicular movement on the east-west arterial. The site has major frontage on each of these arterials. (Map A)

#### Trading Area


The Upper Falls trading area has been defined to include all of the Upper Falls Urban Renewal project area and a large portion of the city




MAP A  
 UPPER FALLS URBAN RENEWAL PROJECT AREA  
 ROCHESTER, NEW YORK

 DISPOSITION PARCEL "O"  
 DISPOSITION PARCELS

JUNE, 1974







of Rochester directly north of the central business district. The overall trading area has been divided into two zones: a primary and a secondary. This division was made in order to more accurately assess the retail potential available from within the trading area. Map B, on the following page, illustrates the Upper Falls trading area as defined in this analysis of retail potentials.

The primary zone includes that area generally located within one-half mile of the proposed Upper Falls center site. It is generally concluded that this area is within a convenient walking distance and will generate a major share of the walk-in sales support for the proposed center. More exactly, this area is defined by the Genesee River on the west, Clifford Avenue to the north, the Inner Loop to the south, and extends to Hudson Avenue and North Street on the east.

The secondary zone radiates outward from the primary zone in a northerly and easterly direction, an additional three-fourths of a mile to the north and one-half mile to the east. Although somewhat beyond a convenient walking distance, residents of this zone can be expected to contribute a significant amount of business to the center due to its proximity to the Upper Falls area. The secondary zone is limited on the west and south by physical barriers -- the Genessee River, the Inner Loop expressway, and the CBD.

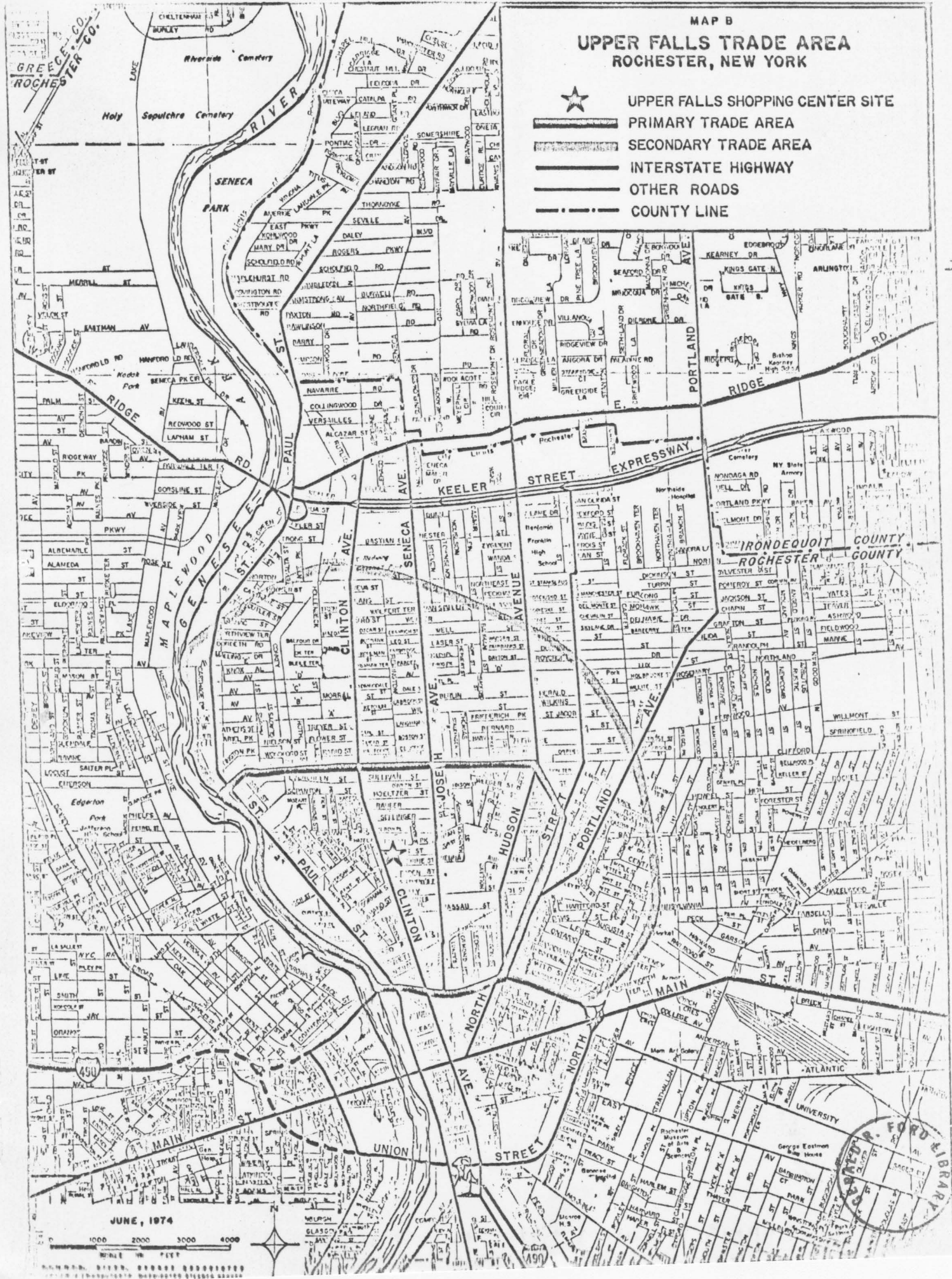
This larger secondary trading area is more densely populated and of a different general character than the primary trading area. However, because of the lack of other competitive facilities, residents of the secondary trading area will be geographically oriented to the Upper Falls center by their proximity and the lack of facilities on a similar scale.

The overall trading area, which includes both the primary and secondary trading area zones, is considered to be the area from which the proposed Upper Falls commercial facilities could be expected to receive a

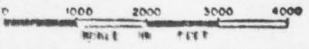


MAP B  
**UPPER FALLS TRADE AREA**  
**ROCHESTER, NEW YORK**

- ★ UPPER FALLS SHOPPING CENTER SITE
- ▬ PRIMARY TRADE AREA
- ▬ SECONDARY TRADE AREA
- ▬ INTERSTATE HIGHWAY
- ▬ OTHER ROADS
- - - COUNTY LINE



JUNE, 1974



1:25,000 (Scale in Feet)

major share of their support. However, some additional support could be expected from outside this trading area if the proposed center is of sufficient size and retail attractiveness, assuming a balanced mix of retail stores and services. Additionally, some of the proposed tenant types offer goods of a highly specialized nature and are therefore expected to attract a portion of their sales from throughout the metropolitan area. Although tenants of this type are not expected to be abundant, the additional sales that they might be able to attract from beyond the primary and secondary zones of the trading area was determined as possible inflow into the proposed center and is considered in the overall determination of the total sales potential later in this analysis.



Section II. DEMOGRAPHIC AND CONSUMER TRENDS



## Section II. DEMOGRAPHIC AND CONSUMER TRENDS

Demographic and other consumer trends are presented in the paragraphs below. It is important to note that historic trends within the primary trading area are not reflective of existing and future conditions because the primary trading area, for the most part, is undergoing extensive redevelopment within the Upper Falls Urban Renewal project area. However, the historic trends experienced within the core or primary trading area have had a significant impact upon the secondary trading area due to the close proximity.

It is, however, expected that the redevelopment effort within the primary trading area could serve to stimulate and help to stabilize the neighborhoods within the secondary trading area. The resultant impact of the redevelopment program should introduce a degree of stability to all of the immediate north Rochester area.

### Population

Table 1 shows the 1960-1973 population trends for the trading area by primary and secondary zone. As indicated, the total trading area contained 44,400 persons in 1973, a decline of 11,540 over the 1960 levels. Over 50 percent of the population lost during the period was within the primary trading area zone, most of which was due to the extensive redevelopment efforts. There was an absolute loss of population in the secondary trading area over the 1960 to 1973 period as indicated in the table below.

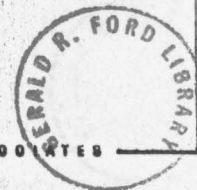


Table 1. HISTORIC POPULATION TRENDS, UPPER FALLS  
TRADE AREA, 1960, 1970 AND 1973

	<u>1960</u>	<u>1970</u>	<u>1973</u>	<u>1960-1973 Change</u>	
				<u>Number</u>	<u>Percent</u>
Primary	22,530	16,350	14,700	- 7,830	-53.3%
Secondary	<u>33,410</u>	<u>30,570</u>	<u>29,700</u>	- 3,710	-12.5%
Total Trade Area	55,940	46,920	44,400	-11,540	-26.0%

Source: U.S. Department of Commerce,  
Bureau of the Census, and  
Hammer, Siler, George Associates.

In 1976, it is expected that the total trading area population will increase to 47,400 persons, an increase of 3,000 persons over the 1973 population level. As shown in Table 2, following, all of this growth is expected to be accounted for within the primary trading area.

By 1979, it is estimated that the primary trading area will increase by an additional 800 persons, while the secondary trading area will increase by 300 persons. In total, it is estimated that the primary trading area will increase by 3,800 persons over the 1973 level, while the secondary trading area will increase by 300 persons over the 1973 level. The estimated total trading area population for the Upper Falls center is estimated to be 47,400 persons in 1976 and increase to 48,500 persons by 1979. The increase is primarily based on the housing construction schedule under the urban renewal program for the Upper Falls Urban Renewal Area. This schedule is based upon the 700 housing units presently under construction and an additional 500 are expected to begin construction at a latter date and be completed by 1979.

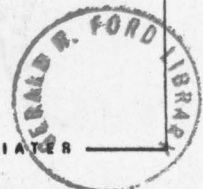


Table 2. PROJECTED POPULATION LEVELS, UPPER FALLS TRADE AREA, 1976 AND 1979

	<u>1976</u>	<u>1979</u>	<u>Number</u>	<u>Percent</u>
Primary	17,700	18,500	800	4.5%
Secondary	29,700	30,000	300	1.0%
Total Trade Area	47,400	48,500	1,100	2.3%

Source: Hammer, Siler, George Associates.

Households and Household Income

Households are considered the single-most important consumer spending unit, and therefore, this analysis gives consideration to market support in terms of households. For this analysis, the population previously presented has been converted into households by using the average household size as presented in the census and as expected in the new housing units. The growth and the number of households which are directly related to the population trends previously indicated for the defined Upper Falls retail trade area are shown in Table 3. Household levels within the trading area are presented for the following years: 1973, 1976 and 1979.

Table 3. NUMBER OF HOUSEHOLDS, UPPER FALLS TRADE AREA, 1973, 1976 AND 1979

	<u>1973</u>	<u>1976</u>	<u>1979</u>	<u>Change 1973-1979</u>	
				<u>Number</u>	<u>Percent</u>
Primary	3,975	4,600	4,810	835	21.0%
Secondary	9,770	9,770	9,900	130	1.3%
Total Trade Area	13,745	14,370	14,710	965	7.0%

Source: Hammer, Siler, George Associates.

As shown in Table 3, the Upper Falls trading area accounted for 13,745 households in 1973. By 1976 it is expected that under the present redevelopment plans, taking into consideration a vacancy factor of 10 percent



total trading area will contain 14,370 households. Between 1976 and 1979, only a minimal amount of growth is expected since the major share of new housing will have already been constructed and the only substantial additional growth will be a result of increased occupancy of the existing housing units.

Average household income, in 1970 constant dollars, equalled \$6,860 in the primary zone and \$8,535 in the secondary zone. Overall, the total trading area had an average household income level of \$8,025, in 1970 dollars. In order to factor out inflationary trends, the 1970 dollar levels have been adjusted to 1973 constant dollar values for this report.

As indicated in Table 4, below, the primary zone average household income level equalled \$8,300 in 1973 constant dollars and the secondary zone equalled \$10,335. Overall, the total trading area average household income level was determined at \$9,720, in constant 1973 dollars.

#### Income and Consumer Expenditure Levels

There has been almost no gain in real family income in the Upper Falls trading area in the 1960-1973 period. This condition is reflective of the fact that households with expanding incomes are not moving into the trading area. Incomes have been projected for the forecast years of 1976 and 1979 using no increase for real income gains.

For the purposes of this analysis, average household income levels were utilized to determine total personal income and total consumer expenditure potential generated by residents within the Upper Falls trading area. Households and household income levels provide a uniform base and include those persons (unrelated individuals considered) not a part of a family, but who may in fact constitute a household.



Table 4 summarizes the average household income levels, total personal income, and the estimated total consumer expenditure potential for the Upper Falls trading area by primary and secondary trading area zones. The trading area is expected to generate \$139,153,000 in total personal income by 1976, which is expected to increase to \$142,239,500 by 1979. The close-in primary trading area accounts for slightly under 30 percent of the total personal income projected within the total trading area.

Determination of the actual consumer expenditure patterns for the trading area residents was made on the basis of data from the survey of consumer expenditures and income developed by the Bureau of Labor in 1960 and 1961 and updated by Time-Life in 1966. These series cover national, regional, and rural/urban expenditure patterns, although not directly applicable to the Upper Falls trading area expenditure patterns because of the area's relatively low income and non-white character.

Adjustments to this data were made from studies conducted by this firm in the Shaw Urban Renewal Area of Washington, D.C., the North Hartford, Connecticut area, and other similar urban inner-city areas, with regard to non-white expenditure patterns and how they differ from white expenditure patterns at the same income levels and their locational relationship, i.e., urban, rural, suburban.

As shown, it is estimated that the 1976 consumer expenditure potential for the total trading area will amount to \$59.6 million by 1976 and increase to \$60.9 million by 1979. This amount represents the percent of average household income spent on consumer goods, multiplied by the total households in the trading area. For households with an average household income of \$9,720, 42.8 percent of their income, or approximately \$4,150, is spent annually on consumer goods. These calculations are summarized in Table 4.



**Table 4. HOUSEHOLD INCOME AND CONSUMER EXPENDITURE LEVELS,  
UPPER FALLS TRADE AREA, 1976 AND 1979**

	<u>Primary Zone</u>	<u>Secondary Zone</u>	<u>Total Trade Area</u>
<u>Average Household Income</u>			
1970 current dollars	\$ 6,860	\$ 8,535	\$ 8,025
1973 constant dollars	\$ 8,300	\$ 10,335	\$ 9,720
<u>Total Personal Income</u>			
1976 (\$mil.)	\$38,180.0	\$100,973.0	\$139,153.0
1979 (\$mil.)	\$39,923.0	\$102,316.5	\$142,239.5
<u>Estimated Consumer Ex-</u> <u>penditures</u>			
1976 (\$mil.)	\$16,341.0	\$ 43,216.4	\$ 59,557.4
1979 (\$mil.)	\$17,087.0	\$ 43,791.5	\$ 60,878.5

Note: Except where noted, all dollar values are in constant 1973 dollars.

Source: Hammer, Siler, George Associates.

Expenditure Potential by Consumer Category

Table 5 indicates the consumer expenditures of the Upper Falls trading area residents by the three basic retail categories which were utilized in this analysis: convenience goods, shoppers goods; and personal-commercial services. Convenience goods includes all expenditures for food, liquor, drugs and medicine. Shoppers goods accounts for expenditures in the furniture, clothing and miscellaneous household goods, and other merchandise usually purchased in department or specialty-type stores. The services category includes all expenditures on recreation, entertainment, laundries, beauty and barber shops, and other personal care type items.

**Table 5. CONSUMER EXPENDITURE POTENTIAL BY MERCHANDISE CATEGORY, UPPER FALLS TRADE AREA, 1976**

	<u>Percent of Gross Income</u>	<u>Average Annual Household Expenditure</u>	<u>Total Household Expenditures</u>
Convenience Goods	24.8	\$2,400	\$34,509,940
Shoppers Goods	11.4	1,100	15,863,440
Personal Services	6.6	640	9,184,100
<b>Total</b>	<b>42.8</b>	<b>\$4,145</b>	<b>\$59,557,480</b>

Source: Hammer, Siler, George Associates.

As shown in Table 5, convenience goods expenditures by far account for the largest share of the total consumer expenditures. Overall, it is estimated that 42.8 percent of total personal income is spent in these consumer goods categories. The total consumer expenditure potential of \$59.6 million in 1976 represents an average annual household expenditure of \$4,145 stated in constant 1973 dollars.

Expenditures by Store Type

The forecast of expenditure potential by store type is based upon the figures in Table 5 as control totals within each major consumer category. The distribution of these expenditures among the various store types was calculated from various sources mentioned previously and survey data provided from an independent study undertaken within the Upper Falls trading area, and other inner-city areas. A breakdown of expenditure levels by store type is shown in Table 6.



Table 6. PERSONAL CONSUMPTION EXPENDITURE PATTERN, BY STORE TYPE, UPPER FALLS RETAIL TRADE AREA

	<u>Percent of Income</u>
<b>Convenience Goods</b>	
Supermarket	16.00%
Specialty Groceries	2.40
Drugstores	1.40
Liquor Stores	2.00
Restaurants	<u>3.00</u>
Total	24.80%
<b>Shoppers Goods</b>	
Department Stores	4.00%
Variety Stores	.83
Specialty Clothing	(2.79)
Men's	.63
Women's	1.13
Children	.09
Shoes	.94
Other Specialty Stores	1.53
Furniture and Appliances	1.75
Hardware	<u>.50</u>
Total	11.40%
<b>Personal Services</b>	
Laundries	.65%
Beauty and Barber Shops	1.40
Recreation and Entertainment	1.90
Other Personal Services	<u>2.65</u>
Total	6.60%

Source: Hammer, Siler, George Associates.



Section III. EXISTING COMMERCIAL STRUCTURE,  
UPPER FALLS TRADE AREA



**Section III. EXISTING COMMERCIAL STRUCTURE,**  
**UPPER FALLS TRADE AREA**

The existing commercial facilities within the Upper Falls retail trade area can be characterized as typical old neighborhood commercial units. That is, the existing commercial development is situated along the major north-south thoroughfares serving the Upper Falls trading area. Each of these commercial areas are described below.

Clinton Avenue. The Clinton Avenue strip is by far the most significant of the retail locations within the Upper Falls trading area. This retail area has approximately 88 stores with a total of 216,600 gross square feet of retail space. It is the only one of the retail areas to have major convenience goods outlets serving as anchor tenants. Both the 8,000 square foot A&P and 20,000 square foot Star Supermarkets are located here. Significantly, Clinton Avenue also has the largest amount of other shoppers goods space.

Joseph Avenue. This commercial strip parallels Clinton Avenue and contains almost as many commercial establishments. However, the stores along Joseph Avenue are characteristically smaller in size but tend to be of the same composition with regard to balance and tenant mix as the Clinton Avenue strip. There are 79 stores or 97,480 gross square feet of commercial space along Joseph Avenue.

St. Paul Avenue. This is the least developed of the major thoroughfares running through the Upper Falls trade area. There are only 21 stores strung along St. Paul Avenue and these stores contain approximately 48,300 square feet of retail space. Overall, the stores along St. Paul Avenue can be characterized as being somewhat more viable than those stores elsewhere in the Upper Falls trading area. However, the relatively few stores tend to be highly dispersed along the length of St. Paul Avenue and because of this lack of concentration, they do not have a strong market appeal.



North Street. North Street is similar to St. Joseph Avenue in that it contains a relatively large number of retail stores with a total of 125,650 gross square feet of retail space. Like the stores on Clinton and Joseph avenues, the stores along North Street tend to be in a state of deterioration. In many instances, the strip continuity is broken by vacant or boarded store fronts.

Hudson Avenue. The Hudson Avenue retail strip is the farthest or most removed from the proposed site. There are 66 stores in this shopping area with approximately 107,250 gross square feet of retail space. Generally speaking, the stores along Hudson Avenue would be ranked as being slightly more competitive than those on Joseph Avenue or North Street. Unlike the other areas, Hudson Avenue has fewer vacancies and would appear to contain a larger number of viable business establishments.

Table 7 shows the distribution of commercial-retail facilities by the major shopping areas within the Upper Falls trading area. As shown, these major shopping areas contain almost 600,000 square feet of retail space. However, it is estimated that less than 20 percent of this total space, or 120,000 square feet, is or would be competitive to new facilities at the proposed site. Overall, convenience goods account for 38 percent of total inventory, shoppers goods 28 percent, and commercial-personal services represent 34 percent of the total space.



Table 7. DISTRIBUTION OF COMMERCIAL-RETAIL FACILITIES  
BY SHOPPING AREA, UPPER FALLS TRADE AREA, 1974

	<u>Convenience</u> <u>Goods</u>	<u>Shoppers</u> <u>Goods</u>	<u>Services</u>	<u>Total</u>
<u>Clinton Ave.</u>				
Number of Stores	32	24	32	88
Gross Sq.Ft.	78,800	82,700	55,100	216,600
<u>Joseph Ave.</u>				
Number of Stores	31	20	28	79
Gross Sq.Ft.	37,150	22,280	38,050	97,480
<u>St. Paul Ave.</u>				
Number of Stores	7	8	6	21
Gross Sq.Ft.	10,600	34,700	3,000	48,300
<u>North Street</u>				
Number of Stores	23	13	28	64
Gross Sq.Ft.	43,550	19,100	63,000	125,650
<u>Hudson Ave.</u>				
Number of Stores	25	15	26	66
Gross Sq.Ft.	35,300	32,300	39,650	107,250
Total Stores	118	80	120	318
Total Sq.Ft.	205,400	191,080	198,800	595,280

Source: Hammer, Siler, George Associates  
field survey, February, 1974.

Competitive Retail Profile

In order to more effectively evaluate the existing commercial structure and competitive stature of these existing commercial facilities, a profile of the commercial-retail facilities by store type has been developed. Table 8 lists by the major retail categories and the types of stores which comprise the five strip-commercial areas discussed previously.

The profile of existing commercial facilities shows an almost equal distribution among the three retail categories. However, a significantly



unequal distribution is apparent within each category indicating a severe imbalance in the existing retail store mix.

Convenience goods facilities are those facilities typically frequented on a daily or semi-daily basis and are usually located in close proximity to ones residence. As indicated in Table 8, retail outlets of this type consist primarily of food, drug, and liquor store outlets. Significantly, of the 118 convenience goods establishments, there are 52 restaurants and bars and 45 grocery establishments. Together, these two convenience goods types account for 82 percent of the total convenience goods outlets presently existing within the Upper Falls trading area. Of the food establishments, only two are typical supermarket operations, while the remaining 43 grocery stores tend to be significantly small (averaging approximately 1,500 square feet each) and antiquated. All of the 45 food stores can be characterized as neighborhood-type markets having an extremely limited variety and depth of merchandise.

Shoppers goods stores are those establishments carrying merchandise usually found in department store type outlets and consists of merchandise which is also known as comparison goods since purchases are usually made after a comparison of style, price, quality, etc. In terms of the number of establishments, the shoppers goods category has the most evenly distributed conglomeration of retail types. However, the TV appliance and furniture outlets tend to have the largest concentrations of retail space. And, a significant deficiency is in the general merchandise type outlets of which there is only one containing 1,000 square feet of space. But, because the Rochester Central Business District is located just a short distance to the south, the lack of a large general merchandise type outlet is not significantly disturbing.

Personal and commercial service facilities have a somewhat unequal distribution of beauty and barber shops, laundries and cleaners, and



automotive service stations. Noticeably lacking, are the insurance, travel, and real estate services usually found to a much greater degree in typical strip retail areas.

Table 8 summarizes distribution of commercial-retail facilities presently serving residents of the Upper Falls retail trade area. To some extent, a number of these existing businesses could be expected to be candidates for possible relocation into the proposed new facilities at the Upper Falls site. Of the remaining facilities, especially those which are marginal operations, it is expected that they would transfer a share of their business to modern and efficient retail space at the proposed new center.



Table 8. PROFILE OF COMMERCIAL-RETAIL FACILITIES BY STORE TYPE, UPPER FALLS TRADE AREA, 1974

	<u>Number of Establishments</u>	<u>Estimated Gross Sq.Ft.</u>
<u>Convenience Goods</u>		
Supermarkets	2	28,000
Groceries	45	61,050
Bakery	5	6,100
Drugstores	4	12,000
Liquor	10	18,250
Restaurants & Bars	<u>52</u>	<u>80,000</u>
Total	118	205,400
<u>Shoppers Goods</u>		
General Merchandise	1	1,000
Clothing	5	10,150
Shoes	1	880
Appliance & TV	8	33,000
Furniture	6	48,500
Card & Gift	6	4,250
Jewelry	2	1,600
Sporting Goods	5	8,300
Toy & Hobby	5	4,100
Music & Record	4	3,300
Fabric & Sewing	2	2,000
Second Hand	6	7,200
Automotive	8	25,500
Other Misc.	11	18,900
Hardware	<u>10</u>	<u>22,400</u>
Total	80	191,080
<u>Personal and Commercial Services</u>		
Beauty Shops	15	10,450
Barber Shops	13	7,700
Laundry & Cleaners	21	47,100
Banks/Savings & Loan	4	19,300
Insurance	3	3,000
Real Estate	6	4,200
Travel	2	1,000
Repair	6	16,300
Service Stations	18	-
Other Misc. & Vacant	<u>32</u>	<u>89,750</u>
Total	120	198,800

Source: Hammer, Siler, George Associates  
field survey, February 1974.



Other Competitive Facilities

Due to the lack of adequate retail facilities on the major commercial strips which are presently serving residents of the Upper Falls trade areas, residents are often forced to travel considerable distances to do their major shopping. Competitive areas are located outside of the Upper Falls trading area and include the Rochester Central Business District located immediately south of the Upper Falls neighborhood, and the area toward the north where there are a number of typical small suburban type shopping centers. (Map C)

Table 9 shows the primary retail locations that are presently serving a large number of Upper Falls trading area residents. As indicated, all of the listed facilities are a considerable distance from the proposed Upper Falls retail site. In most cases, they would be significantly affected by the development of a new and efficient retail center in a close-in location.

Table 9. INVENTORY OF NEARBY SHOPPING CENTER LOCATIONS  
OUTSIDE OF THE UPPER FALLS TRADING AREA, 1974

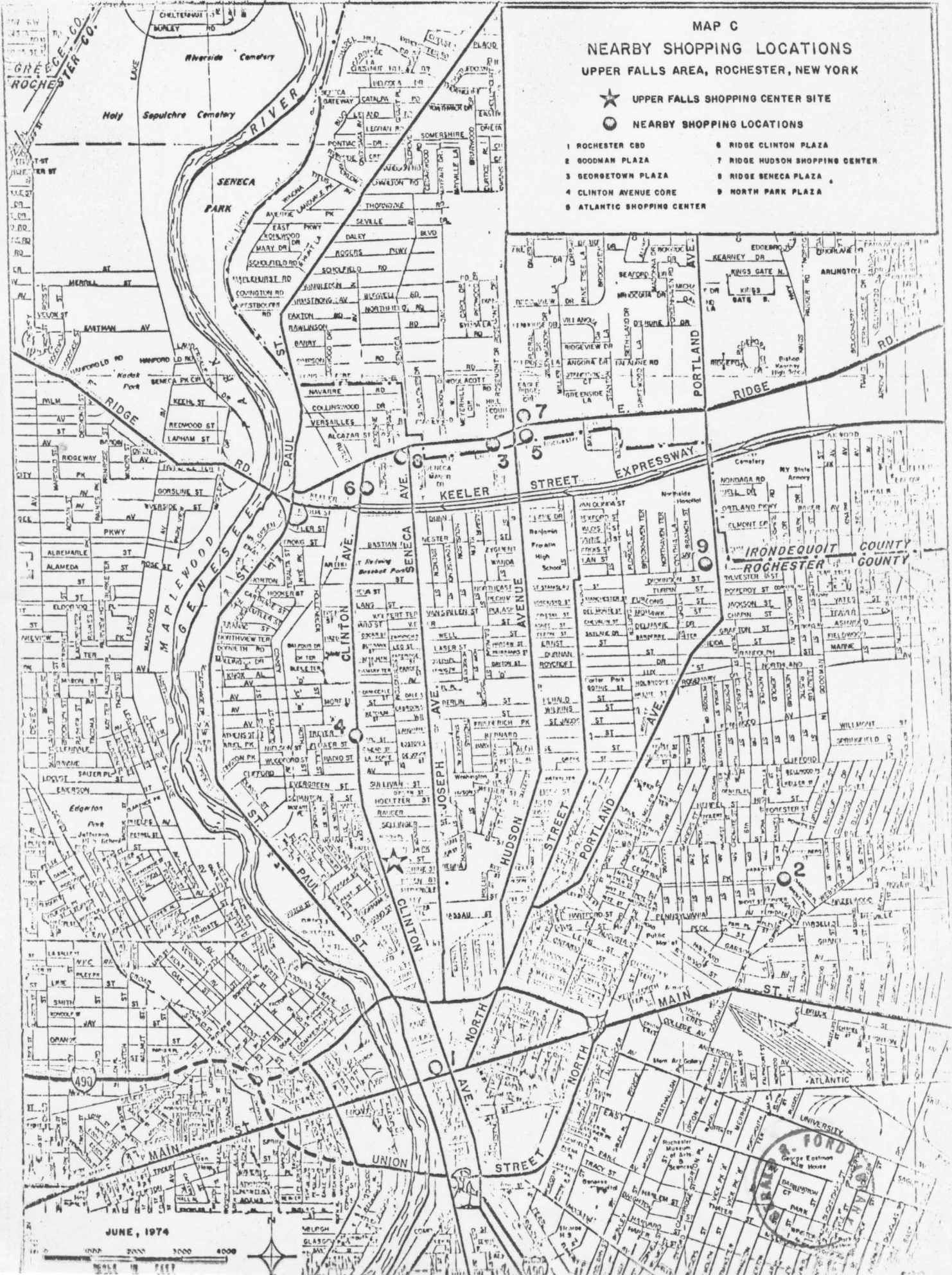
	<u>Year Opened</u>	<u>Total Size (Sq.Ft.)</u>	<u>Number of Businesses</u>	<u>Major Tenant</u>
1. Rochester CBD	-	4,389,300	-	-
2. Goodman Plaza	1958	80,000	21	A&P-Super Saver
3. Georgetown Plaza	1972	75,000	7	Park Edge Foods
4. Clinton Avenue Core	-	-	-	A&P-Star
5. Atlantic Shopping Center	1960	150,000	13	Two Guys-Super Saver
6. Ridge Clinton Plaza	1952	75,000	10	None
7. Ridge Hudson Shopping Center	1969	70,000	14	Star Market
8. Ridge Seneca Plaza	1956	30,000	10	None
9. North Park Plaza	1951	35,000	9	None

Source: Hammer, Siler, George Associates.

**MAP C**  
**NEARBY SHOPPING LOCATIONS**  
**UPPER FALLS AREA, ROCHESTER, NEW YORK**

★ **UPPER FALLS SHOPPING CENTER SITE**  
 ○ **NEARBY SHOPPING LOCATIONS**

- |                            |                       |
|----------------------------|-----------------------|
| 1 ROCHESTER CBD            | 6 RIDGE CLINTON PLAZA |
| 2 GOODMAN PLAZA            | 7 RIDGE HUDSON CENTER |
| 3 GEORGETOWN PLAZA         | 8 RIDGE BENECA PLAZA  |
| 4 CLINTON AVENUE CORE      | 9 NORTH PARK PLAZA    |
| 5 ATLANTIC SHOPPING CENTER |                       |



Characteristics of each of these shopping areas are described in the following paragraphs:

Rochester CBD - The Rochester Central Business District contains 4,389,300 gross square feet of retail space. Because of its proximity to the Upper Falls neighborhood and proposed site, the Rochester CBD is the strongest competitive retail location for non-convenience goods merchandise outside of the delineated trading area. Of the downtown's total retail space, 1.7 million gross square feet is comprised of department stores. Other shoppers goods space amounts to 708,100 gross square feet, while convenience goods items occupy just under 500,000 square feet of space. Although the downtown has experienced continual decline in recent years, it still remains one of the more attractive alternative shopping facilities for residents of the Upper Falls trading area because of its proximity.

Goodman Plaza - Located at 826 North Goodman Street, this plaza was opened in 1958. This 80,000 square foot center contains approximately 21 retail outlets. Major anchors in this center include an A&P and a Super Saver food store. After the Star-A&P complex on Clinton Avenue, Goodman Plaza is the strongest retail concentration in close proximity to the Upper Falls trading area. Presently, this center suffers from a lack of convenient access and is beginning to show signs of deterioration due to age and lack of maintenance. Because of the lack of shoppers goods and commercial services, this center is not expected to have a significant competitive effect upon the proposed new facilities at the Upper Falls site.

Georgetown Plaza - This relatively new center was opened in 1972 and contains 75,000 square feet of retail space. A Park Edge food store serves as the major anchor tenant. There are only six other minor stores in this center which renders this location somewhat non-competitive with regard to the proposed Upper Falls area.

Clinton Avenue Core - This is the anchor location for the Clinton Avenue strip commercial area. Major co-tenants include an 8,000 square foot A&P market and a 20,000 square foot Big Star market. Presently, these grocery facilities serve as the primary food outlets for residents of the Upper Falls neighborhood.



Atlantic Shopping Center - Located at Ridge Road East and Carter Street, this center was opened in 1960 and contains 150,000 square feet of retail space. Of the 13 businesses in this shopping center, the major anchor stores are a Two Guys discount department store and a Super Saver food market. At the present time, there is an estimated 16,000 square feet of retail space available for rent. Typical of older centers, the building layout and parking facilities are somewhat less than adequate. This shopping center will have some competitive effect because of the Two Guys discount department store located here. Outside of the central business district, this is the closest discount department store facility to residents of the Upper Falls trading area.

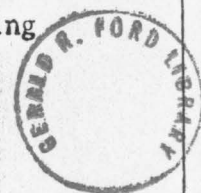
Ridge Clinton Plaza - This plaza was opened in 1952 and is located at Hudson Avenue and Ridge Road. It contains approximately 75,000 square feet of space among the ten businesses. There is no major anchor tenant in this center, although a meat market containing approximately 6,000 square feet is generating a significant amount of convenience oriented traffic.

Ridge Hudson Center - Located at Hudson Avenue and Ridge Road, this center was opened in 1969 and contains 70,000 square feet of retail space. There are 14 stores in this center, three of which serve as primary tenants. These major tenants include a Star Market, Rite-Aid Drugs, and a Western Automotive Supply store. Located just north of the Atlantic shopping center, this location enjoys some of the traffic generated by the Two Guys department store located across the street.

Ridge Seneca Plaza - Opened in 1956 at Ridge Road and Seneca Avenue, this 30,000 square foot center contains 10 business establishments. However, the center is primarily convenience oriented and lacks any type of anchor tenant.

North Park Plaza - This center is located at Norton Street and Portland Avenue. Opened in 1951, it contains approximately 35,000 square feet of retail space and consists of nine businesses which are primarily service oriented. The center suffers from a lack of parking and an extremely unbalanced retail mix.

In summary, there is not a significant amount of competitive retail space located in typical shopping center type developments to serve the Upper Falls trading area residents. Additionally, none of these facilities are within one and one-half miles of the proposed Upper Falls shopping



center site. In almost every case, these centers are highly oriented toward convenience shopping. Our evaluation of competitive facilities would indicate that beyond the existing facilities on the five major thoroughfares traversing the Upper Falls trading area, there is not expected to be a significant amount of competition from facilities outside of the Upper Falls trading area with the exception of downtown Rochester.

Section IV. EXPENDITURE FLOW MODEL AND THE  
FUTURE COMMERCIAL POTENTIAL



Section IV. EXPENDITURE FLOW MODEL AND THE  
FUTURE COMMERCIAL POTENTIAL

Retail Sales of Competitive Locations

The existing retail sales levels presently being achieved by Upper Falls trading area stores do not reflect the amount of spending done by residents within the trading area.<sup>1/</sup> This is due to both the lack of adequate retail facilities and the quality of the existing stores. In effect, Upper Falls trading area residents are presently supporting retail facilities located outside of the previously defined trading area with a large outflow of retail expenditures.

In general, the sales per square foot for establishments within the Upper Falls trading area lag behind industry-wide standards for comparable facilities. Those stores which appear to be closest to meeting acceptable standards are those facilities having an orientation to a generally broader market such as A&P and Star Foods on Clinton Avenue and several of the larger, more modern business establishments along Clinton, Joseph, and St. Paul avenues.

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<sup>1/</sup> For the purposes of this analysis, trading area stores include only the strip commercial development along St. Paul, Clinton, and Joseph avenues. It does not include the Hudson or North Avenue commercial strips because of their distance from the proposed facility and their general lack of competitiveness.

Table 10 shows the total number of square feet for each type of retail activity within the St. Paul, Clinton, and Joseph Avenue commercial strips and the estimated productivity levels for these retail activities. Also indicated is the amount of expenditures captured by these stores from trading area residents.

Table 10. ESTIMATED UPPER FALLS TRADE AREA  
RETAIL SALES, 1973

	<u>Sq.Ft.</u>	<u>Sales/ Sq.Ft.</u>	<u>Total Sales (\$mil.)</u>	<u>Sales to Trade Area Residents Percent</u>	<u>Amount</u>
<u>Convenience Goods</u>					
Food	95,150	95	\$ 9,039.2	90%	\$ 8,135.3
Restaurant & Bar	80,000	75	6,000.0	65%	3,900.0
Drugs	12,000	60	720.0	75%	540.0
Liquor	18,250	140	<u>2,555.0</u>	80%	<u>2,044.0</u>
			\$18,314.2		\$14,619.3
<u>Shoppers Goods</u>					
General Merchandise	31,750	40	\$ 1,270.0	85%	\$ 1,079.5
Apparel/Accessories	11,000	40	440.0	85%	375.0
Furniture/Appliance	81,500	35	2,852.5	40%	1,141.0
Hardware/Misc.	66,830	35	<u>2,339.1</u>	75%	<u>1,754.3</u>
			\$ 6,901.6		\$ 4,348.8
<u>Services</u>					
Beauty & Barber	18,150	55	\$ 998.3	80%	\$ 798.4
Laundry/Cleaners	47,100	27	1,271.7	--	890.2
Recreation/Entertainment	--	--	--	--	--
Other	43,800	30	<u>1,314.0</u>	90%	<u>1,182.6</u>
			\$ 3,584.0		\$ 2,871.2

Source: Hammer, Siler, George Associates.



The indicated sales (productivity levels) per square foot for Upper Falls trading area stores show both convenience units and service establishments to be somewhat below national averages. The shoppers goods stores, on the other hand, have productivity levels that are comparable for stores existing in older strip commercial areas. This is primarily the result of the general lack of shoppers goods stores within the trading area, and in the case of the existing shoppers goods stores, their general newness compared to most of the other convenience and service facilities. It also reflects the relatively small amount of space being utilized by shoppers goods stores.

In comparing the sales made by these stores to Upper Falls trading area residents with the total expenditures in each of the three major categories, it can be seen that the penetration or capture rate of these local stores is relatively low. Table 11, below, indicates penetration of the Upper Falls trade area expenditures by the existing commercial establishments.

Table 11. PENETRATION OF THE UPPER FALLS TRADE AREA BY EXISTING STORES, 1973

	<u>Expenditures</u>	<u>Expenditures Captured by U.F. Trading Area Existing Stores</u>	<u>Penetration Level</u>
Convenience Goods	\$33,223,400	\$14,619,300	45.4
Shoppers Goods	15,272,100	4,348,800	28.5
Services	8,841,700	2,871,200	32.5
Total	\$57,337,200	\$21,839,300	38.1

Source: Hammer, Siler, George Associates.

The indicated penetration levels are due to the particular mix of stores existing within the major shopping corridors indicated previously and the resultant shopping patterns that have developed for trading area



residents. As shown, the lowest penetration levels are for shoppers goods merchandise because residents have relatively close proximity and easy access to the Rochester Central Business District. The low penetration in the convenience and service categories reflect the present store quality and lack of adequate merchandising to serve the residents of the Upper Falls trading area.

These relatively low penetration rates reflect a large outflow of consumer expenditures to competing facilities located outside the trading area. As noted previously, almost all of the alternative facilities are considerably distant, especially for convenience oriented shopping trips. These penetration levels and the resultant outflow of consumer expenditures highlight the possible opportunities available for the development of new commercial retail space at the Upper Falls retail site.

#### Upper Falls Sales Potential

The amount of new retail space that can be supported at the Upper Falls site is largely dependent on the size or extent of the local market. The types of proposed retail establishments which are needed to improve the level of service to area residents would significantly broaden the market that is presently being served and result in increased business for many of the existing establishments located on Joseph Avenue, Clinton Avenue, and St. Paul Avenue. The forecast of future sales potential assumes a modern and well balanced retail complex that will bring together not only a number of existing establishments, but in addition, possible new facilities not presently within this market. As a result, the proposed retail complex will serve a somewhat broader market than the existing retail facilities are capable of serving.

Table 12, on the following page, indicates the 1976 trading area resident expenditures by store type. For each of the store types, the maximum



penetration level was assumed, that is, the largest amount of trading area market potential that could be reasonably captured in the existing commercial establishments if newer facilities were available at the Upper Falls retail site.

Table 12. NET INCREASE IN RESIDENT EXPENDITURES WITHIN THE UPPER FALLS TRADE AREA IN 1976  
(Sales in Millions)

	<u>1976</u> <u>Resident</u> <u>Expenditures</u>	<u>1976</u> <u>Maximum</u> <u>Penetration</u>	<u>1976</u> <u>Sales to</u> <u>Residents</u>	<u>1973</u> <u>Sales to</u> <u>Residents</u>	<u>Net</u> <u>Increase</u>
<u>Convenience Goods</u>					
Food	\$25,604.1	60%	\$15,362.5	\$ 8,135.3	\$7,227.2
Restaurant & Bar	4,174.6	65%	2,713.5	3,900.0	--
Drugs	1,948.1	70%	1,363.7	540.0	958.7
Liquor	<u>2,783.1</u>	50%	<u>2,087.3</u>	<u>2,044.0</u>	<u>43.3</u>
	\$34,509.9		\$21,527.0	\$14,619.3	\$8,229.2
<u>Shoppers Goods</u>					
General Merchandise	\$ 6,721.1	40%	\$ 2,688.4	\$ 1,079.5	\$1,608.9
Apparel/Accessories	3,882.4	40%	1,553.0	774.0	1,179.0
Furniture/Appliance	2,435.2	45%	1,095.8	1,141.0	--
Hardware & Misc.	<u>2,824.8</u>	60%	<u>1,977.4</u>	<u>1,754.3</u>	<u>223.1</u>
	\$15,863.5		\$ 7,314.6	\$ 5,153.2	\$3,011.0
<u>Services</u>					
Beauty & Barber	\$ 1,948.1	75%	\$ 1,461.0	\$ 798.4	\$ 662.6
Laundry/Cleaners	904.5	80%	723.6	890.2	--
Recreation/ Entertainment	2,643.9	45%	1,189.1	--	1,189.1
Other	<u>3,687.6</u>	55%	<u>2,028.2</u>	<u>1,182.6</u>	<u>845.6</u>
	\$ 9,184.1		\$ 5,401.9	\$ 2,934.8	\$2,697.3

Source: Hammer, Siler, George Associates.

The resultant 1976 sales to residents were then compared with the comparable figure for 1973 to determine the net growth in the market that would be available to new retail facilities. The net increase in resident



sales represents the base for local support that new facilities at the Upper Falls site could expect to compete for within this market.

The indicated maximum penetration levels assume the development of a modern well-balanced center, with convenient parking, that would be highly competitive with existing alternative facilities at other locations. These new penetration levels reflect increased market penetration by the remaining facilities nearby as a result of the new center. The figures were developed on the basis of existing penetration levels presently being achieved by existing commercial establishments and adjusted to account for the impact of additional stores, increased retail attraction, and the convenience associated with a new facility at the Upper Falls site.

The indicated 1976 maximum penetration levels in each of the three major commercial categories indicate the significant increase over the 1973 levels. Increased penetration is most readily available to the convenience and service establishments since these retail types are highly dependent upon proximity to their market. In the case of shoppers goods stores, the close proximity of the Rochester CBD results in a somewhat reduced market penetration.

#### Warranted New Space

Table 13, following, shows the total expenditure potential attributable to trading area residents. An adjustment has been made to these figures to account for inflow into this market from outside of the previously delineated trading area. The inflow represents additional spending which is available to those retail operations which could be expected to have a market area substantially larger than the trading area itself, such as restaurants, recreation and entertainment facilities, and in some cases convenience good establishments where the merchandise is of a highly specialized nature and may be difficult to obtain elsewhere. Other store types will have inflow because of their proximity to the other neighborhoods via the road.



network and the assumed impact of retail attraction the new facility will exert upon the entire northern area of the City of Rochester.

Table 13. TOTAL SUPPORTABLE NEW SPACE, UPPER FALLS RETAIL SITE, 1976

	<u>Sales to Residents</u>	<u>Inflow</u>	<u>Total Sales</u>	<u>Sales/Sq.Ft.</u>	<u>Warranted New Space in Sq.Ft.</u>
<u>Convenience Goods</u>					
Food	\$7,227,200	5%	\$7,588,560	\$130	58,373
Restaurant/Bar	--	--	--	--	--
Drugs	958,700	20%	1,150,440	\$ 70	16,435
Liquor	43,300	5%	45,465	\$130	350
Subtotal	\$8,229,200		\$8,784,465		75,160
<u>Shoppers Goods</u>					
General Merchandise	\$1,608,900	15%	\$1,850,235	\$ 65	28,465
Apparel/Accessories	1,179,000	20%	1,414,800	\$ 70	20,210
Furniture/Appliance	--	--	--	--	--
Hardware & Misc.	223,100	15%	256,565	\$ 45	5,700
Subtotal	\$3,011,000		\$3,521,600		54,375
<u>Services</u>					
Barber & Beauty	\$ 662,600	15%	\$ 761,900	\$ 50	15,240
Laundry/Cleaners	--	--	--	--	--
Recreation/Entertainment	1,139,100	45%	1,724,195	\$ 40	43,105
Other	845,600	15%	972,440	\$ 55	17,680
Subtotal	\$2,697,300		\$3,458,625		76,025
<b>Total Warranted New Space</b>					<b>205,560</b>

Source: Hammer, Siler, George Associates.

The indicated inflow levels were developed on the basis of existing levels and the amount of additional business stores in the Upper Falls shopping center site could reasonably be expected to capture from outside of the Upper Falls trading area. This takes into account the competitive



structure of the northern Rochester area and the established shopping patterns and merchant loyalties which may presently exist.

Table 13 also shows the minimum productivity levels needed to support new space and the resultant square footage which can be reasonably supported for each of the indicated store types. Productivity levels for each store type were derived from industry-wide standards and should be sufficient to support the proposed new development. However, it may be necessary to revise these figures in light of specific development proposals when the exact leasing arrangements and rent levels have been determined and agreed upon.

Utilizing the indicated sales per square foot, or productivity level, there is approximately 205,560 gross square feet of new commercial space warranted by 1976. Of this amount, 75,160 square feet is warranted for convenience goods type establishments, 54,375 square feet for shoppers goods and 76,025 square feet for commercial and personal services type outlets. It should be noted, however, that these figures represent gross warranted new space and do not necessarily result in a well balanced or complementary mix of retail space.

The indicated estimates provide a basis for determining the preliminary composition of the proposed shopping complex by store type. The actual sales volumes specific tenant types could achieve within a well-balanced center will depend upon certain mitigating factors, such as: 1) the overall attractiveness and retail strength of the principal tenants, 2) the total size of the overall center, and 3) the merchandising and managerial abilities of the individual tenants or merchants within the center.

#### Suggested Tenant Profile

The suggested tenant mix for the proposed Upper Falls shopping center is shown in Table 14, following. The indicated preliminary area schedule



Table 14. SUGGESTED TENANT PROFILE, UPPER FALLS SHOPPING CENTER, 1976

	<u>Total Gross Square Feet</u>
<u>Convenience Goods</u>	
Supermarket	25,000
Specialty Groceries	6,000
Drugstore (super drug)	9,000
Restaurant	4,500
Liquor	2,000
Bakery	1,500
Ice Cream Shop	700
Subtotal	48,700
<u>Shoppers Goods</u>	
Variety Store	15,000
Women's Apparel	6,000
Women's Apparel	4,500
Men's Apparel	5,000
Shoes	4,500
Hardware	5,500
Fabric and Yarn	3,000
Book and Stationery	2,000
Credit Jewelry	2,000
Card and Gift	1,500
Children's Wear	1,500
Camera Shop	1,500
Toy and Hobby	1,000
Florist	1,000
Tobacco and News	500
Subtotal	54,500
<u>Services</u>	
Bank	4,500
Commercial Office	4,000
Commercial Office	3,500
Commercial Office	2,500
Laundry/Cleaners	3,000
Beauty Shop	1,500
Barber Shop	1,000
Shoe Repair	500
Subtotal	20,500
<u>Other</u>	
Movie Theater (700 seats)	7,000
Library	12,000
Subtotal	19,000
Total Gross Leasable Space	142,700

Source: Hammer, Siler, George Associates.



of tenant composition is based in part on the foregoing analysis of retail potentials indicated for the Upper Falls commercial site and in part upon the optimum retail scheme balanced to effectively serve the needs of the Upper Falls trading area residents.

In the convenience goods category, it is recommended that approximately 48,700 square feet of retail space be developed. It is suggested that a supermarket of 25,000 square feet be included in the proposed center to serve as the anchor tenant. Additionally, 6,000 square feet of specialty grocery space should be provided in order to meet the needs of the Upper Falls residents. A large super drugstore of approximately 9,000 square feet could be implemented in order to help anchor the center.

A total of 54,500 square feet of shoppers goods space is recommended for development within the proposed center. It is suggested that this component of the tenant mix be anchored by a variety store of approximately 15,000 square feet. The remaining 39,500 square feet of shoppers goods space has been recommended on the basis of the existing inventory of shoppers goods stores and the present lack of certain retail types. Also, this profile of shoppers goods space is based upon the retail potentials previously indicated and the most optimum and well balanced retail scheme necessary to enhance the center's retail attractiveness.

Service type establishments recommended for inclusion into the proposed retail center include a bank of approximately 4,500 square feet and 10,000 square feet of other commercial office type space. Although not specifically analyzed, a number of commercial office space users such as the telephone and electric company public relations facilities have expressed an interest in occupying space in the proposed center. Additionally, 3,000 square feet are recommended for a laundry/cleaners facility is suggested. An additional 2,000 square feet is recommended for beauty and



barber shops and a shoe repair shop. In total, it is recommended the approximately 20,500 square feet of space be developed for service type establishments.

In some cases, such as restaurant/bars, laundry/cleaners, and liquor stores, there is not a warranted demand for new space. However, because of the relatively large number of stores presently existing within the Upper Falls trading area that are of a relatively poor quality or have indicated a strong desire for new space, these tenant types could be easily attracted into the center.

#### Other Uses

Because of the lack of community commercial-recreational facilities in the northern sector of the City of Rochester, it is recommended that a movie theater be included as part of the shopping center development. The presence of a facility of this type will serve to generate additional business, lengthen the operating day for some types of retail establishments, and provide some amount of general security to the center through increased traffic generation.

In addition, a strong interest has been expressed by the Lincoln Branch Library for a new 12,000 square foot facility either within or immediately adjacent the proposed shopping center. This inclusion would aid in making the Upper Falls shopping center the community focus and also generate some amount of additional shopping traffic.

Overall, these other non-retail uses will serve to strengthen the position of the proposed center by making the proposed shopping center location the community focus. And, by providing a wide array of retail and service facilities (to the extent feasible and within the concept of the size recommended) a balance and completeness can be achieved that will attract and maintain the loyalty of trade area residents.

