

APPENDIX

**STATUS OF ALL
ROCHESTER 2034
STRATEGIES**

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APPENDIX - STATUS OF ALL ROCHESTER 2034 STRATEGIES

This Appendix contains all of *Rochester 2034*'s Strategies and their status as of the end of 2023. The Strategies are organized by Initiative Area, Section, and Goal, as shown in the Key below. Visit www.rochester2034.com for more information about Rochester's award winning comprehensive plan.

	Initiative Area
	Section
	Goal
	Strategy
	Location-Based Strategy *

* These can be explored in *The Placemaking Plan's* [online map](#).

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

A. The Placemaking Plan	
PMP-1. Create a comprehensive placemaking approach that goes beyond traditional land use planning, with a particular emphasis on aligning land use and transportation planning efforts.	
PMP-1a. Update the zoning code regulations and map to reflect the vision expressed in the Character Areas of the Placemaking Plan.	Started
PMP-1b. Consider adopting a unified development code (UDC), combining multiple sets of regulations into a single document. Consolidating permits and processes required by multiple codes can improve efficiency, consistency, and clarity. A UDC can also serve to promote a holistic, big picture approach to land use, development, capital projects, and other community investments.	Completed
PMP-1c. Develop mechanisms and relationships within City departments that elevate the holistic placemaking approach in investment and development review decisions, including development of the annual Capital Improvement Program.	Completed
PMP-1d. Encourage mixed-use and high-density residential development along high-frequency transit corridors.	Started
PMP-1e. Incorporate the findings of the 2018 Citywide Housing Market Study into land use planning and housing investment decisions.	Ongoing
PMP-1f. Establish a downtown / riverfront management entity per the ROC the Riverway Vision Plan. This organization may be some combination of a Business Improvement District, Local Development Corporation, and/or Downtown Partnership. It would be responsible for vision casting, marketing, beautification, and business recruitment for the core of the city as well as programming activities and events for key public spaces.	Started
PMP-1g. Continue to implement and update the 2014 Center City Master Plan.	Ongoing
PMP-2. Foster growth in the City's population and business community in order to restore the critical mass needed to support local businesses, deconcentrate poverty, grow the tax base, and address housing affordability.	
PMP-2a. Identify strategies for encouraging more small-scale, incremental development in downtown and other mixed-use corridors/districts to complement the larger projects that have dominated recent development. This may include partnering with federal and state agencies to refine/expand programs or create new funding mechanisms.	Started
PMP-2b. Develop a comprehensive program to advance the reuse of strategic development sites through documenting existing conditions, fostering partnerships with landowners of privately-owned sites, pursuing environmental remediation funds, and marketing the sites through multiple platforms and partners.	Completed
PMP-2c. Expand the total amount of land in the city where 2- to 4-family residential buildings are permitted as of right, reflective of recommendations outlined in the Medium Density Character Area description.	Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

PMP-2d. In the future zoning district reflective of the Low Density Character Area, re-legalize existing two-family homes (as-built or converted) as of right.	Started
PMP-2e. Revise dimensional requirements in residential areas to allow for restoring historic forms and densities.	Started
PMP-2f. For revised zoning districts covering key corridors and legacy commercial/industrial areas, change the name, purpose statement, and regulations to reinforce the mixed-use rather than commercial nature of the districts.	Started
PMP-2g. Implement the various recommendations of the Brownfield Opportunity Areas (BOAs) for Vacuum Oil, LYLAKS, 14621, and Bull's Head.	Ongoing
PMP-2h. Revise the Center City District regulations, and subsequent application to other mixed-use areas, to allow for greater efficiency and flexibility while not compromising quality.	Started
PMP-2i. Continue to work with developers and building owners to focus first floor retail, restaurants, and entertainment uses in the East End and within a few blocks of Main and Clinton, with the potential to extend into other areas like Main Street, the river corridor, State Street, and around the Transit Center.	Ongoing
PMP-3. Employ a "zoning for jobs" approach whereby greater flexibility and efficiency of land use regulations fosters emerging business trends and creative re-use of buildings while not compromising the historic character and stability of neighborhoods.	
PMP-3a. Create an innovative new district based on the Flexible Mixed-Use Character Area. It would reflect the growing popularity of converting legacy industrial/commercial buildings into loft residences, unique businesses, artisanal crafts and production, and other creative re-uses of these buildings. The district would also allow provide flexibility to owners/developers to create or continue to operate low-impact production/craft businesses.	Started
PMP-3b. Re-legalize the use of as-built commercial spaces as offices and specified types of commercial uses in all residential zoning districts.	Started
PMP-3c. Through revised zoning districts and regulations, encourage the re-use and construction of two- to four-family homes in areas consistent with the Placemaking Plan Map. This change, when crafted carefully to respect the core features of urban neighborhoods, represents small-scale wealth building opportunities, diversifies housing options, and increases the likelihood that pre-existing multi-family homes will be rehabilitated. Re-legalizing these housing types often provides for greater access to financing.	Started
PMP-3d. Subject new commercial, mixed-use, and large-scale housing development in all Mixed-Use Character Areas to a "transportation access plan", applicable to projects above a scale identified during the zoning code update process, transitioning away from traditional minimum parking requirements. This approach should also be applied to as-built commercial buildings in residential Character Areas, as well as conversion of single-family homes to 4-family homes in all Character Areas.	Started
PMP-3e. Consider creating more than one industrial/manufacturing zoning district based on the Industrial Character Area, reflecting clusters of properties that have high environmental/neighborhood impacts but are already substantially buffered from residential neighborhoods. Such a district would have somewhat more relaxed site design and property maintenance requirements to encourage the viability of important employers and producers.	Completed
PMP-3f. Update zoning regulations in residential districts to provide more flexibility for home occupations while not compromising the character of their surroundings.	Started
PMP-4. Protect the existing character of neighborhoods while allowing room for evolution into more vibrantly urban, inclusive, and resilient design and character.	
PMP-4a. Consider expanding use of form-based code outside of downtown into mixed-use areas identified in The Placemaking Plan, allowing for some variation among the districts to recognize desired differences in scale and neighborhood impacts.	Started
PMP-4b. Continue to protect and preserve the core unifying elements of a traditional pedestrian-scaled city streets, including sidewalks, street trees, tree lawns, streetlights, open front porches, unobstructed front yards, and a relatively consistent, shallow setback of structures from the street.	Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

PMP-4c. Revise regulations, code, and policies so as to encourage the continuation of scale and form that define Rochester's historic neighborhoods. For example, the 5,000 square foot minimum lot size in the R-1 district and the "unbuildable lot" policy are inconsistent with the current built form of the entire city and should be revised, as should minimum lot size requirements in other residential Character Areas.	Started
PMP-4d. Continue to update the City's housing programs to ensure the use of high quality materials and sustainable building practices. Consideration should be given to the long-term benefits of metal roofs and traditional siding materials, avoiding vinyl siding when possible.	Started
PMP-4e. Within City-funded programs dedicated to multi-family projects, continue to raise standards for architectural design, pedestrian-oriented site design, use of quality materials, and consistency with the historic built environment of cities.	Ongoing
PMP-4f. Work with the architecture, development, and trade profession community to raise the design standards for buildings.	Not Started
PMP-4g. Revise request for proposals (RFP) processes for development of City-owned land to reflect evolving parking demand. Require developers responding to these RFPs to outline a holistic approach to transportation choices, as opposed to the more conventional request for a parking plan.	Not Started
PMP-4h. Revise regulations in the Downtown Mixed-Use Character Area to provide more guidance on the design of first floor covered parking within mixed-use and multi-family residential buildings. Revised standards should effectively limit, but not prohibit, inclusion of first floor covered parking as well as mitigate its negative impacts on adjacent street life.	Started
PMP-4i. Encourage emerging and as-of-yet untapped housing types, including tiny houses (permanent, not mobile in nature), co-housing, attached single-family homes (townhouses), in-law apartments, four-family homes, and condominiums.	Started
PMP-4j. Consider regulating commercial activity according to occupancy rather than by use type.	Started
PMP-4k. Consider creating a maximum lot size for residential properties.	Started
PMP-4l. Continue to provide aggressive enforcement of property maintenance and nuisance laws.	Ongoing
PMP-4m. Examine ways to encourage or incentivize the repair of original wood frame windows rather than immediately resorting to installing vinyl replacement windows.	Not Started
PMP-4n. During the Zoning Code amendment process, establish a definition and appropriate regulations for conversion of an entire dwelling unit to a short-term rental use that is consistently rented to visitors for less than 30 days at a time.	Started
PMP-5. Continue to elevate the importance of the pedestrian and bicyclist experience through infrastructure, policies, traffic safety enforcement, and education.	
PMP-5a. See collection of specific recommendations on the Placemaking Plan Map .	Started
1. As part of a city-wide parks and recreation master plan, develop a park-specific plan to maintain and/or enhance this park.*	Started
2. Continue to develop the Port of Rochester as a local and regional destination.	Ongoing
3. Continue to implement recommendations of the Port of Rochester Harbor Management Plan.	Ongoing
4. Implement Phase II of the Port of Rochester Marina & Mixed-Use Development Project by expanding the number of marina slips, relocating the public boat launch, and assembling additional land for private development.	Not Started
5. Continue enhancements to the Charlotte-Genesee Lighthouse including historic restoration of the building and site as well as connections to the Genesee Riverway Trail.	Ongoing
6. Establish a fire station / boat house to serve the Lake Ontario shore, Port of Charlotte, and points south, complete with sheltered and secured boat storage and lift equipment to allow for faster response times. Such a facility could be shared by the NYSDEC, Homeland Security, US Coast Guard, and the RFD, as each of those agencies serve the area and have needs beyond their current facilities.	Not Started
7. Identify a continuous and sustainable funding mechanism to dredge sediment from the river that interferes with and prevents certain boating activity; work with regional partners to increase collaboration and accountability with municipalities to the south that contribute to excessive runoff in the river.*	Completed

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

8. Develop or enhance car top boat launch/landings for canoes, kayaks, etc. with connections to the Genesee Riverway Trail.*	Ongoing
9. Per the Rochester Public Library Branch Facilities and Operations Master Plan, upgrade the Charlotte branch to serve as a community and senior hub. Include improved ADA access to parking and building facilities, a redesign of the interior of the building, expanded technology, and new workout equipment. Explore opportunities to efficiently consolidate space or co-locate/relocate the facility.	Not Started
10. In collaboration with NY State and the Town of Irondequoit, support creation of a State Park at Rattlesnake Point.	Started
11. Throughout the river's parks and public spaces, develop a unifying landscape design aesthetic to yield a corridor-long living outdoor museum -- a Genesee Botanical Gardens -- that celebrates the region's natural history; a unified destination creates a funding and patron draw greater than the individual components would on their own.*	Not Started
12. Advance the concept of a bath house for the Durand Beach area, as well as other needed improvements to the Durand Eastman Park lakefront.	Started
13. Consistent with Reimagine RTS and the Transit Supportive Corridors Study, establish a Transfer Point at this convergence of RTS routes, complete with amenities such as covered shelters, robust system displays, bicycle parking, and potentially fare vending equipment.*	Started
14. Implement the recommendations of the Mt. Read Boulevard Corridor Study.	Started
15. Redevelop LaGrange Park including ball field reorganization and enhancement, property acquisition for expansion, and overall park improvements.	Started
16. Per the Rochester Public Library Branch Facilities and Operations Master Plan, convene a community visioning process to explore options for upgrading or relocating the Maplewood branch, including the potential to serve as an immigrant and refugee service hub. Explore options to expand, co-locate, or relocate the facility.	Started
17. Develop a car top boat launch/landing for canoes, kayaks, etc. somewhere in Seneca Park.	Not Started
18. Identify strategies for preserving and enhancing the historic King's Landing Cemetery.	Not Started
19. Establish a fire station and boat house in the King's Landing area of the river. This facility would include sheltered and secured boat storage and lift equipment to allow for faster response times.	Not Started
20. Continue to partner with Eastman Business Park on implementation of their master plan. The City's land use, mobility, public access to the river, and other placemaking objectives should be incorporated into the plan.	Started
21. Develop a river-oriented nature center at the Maplewood Training Center site in Maplewood Park. The center could be part of a larger network of river and urban ecology-oriented facilities along the Genesee.	Started
22. Implement stormwater, forest management, riparian habitat, scenic resource management, and restoration projects throughout the corridor.	Not Started
23. Improve pedestrian/bicycle experience across the bridge, including safer connections and beautification.*	Started
24. Improve pedestrian/bicycle experience under the bridge, including safer connections and beautification.*	Not Started
25. As part of a city-wide parks and recreation master plan, develop a specific plan to maintain and/or enhance this rec center.*	Started
26. Per the Rochester Public Library Branch Facilities and Operations Master Plan, upgrade the Lincoln branch to better serve as a flexible opportunity space. Include a full interior renovation, improved wayfinding and signage, expanded resources for social services and health/wellness staff, and improved connections to the toy library.	Completed
27. Continue to support development of the Community Blooms Flower Farm, including the potential for a playful sidewalk connection to the Lincoln Branch Library, a mobility hub, and additional street trees.	Not Started
28. Implement the recommendations of the 14621 Brownfield Opportunity Area Revitalization Strategy.	Not Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

29. Develop a car top boat launch/landing for canoes, kayaks, etc. somewhere in Maplewood Park.	Not Started
30. Reclaim and enhance parkland along Carthage Drive.	Not Started
31. Identify alternatives for creating bicycle connections, whether on or off street, linking existing and recommended segments of the Genesee Riverway Trail and providing a safe alternative to current conditions on Lake Ave.	Started
32. Upgrade and enhance rec center building, athletic fields, and other amenities.	Started
33. Per the Rochester Public Library Branch Facilities and Operations Master Plan, upgrade the Lyell branch to serve as a job training hub. Include improved technology, expanded programming, and a redesigned building interior. Explore potential relocation of the facility, or converting the library to a mobile service center.	Started
34. Implement the recommendations of the JOSANA Neighborhood Master Plan.	Started
35. Implement the recommendations of the Bull's Head Urban Renewal Plan.	Started
36. Per the ROC the Riverway initiative, rehab the former Running Track rail bridge as a multi-use trail including connections to the Genesee Riverway Trail, El Camino Trail, Lake Ave (via an enhanced Ambrose St), and Smith St (via an enhanced Cliff St).	Started
37. Identify location(s) for installing a cartop boat launch/landing for canoes, kayaks, etc. between High Falls and Lower Falls.	Not Started
38. Develop and implement a plan for the gorge area from High Falls to Lower Falls, including parks and recreation opportunities, improved water access, green energy demonstration projects, and supportive private development on adjacent sites.	Started
39. Implement the recommendations of the LYLAKS Brownfield Opportunity Area Master Plan.	Not Started
40. Transform the former soccer stadium into a youth and community sports complex.	Completed
41. Implement the recommendations of the Browns Square Circulation, Accessibility, & Parking Study.	Not Started
42. Support the implementation of the Susan B. Anthony House 2018 Strategic Plan, including the establishment of a Visitors Center.	Started
43. Implement the recommendations of the Susan B. Anthony Neighborhood Circulation, Accessibility, & Parking Study.	Not Started
44. Upgrade Plymouth Ave Greenway to comply with design standards for a cycle track.	Not Started
45. Continue ongoing Main Street streetscape enhancements to complete the corridor between Broad St and Chestnut St.	Started
46. Per the ROC the Riverway initiative, construct and enhance Aqueduct St and adjacent streets at historic Child's Basin to complement nearby improvements to Main Street and the Broad St / aqueduct corridor.	Started
47. Remove the upper deck of the Broad Street Bridge; establish a dynamic public space along the former aqueduct as a centerpiece of the ROC the Riverway initiative, connecting to new plazas and riverfront promenades adjacent to the bridge.	Started
48. Per the ROC the Riverway initiative, continue to upgrade and enhance the Blue Cross Arena and its streetside and riverfront presence, making it an integral part of the riverfront promenade and other ROC the Riverway projects.	Started
49. Per the ROC the Riverway initiative, realign the Court St / Exchange Blvd intersection to accommodate future development of the Court/Exchange site to the south while improving staging and loading capabilities at the Blue Cross Arena.	Not Started
50. Per the ROC the Riverway initiative, continue to design and implement solutions for Rundel Library's north and south terraces, repairing/replacing critical underground infrastructure while developing dynamic public spaces adjacent to the building and river.	Completed
51. Continue to implement the Center City Two-Way Conversion Project on various downtown streets to reduce speeds, enhance street-level pedestrian activity, enhance pedestrian/bicycle connectivity to adjacent neighborhoods, and make the area easier to navigate.	Started
52. Develop Play Walk -- a playful sidewalk with public art and interactive installations, connecting The Strong National Museum of Play expansion with the ROC the Riverway initiative, as well as Martin Luther King, Jr. Park, Washington Square Park, and the Rundel Library.	Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

53. Implement the recommendations of the Washington Square Park Charrette, enhancing this downtown park.	Not Started
54. Per the ROC the Riverway initiative, continue to extend the downtown portion of the Genesee Riverway Trail on both sides of the river as a promenade providing greater access and dynamic public spaces along the riverfront.	Started
55. Per the ROC the Riverway initiative, partner with NY State and local stakeholders to establish a downtown/riverfront management entity – an organization focused on downtown and the central river corridor; explore combinations of models in other cities such as Business Improvement Districts, Local Development Corporations, and Downtown Partnerships.	Started
56. Identify location(s) for food and retail-based businesses to operate in pop-up, temporary, or low-cost structures such as re-purposed shipping containers; a cluster of these operations could encourage entrepreneurs to launch their product and it could create a pipeline of viable businesses to fill vacant commercial spaces throughout the city.	Started
57. Per the ROC the Riverway initiative, continue to upgrade, enhance, and expand the Joseph A. Floreano Riverside Convention Center and terrace, including building on the concept of a "convention district" where facilities and amenities are provided in other buildings and spaces in the area.	Started
58. As part of ROC the Riverway's Aqueduct Re-Imagined and Riverfront Promenade project, identify opportunities to renovate and provide public access to the historic Ely Mill (1827) located in the lower level of RG&E Station #6.	Not Started
59. Continue to encourage and invest in the revitalization of highly visible Main Street properties to rehabilitate dilapidated buildings and activate first floor spaces. Buildings such as the Riverside Convention Center, Riverside Hotel, and The Metropolitan should identify opportunities to activate their Main Street frontage.	Ongoing
60. Support the "Arts in the Loop" effort led by Eastman School of Music to engage downtown stakeholders on strategies for activating key downtown corridors and spaces with music, art, and other programming.	Ongoing
61. Work with the Eastman School of Music and other local partners to convert this block of Gibbs Street into a pedestrian-only public space, complete with programming, landscaping/hardscaping, amenities, and accommodations for various events.	Started
62. Work with the Mortimer Street Garage operator to convert a portion of the garage into an improved extension of the Transit Center focusing on connections to non-fixed route mobility services.	Not Started
63. Per the ROC the Riverway initiative, redevelop Charles Carroll Plaza, shoring up the parking garage structure underneath the park and creating a focal point along the downtown riverfront.	Started
64. Redesign the State Street corridor streetscape, enhancing the pedestrian and bicycle environment and attracting private investment on adjacent properties.	Completed
65. Widen Mill Street Pedestrian Tunnel; improve lighting and other bicycle/pedestrian features to encourage linkage between Downtown and High Falls.	Not Started
66. Continue to support Greentopia's EcoDistrict Plan to promote green infrastructure and economic, social, and environmental equity.	Ongoing
67. Per Greentopia's conceptual plan, redevelop Granite Mills Commons to feature better plantings, seating, plaza surfaces, and amplification for performances.	Started
68. Reestablish a visitors/interpretive center in the Brown's Race area.	Started
69. Identify location for public elevator access to gorge bottom to complement multi-use trail access.	Not Started
70. Improve pedestrian and recreational amenities in the gorge through implementation of recommendations in the High Falls Pedestrian Access Improvement Study and ROC the Riverway Vision Plan.	Started
71. Per the ROC the Riverway initiative, perform structural repairs to the Pont de Rennes Bridge and enhance the public space along the bridge and at the eastern and western approaches.	Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

72. Per the ROC the Riverway initiative, continue to make upgrades and enhancements to High Falls Terrace Park, including new amenities, establishing the Brewery Line Trail and connecting paths, public art, and studying the feasibility of creating a High Falls Overlook.	Completed
73. Identify long-term design solutions for providing pedestrian/bicycle access that overcome the Inner Loop and CSX Railroad bridge barriers, building on the short-term solutions of the ROC the Riverway initiative and utilizing the Inner Loop North planning study.	Started
74. Identify opportunities to improve this railroad underpass through lighting improvements, stormwater management, and bicycle and pedestrian enhancements.*	Started
75. Support the grass roots effort to develop a Civil Rights Park in Baden Park, commemorating Rochester's proud history of civil rights activism.	Started
76. Following the success of the Inner Loop East project, complete a planning study and implement the preferred alternative for the reuse of the Inner Loop North corridor that divides downtown and adjacent neighborhoods.	Completed
77. Identify opportunities for establishing ball fields and other athletic facilities to serve School #58 as part of the Inner Loop North project.	Started
78. As part of the Inner Loop North project, expand and enhance historic Anderson Park to its pre-Inner Loop footprint.	Started
79. Continue to implement the Public Market Improvement Project, including development of a state-of-the-art nutrition center and demonstration kitchen, as well as other facilities.	Started
80. Continue implementation of recommendations in the East Main Arts & Market Study, improving bicycle and pedestrian linkages along and across East Main St and the CSX railroad tracks.	Started
81. Continue mixed-use development on lands of the former Inner Loop, including creation of a "Neighborhood of Play" centered around The Strong National Museum of Play's expansion.	Completed
82. Per the ROC the Riverway initiative, develop the Roc City Skatepark with full integration into the Genesee Riverway Trail system and other ROC the Riverway projects; pursue parking arrangements with adjacent landowners.	Started
83. Per the ROC the Riverway initiative, continue to support Corn Hill Navigation's campaign to purchase a new tour boat and return excursions and educational programming to the Genesee River.	Completed
84. Identify opportunities for water taxi service connecting various points in the South River Corridor, including connections south to RIT.	Not Started
85. Work with private landowners along the east side of the Genesee River south of downtown to identify water-oriented redevelopment opportunities.	Not Started
86. Enhance the bike/ped environment on Gregory, Hickory, Averill, Hamilton, & Alexander & across Mt Hope through improved signage, street/sidewalk conditions, crosswalks, & bicycle pavement markings.	Started
87. Per the ROC the Riverway initiative, continue to implement recommendations of the 2011 and 2018 Genesee Gateway Park (Erie Harbor) master plans.	Completed
88. Implement Phase I of the West River Wall project, establishing a healthier and more dynamic relationship between the river and Corn Hill neighborhood.	Completed
89. Develop and implement a plan for expanding the Rochester Heritage Trail, including potential sites/ areas such as the Genesee Valley Canal, Corn Hill, South Plymouth Ave, East Ave Historic District, Grove Place, Mt Hope Cemetery, High Falls, and other areas as identified.	Not Started
90. Redevelop the Exchange Street Playground according to past master planning efforts, with a focus on connecting the park to the Genesee Riverway Trail.	Started
91. Implement the various recommendations of the Vacuum Oil Brownfield Opportunity Area 2035 Vision Plan.	Ongoing
92. Implement Phase II of the West River Wall project, establishing a healthier and more dynamic relationship between the river and Plymouth-Exchange neighborhood.	Started

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

93. Per the ROC the Riverway initiative, enhance and expand the Genesee Riverway Trail on both sides of the river between Genesee Valley Park and downtown, providing separate bike and pedestrian paths/ lanes when space allows, repairing deteriorated sections, adding more green infrastructure, and creating additional neighborhood connections.	Not Started
94. Establish a fire station and boat house in the Erie Harbor and/or Genesee Valley Park areas of the river. This facility would include sheltered and secured boat storage and lift equipment to allow for faster response times, especially in light of the anticipated and desired increase in boating activity resulting from the ROC the Riverway initiative.	Started
95. Per the ROC the Riverway initiative, when separate bicycle and pedestrian paths exist, or when sufficient parallel space exists next to the trail, groom a path for cross country skiers and/or snowshoers to help activate the river during winter months.	Not Started
96. Implement the parks master plan for the potential parks, trails, and public spaces to be located in the Vacuum Oil redevelopment area.	Started
97. Develop a car top boat launch for canoes, kayaks, etc. somewhere on the University of Rochester's River Campus.	Not Started
98. Per the development plan for Brooks Landing, install public art on the hardscaped plaza.	Started
99. Per the ROC the Riverway initiative, identify location(s) for trailered motorboat launch and/or public marina so as to increase boating activity in the South River and Erie Canal as well as provide emergency watercraft access for fire/police boats.	Started
100. Implement the 2016 Mt. Hope Cemetery Master Plan for this historic Victorian Cemetery	Started
101. Rebuild the Children's Pavilion in Highland Park, creating a space for events and panoramic views of the park and region.	Started
102. Per the Rochester Public Library Branch Facilities and Operations Master Plan, upgrade the Monroe branch to serve as a hub for teen services. Include a new community meeting room, redesigned interior space, expanded technology services, and expanded programming. Explore options to expand or co-locate/relocate the facility.	Not Started
103. Identify an alternate location for RFD Engine 12 with a larger lot and better access, allowing for adequate storage and access for modern equipment. Consideration should be given to co-locating a new station with other needed community services such as a satellite library and/or community center.	Not Started
104. Convert Norris Drive, an unimproved street, to a "green street", complete with porous pavement, rain gardens, and safe spaces for bicycles and pedestrians.	Not Started
105. Implement access, trail, and signage recommendations of the Washington Grove Trail	Started
106. Continue to partner with local institutions such as Rochester Institute of Technology, St. John Fisher, and the Seneca Park Zoo to identify a site for establishing an urban ecology center. The center's facilities and programming would be designed to complement similar nature/river-oriented centers proposed for the river corridor.	Started
107. Implement the 2015 Genesee Valley Park West Master Plan.	Not Started
108. Per the Genesee Valley Park West Master Plan, develop a new state-of-the-art boathouse and water sports center, complete with community event space, water sports and other athletic facilities, car top boat launch, bike and boat rentals, meeting rooms, and concession/retail	Started
109. Identify location(s) around the intersection of the Erie Canal and Genesee River for installing a cartop boat launch/landing for canoes, kayaks, etc.	Not Started
110. Identify funding sources and implement restoration of the 3 historic Olmsted bridges over the Erie Canal; upgrade trail connections leading to the bridges.	Not Started
PMP-5b. Expand bicycle facilities and the multi-use trail network to better connect origins and destinations and enhance the environment for active transportation choices.	Ongoing
PMP-5c. Improve safety for all modes of transportation at key intersections and along primary corridors.	Ongoing
PMP-5d. Continue to advance infrastructure projects that minimize the impacts of transportation corridors on neighborhood connections and the bicycle/pedestrian experience. Examples include further mitigation of expressway barriers around downtown, safer crossings of railroad lines, and improving bridge crossings and underpasses.	Ongoing

INITIATIVE AREA 2 - THE PLACEMAKING PLAN

PMP-5e. Work with the Rochester Police Department and Rochester Fire Department to ensure policies and standards, such as traffic enforcement and street design requirements, are consistent with other urban design objectives and the nature of a dense, pedestrian-oriented environment.	Started
PMP-5f. Continue to promote responsible driving through programs and campaigns such as Pace Car and Drive 2B Better.	Ongoing
PMP-5g. Target areas around schools, rec centers, libraries, parks, and other areas frequented by children in order to calm traffic with techniques such as street art, speed humps, curb extensions, enhanced crosswalks, road diets, and changed crosswalk timers.	Started
PMP-5h. Continue to convert “cobra head” and other auto-oriented street lighting to fixtures that better illuminate the pedestrian environment and add more character to the streetscape.	Ongoing
PMP-5i. Continue to support creative and colorful lighting of downtown buildings (public and private), bridges, and other iconic structures.	Ongoing
PMP-6. Improve public parks, open spaces, public facilities, and waterfront access.	
PMP-6a. See collection of specific recommendations on Placemaking Plan Map.	Started
PMP-6b. Increase City resources dedicated to park design, development, and maintenance.	Started
PMP-6c. Continue to implement the Local Waterfront Revitalization Program and the ROC the Riverway Vision Plan.	Started
PMP-6d. Work with developers and property owners in downtown and major mixed-use corridors to incorporate small-scale public spaces, as illustrated in the Public Space Design within Private Development section. Incorporate these principles in new/updated form-based codes for these districts.	Ongoing
PMP-6e. Identify opportunities throughout the river corridor, the parks system, and streetscape projects to proliferate public art, educational opportunities, historic interpretation, celebration of the local natural environment, and 'urban play' elements; work with developers to incorporate these elements into private development whenever possible.	Ongoing
PMP-6f. Identify obstacles to live music, plays, outdoor uses, sidewalk entertainment, and other performances in the entertainment licensing process and zoning code and work to streamline procedures and regulations. This may include changes to the zoning code, the entertainment licensing process, and even on-street parking regulations. Greater flexibility should be afforded to first floor uses such as restaurants and cafes to provide outdoor seating, seasonal open air facades, and other techniques that enliven streets in downtown and mixed-use areas.	Started
PMP-6g. Identify opportunities in the parks system for demonstration projects related to environmental stewardship and urban ecology, similar to the rain garden installed in Turning Point Park.	Started
PMP-6h. Partner with the Rochester Philharmonic Orchestra (RPO) to identify potential sites in the river corridor for outdoor performances and/or reestablishing the RPO river barge for performances at Corn Hill Landing.	Not Started
PMP-6i. Implement the various strategies of the Rochester Public Library Branch Facilities and Operations Master Plan. This includes repositioning libraries to be more dynamic hubs of education, social services, and other community needs. Several branch-specific projects are shown on the Placemaking Plan Map.	Started
PMP-7. Support capacity building and creative programs, both organic and formal, that enable more localized participation in placemaking.	
PMP-7a. Continue to support programs like BoulevART and Playful Sidewalks that promote community building, public art, and traffic calming.	Ongoing
PMP-7b. Continue to support community partner and grassroots programs like Healthi Kids' Play ROCs and Re-connect Rochester's Complete Streets Makeover to enhance the public realm and promote active, playful lifestyles.	Ongoing
PMP-7c. Continue to implement existing small area plans while supporting additional follow-on studies and plans.	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

A. Housing	
HSG-1 . Implement existing housing plans, initiatives, and policies.	
<p>HSG-1a. Work with community partners to implement the recommendations of existing housing and community development plans and studies, including:</p> <ul style="list-style-type: none"> - Citywide Housing Market Study - Transit Supportive Corridors Study - 2015 Analysis of Impediments to Fair Housing Choice - JOSANA Neighborhood Master Plan - Marketview Heights Urban Renewal District (URD) Plan - 14621 Brownfield Opportunity Area (BOA) Plan - Lyell-Lake-State Street Brownfield Opportunity Area (BOA) Plan - Vacuum Oil-South Genesee River Corridor Brownfield Opportunity Area (BOA) Plan - Bulls Head Brownfield Opportunity Area (BOA) and Revitalization Plan - East Main Arts and Market District Plan - Center City Master Plan 	Ongoing
HSG-1b. Build on the success of Celebrate City Living and identify additional strategies to aggressively market the housing choices and benefits of living in the City of Rochester, with its many diverse neighborhoods and outstanding community amenities.	Ongoing
HSG-1c. Continue to implement the City's Housing Policy.	Ongoing
HSG-1d. Seek strategic opportunities to expand the City's homeownership programs and Employer Assisted Housing Initiative (EAHI).	Ongoing
HSG-1e. Prioritize code enforcement around quality of life issues, such as noise, litter, overcrowding, and illegal parking. These issues are critically important to residents of the city and can be the difference between choosing to live in the city and deciding to live elsewhere.	Ongoing
HSG-1f. Continue to subject all short-term rental properties, e.g., Airbnb, to the requirement that they must obtain a Certificate of Occupancy from the City of Rochester.	Ongoing
HSG-2. Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.	
HSG-2a. Develop an up-to-date citywide housing inventory with as much information as possible on unit types, affordability levels and expiration dates, ownership patterns, accessibility (including physical accessibility, but also proximity to key anchors and amenities), neighborhood characteristics, housing market indicators, etc. and establish expectations for ongoing inventory maintenance.	Started
HSG-2b. Develop housing and community development measures to document neighborhood conditions, track change, and identify emerging needs and preferences. Share measures with the public and community partners, and use them to inform community development strategy and investment. Identify recommended timeframe for updating measures to monitor change over time.	Not Started
<p>HSG-2c. Conduct research to inform new strategies and initiatives, on issues such as:</p> <ul style="list-style-type: none"> - Private rental market to develop more creative and effective strategies to engage landlords in neighborhood revitalization and the provision of quality affordable, energy efficient housing (particularly for low, very low, and extremely-low income renters). - How to promote more mixed-income development across all neighborhoods and housing market types. - New, emerging, or untapped housing types and ownership structures, how they work, and if/how local developers could produce them for a range of affordability and accessibility needs, given Rochester's market context. These could include condos, co-housing, ranch homes, cooperatives, tiny or small homes, resident landlords, micro apartments, in-law apartments, senior communities, live/work spaces, small apartment buildings or mixed-use buildings, etc. - New housing development to understand where tenants move from and assess whether new construction has any impact on vacancy, blight, or demo needs in other parts of the city; and to assess whether different building types have different neighborhood impacts over time (scattered site infill vs. larger multi-family buildings). 	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

HSG-3. Improve collaborative planning and coordination to promote more holistic housing policy and community development.	
HSG-3a. Integrate housing and community development planning efforts with the City Planning Office and Rochester 2034.	Ongoing
HSG-3b. Develop and then implement an Assessment of Fair Housing plan in coordination with the Rochester Housing Authority (RHA), Monroe County, Towns of Greece and Irondequoit, and Village of Fairport.	Completed
HSG-3c. Proactively connect housing initiatives, policy, and development with economic development and employment initiatives, parks and recreation programming, commercial corridor strategies, community school implementation, street design and infrastructure planning, etc.	Ongoing
HSG-3d. Partner with the Monroe County Aging Alliance and local towns and villages on Age-Friendly Community planning and certification efforts, and develop strategies to produce housing types needed by the growing senior population.	Ongoing
HSG-4. Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.	
HSG-4a. Support the production of new high-quality, mixed-income housing that is affordable and accessible to people across a wide range of incomes, abilities, household sizes, life stages, and ages.	Ongoing
HSG-4b. Based on an inventory (see VNT-1) that identifies vacant lots to be repurposed for construction of new homes for home ownership, prepare a Request for Proposals for the lots along with a promotional campaign to foster interest in the lots. This campaign should include pro formas for new homes (both singles and doubles), financial incentives, and quality of life information along with strategic promotional activities and events to foster interest in the lots and city living.	Started
HSG-4c. Focus housing investments and encourage mixed-use development: <ul style="list-style-type: none"> - Prioritize development along multi-modal corridors, in/near mixed-use centers, and near major investment areas - Encourage new housing development near jobs and employment centers, childcare, schools, retail, parks and recreation or community centers, and other community anchors/amenities - Use the 2018 Citywide Housing Market study to guide housing investment 	Ongoing
HSG-4d. Encourage the development of new, creative, emerging housing types and styles that reflect the varied needs and evolving preferences of city residents. This could include workforce housing, condos, co-housing, ranch homes, tiny or small homes, micro apartments, in-law apartments, senior communities, live/work spaces, etc.	Ongoing
HSG-4e. Ensure that new housing meets high quality urban design standards.	Ongoing
HSG-4f. Inventory and assess opportunities to increase or expand the community benefits required of projects receiving City development support (e.g. loans, grants, PILOTs or other tax relief, land sale contracts, support letters for external funding applications), such as: <ul style="list-style-type: none"> - Additional affordable units - Additional mixed income units - Workforce and contracting commitments that benefit women, minorities, city residents, Section 3, or other underrepresented groups, etc. - Community amenities such as public art, bicycle/pedestrian enhancements, public spaces, etc. - Additional categories of community benefits as identified - Energy efficiency, renewable energy, and beneficial electrification improvement 	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

<p>HSG-4g. Use information from the 2018 Citywide Housing Market Study to inform housing and community development strategies and partnerships:</p> <ul style="list-style-type: none"> - Maintain the strongest markets and work with strategic partners to increase their inclusivity by creating more affordable opportunities for low and moderate income households to rent or buy - Revitalize and strengthen middle markets by promoting homeownership, fostering neighborhood pride, and encouraging community reinvestment - Stabilize housing through proactive code enforcement and healthy housing initiatives in the weakest markets, seek opportunities to develop neighborhood employment or connect residents with jobs, and aggressively re-position vacant and abandoned property as an asset for future redevelopment (For a complete list of recommended strategies, see Rochester's 2018 Citywide Housing Market Study.) 	Ongoing
<p>HSG-5. Pursue additional housing strategies that support innovative and equitable housing and community development.</p>	
<p>HSG-5a. Increase the effectiveness, impact, and reach of the Rochester Land Bank to control the disposition of tax delinquent properties in order to increase owner occupancy and ensure that more properties are brought up to code:</p> <ul style="list-style-type: none"> -Identify and grow sustainable funding sources for the Land Bank -Expand the network of pre-qualified development partners that the Land Bank can work with 	Ongoing
<p>HSG-5b. Develop internal protocols that give priority in the disposition of City and Land Bank-owned residential buildings and lots to owner-occupants and resident landlords. Work with community partners to more effectively market the opportunity to purchase these structures and work with lenders, funders, and developers to increase the range of financial supports available to help income-qualified purchasers participate in these sales, particularly in middle and stronger housing markets.</p>	Ongoing
<p>HSG-5c. Foster partnerships between private lenders (e.g., banks) and housing organizations to connect homes that are undergoing mortgage foreclosure with new owner-occupants. This may be particularly relevant to Fannie Mae and Freddie Mac mortgages.</p>	Not Started
<p>HSG-5d. Seek opportunities to expand our community's innovative healthy housing work while maintaining focus and results preventing child lead poisoning including:</p> <ul style="list-style-type: none"> - Growing an integrated, braided funding approach to healthy housing as modeled by Rochester Energy Efficiency and Weatherization (RENEW) - Continuing to refine targeting of efforts to areas and households most impacted by unhealthy housing - Building stronger collaborations with local health and healthcare providers <p>Improving and standardizing data collection to analyze impacts of healthy housing work, including (if/where possible) integrating Healthy -Housing indicators into code enforcement data and monitoring</p> <ul style="list-style-type: none"> - Fully integrating energy efficiency into healthy housing efforts - Integrating modifications for "aging-in-place" and accessibility improvements into healthy housing initiatives 	Ongoing
<p>HSG-5e. Work with strategic partners to test and improve implementation of innovative strategies to address homelessness, such as housing first strategies, tiny homes with coordinated services, etc.</p>	Ongoing
<p>HSG-5f. Explore creative financing options (micro mortgages, loan interest write-downs, mixed-use property rehab loans) and ownership models (resident landlords, cooperatives, land trusts, affordable condos) that could help to expand access to homeownership and housing reinvestment.</p>	Ongoing
<p>HSG-5g. Explore the feasibility and value of a housing trust fund to raise additional resources to help invest in housing and community development goals.</p>	Started
<p>HSG-5h. Support concepts, such as a cluster of tiny homes that offer individual homes in a permanent supportive communal atmosphere for housing homeless individuals and families. Services that connect residents to service providers, jobs, and long-term housing options should be integral to the operations of this kind of development.</p>	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

HSG-5i. Continue to implement the City's Visitability Guidelines and continue to support NYS funded projects that require 10% of their housing units to be fully accessible and at least 4% to be designed for those that may be visually or hearing impaired.	Ongoing
HSG-5j. Advocate for additional state/federal funds and philanthropic funds to add to property rehabilitation program funding for providing support to landlords to produce rental units that are accessible to people with disabilities.	Ongoing
HSG-5k. Revisit Zoning Regulations to minimize regulatory barriers to making a house fully accessible to people with disabilities.	Started
HSG-5l. Develop more affordable housing units that are larger and have more bedrooms to accommodate families with children.	Ongoing
HSG-6. Develop and implement middle neighborhoods strategies that expand homeownership and build community wealth.	
HSG-6a. Proactively partner with developers and the Rochester Land Bank to rehab vacant homes and make them available for first time, income qualified homebuyers in middle market neighborhoods.	Ongoing
HSG-6b. Proactively partner with organizations working to promote and expand homeownership, such as housing agencies and young professional organizations, to encourage their clients and members to purchase homes in middle neighborhoods.	Not Started
HSG-6c. Recruit additional employers to participate in the Employer Assisted Housing Initiative (EAHI) and work with participating employers to market middle neighborhoods to their employees. Aggressively market the city's home buyer programs to residents, businesses, neighborhood associations, realtors, housing agencies, and other community partners working in middle neighborhoods.	Started
HSG-6d. Identify which middle neighborhoods already have areas that are eligible for historic residential or commercial tax credits and aggressively market the credits as a source of financing for property reinvestment; also seek opportunities to designate additional districts that overlap with middle neighborhoods.	Not Started
HSG-6e. Work with lenders and community development financial institutions (CDFIs) to develop innovative home improvement and renovation loan products that support and encourage private reinvestment.	Not Started
B. Vacant Lands	
VNT-1. Strategically position vacant sites for redevelopment.	
VNT-1a. Prepare a citywide vacant land management strategy.	Not Started
VNT-1b. Work with developers on how to improve City demolition practices and real estate policies to make development on vacant lots more cost effective.	Ongoing
VNT-1c. Allocate additional funds to broaden the City's clean demolition initiative. Confer with regulatory agencies to determine the appropriate backfill soil quality for the anticipated or known redevelopment.	Completed
VNT-1d. Inventory the vacant lots identified as 1.00-1.33 in the 2018 Citywide Housing Market Study and identify: 1. lots that should be provided to housing partners for new house construction for home ownership, and 2. lots that would together be the subject of a Request for Proposals to generate interest in getting them redeveloped with housing for all income levels.	Not Started
VNT-1e. Inventory the vacant lots identified as 1.66-2.33 in the 2018 Citywide Housing Market Study and identify: 1. lots that should be provided to housing partners for new house construction for home ownership, 2. lots that would together be the subject of a Request for Proposals to generate interest in getting them redeveloped, and 3. lots that should be set aside for public uses such as public art or transit hubs.	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

VNT-1f. Inventory the vacant lots identified as 2.66-3.00 in the 2018 Citywide Housing Market Study and identify: 1. lots that should be offered to adjacent property owners for side yard additions, 2. lots that should be set aside for public/community uses or activities, 3. lots that may be aggregated and included in a request for proposals for community solar field installations or other green energy installations, and 4. Hold lots that would together be the subject of a Request for Proposals to generate interest in getting them redeveloped for economic development projects.	Ongoing
VNT-1g. Based on an inventory (see strategies VNT-1d, VNT-1e, and VNT-1f) for lots that should be repurposed for construction of new homes for home ownership, prepare a Request for Proposals for the lots along with a promotional campaign to foster interest in the lots. This campaign should include pro formas for new homes (both singles and doubles) and quality of life information along with strategic promotional activities and events to foster interest in the lots and city living.	Started
VNT-1h. Prepare targeted small-area plans to get more specific strategies for vacant land.	Started
VNT-2. Turn vacant lots in areas of low housing market demand into vibrant community spaces.	
VNT-2a. Identify community groups who are willing and have the capacity to help manage and program space for community gathering and playability. Write grants to offset capital and operational costs. It should be clear to all involved parties that it is not the City's intent to turn vacant lots into long-term parkland by virtue of allowing interim uses.	Not Started
VNT-2b. Develop a program for enabling local artists to add installation or artistic programming to strategically located vacant lots.	Not Started
VNT-3. Facilitate Community Gardening on vacant lots.	
VNT-3a. Create the administrative infrastructure for long-term (e.g.,5-year) permit/lease arrangements for the sponsor of a community garden on City-owned land who has demonstrated a sustainable gardening operation that is supported by the immediate neighborhood.	Completed
VNT-3b. Allow gardeners to respond to City Requests for Proposals for vacant lot redevelopment in areas where gardens may be a desired amenity and are widely supported by the surrounding neighborhood, particularly within the lower demand housing markets.	Completed
VNT-3c. Consider changes to the Zoning Code that allow gardening as a principle use within specified parameters.	Started
VNT-4. Create the City Hall administrative infrastructure to allow creative and flexible options for repurposing vacant lots.	
VNT-4a. Revisit Real Estate land disposition policies to see where changes can be made to respond to the 2018 Citywide Housing Market Study recommendations.	Ongoing
VNT-4b. Remove or revise the City's policy and language in Chapter 21 of the City Code around the terms "buildable" and "unbuildable" residential vacant lots. The current policy is inconsistent with the built form of the city and our desired restoration of urban vitality, density, and pedestrian scale design.	Started
VNT-4c. Develop policies and protocols for temporary or interim uses of City-owned vacant lots for green space, while recognizing that the City's long term goal is to return most City-owned lots to housing, commercial, or mixed-use development that provides community benefits while also contributing to the city's tax base.	Not Started
VNT-4d. During the rewrite of the City Zoning Code, include provisions to allow long-term temporary uses of vacant lots for gardening and/or community gathering/events space.	Started
VNT-4e. Review models from other cities to develop some creative programming for public art installations on strategic vacant lots throughout all areas of the City of Rochester.	Started
C. Arts + Culture	
AC-1. Support, grow, and sustain the creative economy.	

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

AC-1a. Promote Rochester as a City of the Arts by leveraging marketing materials and promotions in new ways and to broader audiences: - Collaborate with relevant organizations to plan public campaigns and strengthen the impact by including more stakeholders. - Create or improve marketing materials that target creative economy employers looking to relocate. - Promote Rochester as an artist friendly community because of our existing arts scene, historic housing stock, affordability, and educational amenities.	Ongoing
AC-1b. Work with existing and emerging artists and arts leadership groups to develop an arts and creative sector master plan. The plan would serve as a collective vision for this portion of the community, laying out a collection of strategies for advancing arts, culture, and the creative economy. This plan should make recommendations for an organizational structure within City government to support the arts community. It should also clarify the City Arts Policy also known as the Percent for Arts Ordinance.	Started
AC-1c. Explore innovative policy tools and initiatives deployed by other cities that attract artists to live and work in neighborhoods that are trying to expand access and connection to art, such as the Artist Relocation Program in Paducah, KY.	Not Started
AC-1d. Integrate artists and creative businesses into economic development efforts to test, incubate, and grow emerging business types in the city, including as part of pop-ups or through partnerships with property owners to provide low or no-cost access to vacant or underutilized land, storefronts, or other space.	Not Started
AC-1e. Identify obstacles to live music, plays, and other performances in the entertainment licensing process and zoning code and work to streamline procedures and regulations. This may include changes to the zoning code, the entertainment licensing process, and even on-street parking regulations.	Started
AC-1f. Support the Eastman School of Music-led effort, "Arts in the Loop", to encourage a stronger arts presence along Main Street, connecting the successful East End District with the ROC the Riverway initiative.	Ongoing
AC-1g. Support a centralized/coordinated social media presence for promoting arts and cultural events and initiatives, recognizing the public's use of the traditional "calendar of events" model is diminishing.	Not Started
AC-2. Support Rochester's local arts and cultural organizations through community collaboration and joint fundraising.	
AC-2a. Collaboratively seek funding to support inclusive and equitable arts and culture programming. This may include proactively soliciting arts organizations or convening groups with similar missions to identify ways to coordinate efforts and resources.	Ongoing
AC-2b. Identify and pursue opportunities for enhanced outdoor performance spaces, such as a bandshell and/or music barge for the RPO (identified in the ROC the Riverway Vision Plan) and a covered outdoor space with permanent stage infrastructure for festivals and concert events.	Not Started
AC-3. Increase access to public art and cultural resources in an equitable and culturally sensitive way.	
AC-3a. As part of an arts + creative sector master plan, include a section on public art that connects public art and cultural programming to neighborhood revitalization, community building, place-making, and economic development and includes input from residents about how public art is planned and reflects the unique brand and culture of each neighborhood.	Started
AC-3b. Continue to support event planning and programming that celebrates the city's cultural and ethnic diversity. Seek to understand the demographics served at City-sponsored arts and cultural events so that programming and marketing can become as inclusive and culturally responsive as possible.	Ongoing
AC-3c. Identify geographic areas that lack public arts or cultural programming and work to increase access through expanded programming at rec centers or libraries, installation of public art where possible, or partnerships that bring programs like the MAG Connector.	Started

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

AC-3d. Continue to support public art installations and pop-ups or other creative experiences that are community supported, community driven, and can proceed without public subsidy. Reduce bureaucratic or process barriers that slow these initiatives down or reduce organizers' enthusiasm and momentum.	Not Started
AC-3e. Develop a program for enabling local artists to add installation or artistic programming to strategically located vacant lots.	Not Started
AC-3f. Integrate artistic, creative, playful, or beautifying design elements into infrastructure and development projects (e.g., decorative benches, bicycle racks, transit shelters, lighting, fences, pavers, signage, etc.).	Not Started
AC-3g. Heighten public awareness and facilitate improved connection to create a sense of connectivity of existing public art installations through outreach, self-guided walking and biking tours, branded signage, and through wayfinding tools. Include older public art installations and places of interest to draw them into the public consciousness. Consider the development of an interactive application that can be used to search for public art based on location or interest.	Started
AC-3h. Advocate for representation of the arts and cultural community on regional initiatives and working groups.	Not Started
AC-3i. Partner with Monroe County to display art at Greater Rochester International Airport, including public art and student exhibits.	Not Started
AC-3j. Develop a transparent system for tracking City investments in public art.	Started
D. Historic Preservation	
HIS-1. Promote and preserve Rochester's rich history.	
HIS-1a. Connect City staff and the community to the Landmark Society, City Historian, Local history branch of the Rochester Public Library, and the Rochester Historical Society by sponsoring Lunch and Learn events and promoting their programming.	Started
HIS-1b. Work with the Rochester Historical Society as they reposition their assets and seek funds to continue the important work they do to preserve the history of Rochester and provide access to a rich collection of historical artifacts.	Started
HIS-1c. Continue to add properties on the Landmark Society's Five to Revive list to the City's inventory of strategic sites. This inventory presents a prioritized list of sites where reinvestment goals are focused.	Ongoing
HIS-1d. Prepare a series of Rochester Historic Walking Tours and Biking Tours and distribute/publicize them in creative ways such as putting them in hotels, passing them out to RCSD students and staff, placing them in Neighborhood Service Centers, and putting them online.	Ongoing
HIS-1e. Extend the Heritage Trail to include more historic buildings and sites that are significant to telling Rochester's story.	Not Started
HIS-1f. Support efforts to highlight and celebrate Rochester's role in the Civil Rights movement.	Ongoing
HIS-2. Promote the benefits of the NYS tax credit programs for rehabilitation of homes and businesses in historic districts.	
HIS-2a. Develop a marketing strategy about the tax credit programs and how they work, including a map of eligible areas. Display a digital map of eligible districts on the City's website so individuals can look up their property and cross-promote with the Landmark Society and other partners.	Started
HIS-2b. Promote the tax benefits for rehabilitation in the City Home Buyer Assistance Program and at the City Permit Counter.	Not Started
HIS-2c. Conduct training of city staff and members of the Rochester Preservation Board on the Tax Credit Programs and how they can help foster interest in these programs as tools for redevelopment.	Not Started
HIS-2d. Consider adding districts to the State and National Register of Historic Places to afford more property owners the opportunity to take advantage of the tax credit programs, particularly in middle neighborhoods where the City is trying to expand and support homeownership and community wealth building.	Not Started
HIS-3. Reduce barriers to rehabilitating buildings in Preservation Districts and foster enthusiasm for owning homes in these areas of the city.	

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

HIS-3a. Conduct a survey of applicants that have had an application reviewed by the Rochester Preservation Board. Specifically ask if the process was supportive of or a barrier to redevelopment. Use the information to determine strategies for process improvement, if needed.	Not Started
HIS-3b. Prepare a brochure that demonstrates how the designation as a Preservation District has protected property values over the years.	Not Started
HIS-3c. Start a program to help property owners navigate through the Certificate of Appropriateness process.	Started
HIS-4. Use local regulations and programs to supplement the State and federal government's protection of historic resources.	
HIS-4a. Retain Zoning Code provisions related to Designated Buildings of Historic Value, and maintain and routinely update the list to ensure it is accurately including properties of value.	Started
HIS-4b. Work to build the capacity of the Landmark Society to be a rehab/development partner with access to acquiring City-owned properties that are deemed historically valuable so they can apply additional resources and help rehabilitate these properties to meet historic preservation standards.	Ongoing
E. Schools + Community Centers	
SCC-1. Improve conditions for students to ensure a healthy and nurturing environment for learning that is targeted at key success indicators.	
SCC-1a. Continue to support the ROC the Future initiative, ensuring the myriad community partners in education, childhood development, social services, community development, and economic development are fully coordinated and unified in their strategic investment in public schools.	Ongoing
SCC-1b. Continue to address conditions that indirectly affect school performance and a healthy environment for students such as reducing crime, deconcentrating poverty, addressing structural racism, improving access to stable, quality housing, and attracting job opportunities.	Ongoing
SCC-1c. Strengthen linkages between education institutions, employers, and economic development partners. Educational programs and degrees should be regularly modified to meet the workforce demands of local industries. Additional creative pipeline programs should be developed to provide multiple viable options for RCSD students.	Ongoing
SCC-1d. Support and expand Educational Partnership Organization (EPO) agreements with the University of Rochester, SUNY Geneseo, and other colleges and universities.	Ongoing
SCC-1e. Continue to partner with and support the Warner School of Education's Center for Urban Education Success (CUES) at UR. CUES is studying urban success models throughout the country and helping apply those best practices to Rochester schools, in particular through the UR's partnership with East High School.	Ongoing
SCC-1f. Encourage better student-based data development and sharing between DRYS, RPL, and the RCSD. With strategies such as a universal ID card used for all three networks, administrators can better track a child's access or lack of access to community facilities and programs.	Not Started
SCC-1g. Develop a district-wide strategy to address race and cultural competence as it relates to hiring practices, curriculum, and school environment.	Started
SCC-1h. Utilize the findings of the Mayor's community input sessions on opportunities and challenges facing the RCSD (December 2018) to identify additional strategies. This includes the potential for the City of Rochester and RCSD to have a more formal relationship around budgeting, communications, facilities investments, and providing services at community schools.	Not Started
SCC-1i. Continue to train staff and deploy progressive strategies related to school culture and behavioral challenges such as restorative practices, de-escalation techniques, and trauma-informed approaches.	Ongoing
SCC-2. Nurture a culture of positivity around public school options and benefits in order to encourage current residents and students and to help rebuild the city's population.	
SCC-2a. Recognize and promote the positive outcomes, unique programs, and successful individuals coming from city schools. Work to change the negative narrative around city public schools, understanding that the root causes of the schools' issues are largely regional and not centered only on RCSD administration and/or city residents. The Greater Rochester region plays a role in and is directly impacted by outcomes of the city public schools. It is the responsibility of everyone in the region to address concentrated poverty and drive positive messaging to create better outcomes for city public schools.	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

SCC-2b. Develop promotional videos, websites, and other materials aimed at celebrating the people, programs, and benefits of a public school education in Rochester.	Not Started
SCC-2c. Expand the RIT (Destler/Johnson Rochester City Scholars Program) and UR (Rochester Promise Initiative and IB program at Wilson) tuition benefits to offer scholarships on a sliding scale of income. Making these benefits available to middle class families will incentivize more families to consider city living, having an impact that substantially transcends educational issues and supports the larger Vision and Goals of Rochester 2034.	Not Started
SCC-2d. Work with the business community, not-for-profits, and other partners to develop a full scholarship program for students graduating from public high schools in the City of Rochester. This program could be modeled after the Kalamazoo Promise or the Say Yes to Education program present in Buffalo and Syracuse, all of which are primarily funded by community donors. In our Upstate NY neighbors, guaranteeing a scholarship to graduates for at least the level of state school tuition, regardless of a family's income, has improved graduation rates, inspired students to greater achievement and focus, and even attracted more middle class families to move to or remain in the city.	Not Started
SCC-2e. Implement the strategies identified in the RocCity Coalition's Vision 2025 plan, particularly those related to education, recognizing that attracting and retaining young professionals and young families and engaging them in the work of improving educational opportunities and outcomes in the city is critical.	Not Started
SCC-2f. Engage young professionals living in the city about the benefits of remaining in the city and the various viable schooling options. Too often people form their opinions about city schools based on local media, conventional education statistics, and widespread perceptions. Prior to starting a family, this demographic should gain more firsthand exposure to the solid schooling options through interface with parents and students.	Not Started
SCC-3. Reposition public facilities to serve as, or support, multi-purpose community centers.	
SCC-3a. Implement the strategies and projects identified in the Rochester Public Library Branch Facilities and Operation Plan, which will help redefine libraries as resource centers for neighborhoods.	Ongoing
SCC-3b. Examine additional opportunities for co-locating community facilities and programs. Between the rec centers, libraries, neighborhood service centers, colleges/universities, fire stations, and even police stations, there is the potential to site future facilities on or nearby existing facilities. Various public services could be co-located at these facilities such as health clinics, senior centers, senior housing, childhood development centers, day care, after-school programs, and employment services. Other types of services may be explored, such as not-for-profits, satellite college campuses, fitness centers, or medical offices. Co-location can offer cost savings, community integration, and intergenerational support.	Ongoing
SCC-3c. For those facilities already co-located, such as the library and rec center on the School No. 12 campus, each of the entities should continue to look for ways to better coordinate programming and shared facilities. Additionally, facilities should be made more available for community partners to expand their offerings that are directly or indirectly tied to educational outcomes.	Ongoing
SCC-3d. Increase the number of neighborhood and/or community schools. This effort should include consideration of the benefits that go well beyond education, especially the overall health of neighborhoods and the environmental and economic benefits of dramatically reduced transportation service. This would require addressing the State's formula for busing reimbursement.	Not Started

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

SCC-3e. Provide support to early intervention programs run by community partners. Examples include GROW-Rochester, which integrates screenings for three-year olds to identify physical, social, and developmental needs and the All Kids Thrive initiative, which promotes a universally accessible system of holistic supports for children birth to age eight and their families. This support could include making available City-owned facilities for program aspects requiring community spaces.	Started
SCC-3f. Promote schools as platforms to provide multiple support services, such as extended learning programs, nutrition counseling, free or subsidized breakfasts and lunches, and health services to low-income families in the community.	Ongoing
SCC-3g. Create after-school programs for students and adult community members that incorporate a variety of educational and recreational activities, such as art programs, English as a Second Language (ESL), adaptive athletic programs, and General Education Development classes.	Ongoing
SCC-4. Provide educational facilities and programs of the highest quality, enriching the student experience through stronger connections to their community, the arts, and the natural environment.	
SCC-4a. Complete the implementation of The Path Forward and Facilities Modernization Plan, positioning teachers and students to have access to highly innovative, updated, and tech-savvy buildings and facilities.	Started
SCC-4b. Develop and enhance arts programs that provide opportunities to students that might not otherwise be possible with the RCSD's constrained budget. Examples include the ROCmusic program and the City's Roc Paint Division.	Ongoing
SCC-4c. Support development of educational curriculum and facilities focused on Genesee River, including efforts of Corn Hill Navigation and the Genesee River Alliance.	Started
SCC-4d. Support the development of a nature center in Maplewood Park, serving as a hub for nature-based educational enrichment and expeditionary experiences.	Started
SCC-4e. Support the growth and reach of organizations like Teen Empowerment that foster dialogue and leadership development among young people and are engaged with RPD and other stakeholders.	Ongoing
SCC-4f. Expand outdoor classroom opportunities along the Genesee River and throughout the City's park system.	Started
SCC-4g. Further connect middle and high schools with other parts of the existing and emerging educational ecosystem such as maker labs, innovation challenges, hack-a-thons, interactive art installations, online experiences, and colleges/universities.	Ongoing
SCC-4h. Encourage and support development of "sustainability curriculum" and environmental programming in schools, rec centers, and other community venues to educate students and adults about issues related to natural history, environmental stewardship, urban planning and ecology, sustainability, climate change, etc.	Started
SCC-4i. Encourage and educate youth on healthy food by starting farming and garden programs at rec centers and RCSD schools.	Started
SCC-4j. Facilitate City Planners and other design professionals going into schools and rec centers to educate students around careers and current issues in city planning and urban design. Identify opportunities for Rochester 2034 to be part of the curriculum for student engagement.	Started
SCC-4k. Continue to implement cross-district / cross-municipal programs and initiatives that encourage regional partnerships, address concentrated poverty, and promote racial and socio-economic diversity in educational settings. Such efforts could include regional magnet schools, inter-district programming, college/university partnerships, and strengthening the urban-suburban program.	Ongoing
SCC-4l (<i>New Strategy</i>). Develop additional programs that expose students to specific career paths, particularly those in public service.	Ongoing
F. Public Health and Safety	
PHS-1. Continue building connections and partnerships with the community to enhance public safety efforts and impacts.	
PHS-1a. Continue to enact and enhance RPD's model of Community Policing to better engage with the community on safety issues, and ensure that enforcement is a partnership with all members of the community, including people with disabilities or other challenges.	Ongoing

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

PHS-1b. Promote and encourage volunteer opportunities through the RPD and RFD to build the capabilities of the organizations, and increase civic capacity in public safety efforts. Market volunteer opportunities through libraries, rec centers, and City events.	Ongoing
PHS-1c. Develop a Language Access Plan for the RPD and RFD to improve communication and build trust with non-English speaking communities.	Not Started
PHS-1d. Promote and market RPD resources that address at-risk youths through rec centers, libraries, and schools.	Ongoing
PHS-1e. Promote and expand resources for the RFD's Smoke and Carbon Monoxide Detector initiative.	Ongoing
PHS-1f. Continue to grow partnerships with local schools, community organizations, faith leaders, and other partners to recruit a diverse, high-quality workforce to the RPD and RFD.	Ongoing
PHS-1g. Continue and expand on the Positive Tickets program administered by the RPD to recognize the efforts of people working to improve their community.	Ongoing
PHS-2. Incorporate preventative public safety and active design principles into the built environment through development projects and infrastructure.	
PHS-2a. Train key personnel in police, fire, architecture and engineering, planning, and neighborhood and business development in the principles of Crime Prevention through Environmental Design (CPTED), to encourage a culture of crime preventative design and development.	Started
PHS-2b. Develop a street design guide that prioritizes safety and incorporates current Fire Prevention Code standards into an urban setting, while prioritizing safe, accessible and complete streets.	Completed
PHS-2c. Work with New York State Department of Transportation to develop a multi-modal traffic safety initiative modeled on "vision zero" that includes specific laws that are adopted and enforced to protect vulnerable road users (e.g., bicyclists, pedestrians, people in wheelchairs, scooter users, etc.). This safety initiative would have the overreaching aim to eliminate traffic injuries and deaths in Rochester.	Started
PHS-3. Increase the capabilities of the RPD and RFD through collaboration, data analysis, technology, and new or improved resources.	
PHS-3a. Build on the existing capabilities of the RPD and RFD to use GIS and data analysis to investigate public safety threats and efforts, communicate information to the public, and share with colleagues and partners to inform joint planning.	Ongoing
PHS-3b. Include representatives from the RPD and RFD in early stages of the planning process for development projects.	Ongoing
PHS-3c. Investigate the results of the RPD's Street-to-Treatment pilot program, and consider further expanding and promoting the program to address the opioid crisis.	Not Started
PHS-3d. Evaluate the additional police and fire resources needed to accommodate the increased activity along the Genesee River as part of the ROC the Riverway Initiative, including a Water Rescue Boat for the Erie Harbor.	Ongoing
PHS-3e. Develop a system-wide master plan for the RFD to examine locations and station upgrades that will be necessary to address department and community needs in an efficient, holistic manner. This assessment should explore opportunities for co-locating other City services or community needs in new or expanded fire stations.	Started
PHS-3f. With stakeholder collaboration, continue to replace aging Police and Fire Facilities with modern facilities that better serve the community.	Started
PHS-3g. Establish a city-wide training facility for all RFD employees, providing a more centralized and up-to-date center than is currently available on Scottsville Road. This would also enable the RFD to reduce training operations at vacant buildings throughout the city that congest streets with emergency vehicles.	Not Started
PHS-3h. Seek out opportunities to create more specialty teams through the Police and Fire Departments, including an Urban Search and Rescue Team.	Started
PHS-3i. Perform a Community Risk Assessment to evaluate the hazards faced by residents, and create a Community Risk Reduction program designed around the information gathered.	Started

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

PHS-3j. Identify locations with high vehicular, bicycle, and pedestrian traffic to place security cameras and assist RPD with improving public safety.	Started
PHS-4. Maintain and seek out accreditations and standards for the RFD that allow it to best do its job, and benefit the whole community.	
PHS-4a. Maintain Commission on Fire Accreditation International (CFAI) Accreditation.	Ongoing
PHS-4b. Maintain RFD's Class 1 Rating from the Insurance Service Office and use to support economic development and business attraction efforts.	Ongoing
PHS-5. Improve understanding of community health conditions, needs, service provision and access in the city, and use to improve access and overall community health.	
PHS-5a. Work with health care and health planning partners to inventory health facilities in the city, and document major health conditions, trends, utilization, needs, gaps, and opportunities to better inform City efforts to integrate health into its policies, programs, and neighborhood development efforts.	Ongoing
PHS-5b. Work with ongoing health care and health planning efforts to share City data and knowledge that could benefit those processes, identify new opportunities for joint work, and collaboratively fundraise to implement ideas.	Started
PHS-5c. Work with partners to identify available sites for development of health and human service facilities that will benefit neighborhoods, particularly in underserved areas. Ensure that facilities are easily accessible, make the best use of existing facilities, and are compatible with adjoining uses.	Started
PHS-5d. Educate the community on "Quality of Life" laws and regulation, such as the City Noise Ordinance (Chapter 75 of the City Code) and the Littering and Smoking Ordinance (Chapter 69 of the City Code).	Ongoing
PHS-5e (<i>New Strategy</i>). Develop interventions that address gun violence as a public health issue.	Ongoing
PHS-6. Increase access to healthy foods and decrease the proliferation of establishments that only offer unhealthy, highly-processed, low-nutrient food.	
PHS-6a. Work with partners to help fundraise and expand initiatives that provide access to fresh and nutritious food in neighborhoods and to underserved youth, families, seniors, and people with disabilities. Examples include the Public Market Token Program; Foodlink's many innovative initiatives; meals at schools, rec centers, senior centers, child care, and adult day programs; the summer meal program; and efforts to support existing and new community gardens.	Ongoing
PHS-6b. Work with community partners to develop an inventory of food access opportunities and gaps in the City of Rochester and use it to inform food access related policies and initiatives.	Started
PHS-6c. Explore the opportunity to convene a local or regional Food Policy Council or Task Force. The most appropriate entity to lead this effort would need to be identified.	Completed
PHS-6d. Find solutions to reducing the negative impacts of an overabundance of convenience stores in neighborhoods, including increasing access to other sources of food, and supporting convenience stores in increasing their supply of healthy, affordable foods.	Started
G. Community Beautification	
BFN-1. Continue and expand community beautification efforts.	
BFN-1a. Bolster Clean Sweep funding to allow for more frequent events. Clean Sweep is a valued program that generates community excitement around cleaning and beautifying city neighborhoods. Pursue donations, sponsorships, and other creative funding ideas to fund this program.	Not Started
BFN-1b. To empower and support more neighborhood-driven community beautification efforts, bolster funding for small neighborhood grants, like the NeighborGood Grant or the Urban Agriculture Working Group mini-grants. These kinds of small grants do not require large amounts of money, yet they can create enthusiasm and momentum that may last longer than the immediate project. Activities like these empower and engage neighbors to clean up and beautify their own neighborhoods making them feel powerful and give a strong sense of community.	Ongoing
BFN-1c. For the purpose of supporting neighborhood-driven beautification efforts and to respond to community demand, evaluate policy and funding sources for providing water to community flower gardens.	Started

INITIATIVE AREA 3 - REINFORCING STRONG NEIGHBORHOODS

BFN-1d. Look for auxiliary staff (e.g., AmeriCorps) or work with Code Enforcement Inspectors to support the Flower City Looking Good- Door hanger Program.	Not Started
BFN-2. Continue and expand existing efforts to decrease the accumulation of litter in the community.	
BFN-2a. Use an annual Litter Index Inventory to monitor litter conditions and trends throughout the city. Use the index to establish priority areas where litter abatement efforts should be targeted.	Not Started
BFN-2b. Engage residents in litter cleanup by creating an “adopt a street” system for litter. Offer incentives for residents who pick up litter, such as acknowledgment from the Mayor’s office, or discounts from businesses.	Started
BFN-2c. Expand educational programming around litter and recycling.	Not Started
BFN-2d. Expand marketing of 311 as a resource to communicate with the City about litter problems such as overflowing trash receptacles.	Ongoing
BFN-2e. Continue to seek out grants that provide funding and resource to address the litter problem.	Not Started
BFN-2f. Engage transitional employment work crews to help address litter, particularly in areas that have been identified as priority areas.	Not Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

A. Natural Resources	
NR-1. Invest in infrastructure, policy, and advocacy efforts that protect and enhance Rochester's water resources.	
NR-1a. Promote the distribution of the City of Rochester Sustainable Practices For Building Owners and Occupants Guide, as well as the City of Rochester Green Infrastructure Retrofit Manual by local developers and infrastructure project leads.	Ongoing
NR-1b. Expand investments in green infrastructure in areas surrounded by impervious materials to reduce the amount of storm water runoff.	Not Started
NR-1c. Coordinate with the Center for Environmental Initiatives' Genesee RiverWatch and other regional partners to identify strategies for improving water quality in the River.	Not Started
NR-1d. Use the LWRP as a guideline for development, activity, and collaboration along the city's waterfront, and enforce the policies outlined in the Plan in order to protect our natural resources.	Ongoing
NR-1e. Protect the coast from erosion risks through administration of Chapter 43A of the City code.	Started
NR-1f. Support the formation of a Genesee River Alliance, a coalition of area stakeholders focused on education, river health, advocacy, and community engagement. This organization, combined with the efforts of the City and the proposed downtown/riverfront management entity through ROC the Riverway, will form a critical partnership to ensure a holistic approach to the river's preservation and potential as a community asset.	Completed
NR-2. Provide ongoing upgrades and modernization of water distribution, storage, and treatment systems and facilities.	
NR-2a. Bring the Highland and Cobbs Hill Reservoirs into compliance with LT2 while respecting the surrounding significant historic and parkland resources.	Started
NR-2b. Upgrade and modernize the water supply conduit system.	Completed
NR-2c. Improve the Cobbs Hill fence surrounding the Reservoir.	Started
NR-2d. Renovate and upgrade the Hemlock Water Filtration Plant.	Ongoing
NR-3. Protect and expand Rochester's urban forest.	
NR-3a. Use the Forestry Master Plan to guide Rochester's efforts in protecting and expanding the urban forest and commission an update of the current Master Plan.	Started
NR-3b. Continue to administer targeted control measures to protect the urban forest from invasive insects and diseases.	Ongoing
NR-3c. Identify a goal for the percentage of the city to be covered by tree canopy and set strategies for meeting that goal.	Started
NR-3d. Provide information about species, planting techniques, placement guidelines, and underground utility location for private property owners interested in planting trees on their property.	Ongoing
NR-4. Promote and protect Rochester's natural resources as assets for attracting residents, businesses, and tourists.	
NR-4a. Promote Rochester's abundant fresh clean water supply as an asset to attract new residents and businesses.	Not Started
NR-4b. Create a promotional video vignette about Rochester's extraordinary natural resources.	Ongoing
NR-4c. Implement the ROC the Riverway Vision Plan and Local Waterfront Revitalization Plan.	Ongoing
NR-4d. Explore the opportunity to support bird-friendly development and design guidelines for new development within the city, which could include: - Install bird-friendly, non-reflective windows - Use awnings and overhangs to add visual cues to birds and reduce reflection - Discourage use of angled glass windows - Use glare-minimizing external lights, and reduce spill light	Not Started
NR-5. Protect natural resources and promote long-term sustainability through increased environmental awareness and education.	
NR-5a. Develop targeted education and community engagement campaigns on specific issues related to the personal and community benefits of environmental sustainability.	Ongoing
NR-5b. Develop diverse and engaging environmental programming that instills a love of the natural world and cultivates an environmental stewardship in residents from a young age.	Ongoing

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

NR-5c. Encourage and support development of "sustainability curriculum" and environmental programming in schools, rec centers, and other community venues to educate students and adults about issues related to natural history, environmental stewardship, urban planning and ecology, sustainability, climate change, etc.	Ongoing
NR-5d. Support efforts to establish an ecology center or centers along the river.	Started
B. Parks, Recreation, and Open Space	
PR-1. Reclaim the Genesee River and the City parks and recreation system as foundational assets that help achieve cross-cutting community goals.	
PR-1a. Implement existing parks and recreation-related plans, including: - ROC the Riverway, including development of a plan for Phase II projects and funding - Local Waterfront Revitalization Program (LWRP) - Genesee Valley West Master Plan - Durand Beach Master Plan - Mt. Hope Cemetery Master Plan - JOSANA Trails Feasibility Study - Eastman Trail - Martin Luther King Jr. Park Master Plan - Irondequoit Seneca Trail Feasibility Study - Washington Square Park Charrette	Ongoing
PR-1b. Increase data capacity, then use data to document the value of parks, recreation, and open space investments and make the case for how they contribute to achieving key community goals.	Started
PR-1c. Engage non-traditional parks partners to communicate the value of parks to their interests and partner with them to identify or leverage new funding or in-kind resources: - Physical and mental health providers, agencies, and advocates - Economic development entities, including employers, businesses, cultural institutions, tourism organizations - Developers (for-profit, not-for-profits, community), realtors, potential homeowners, neighborhood organizations - Foundations and philanthropists	Ongoing
PR-1d. Explore additional categories of community benefits that could be negotiated with developers such as public art, public amenities, bicycle/pedestrian enhancements, and small public spaces throughout the city, but particularly along the City's waterfronts to improve public access.	Ongoing
PR-1e. Develop a plan for reconstituting a City Department of Parks and Recreation.	Not Started
PR-1f. Seek opportunities to co-locate new City facilities or programming with key community partners and community facilities – e.g. rec centers with schools and libraries.	Ongoing
PR-2. Enhance parks and recreation planning capacity.	
PR-2a. Allocate resources to support parks and recreation planning activities: - Formalize coordination for joint planning, programming, investment, and community impact - Increase utilization of mapping and GIS - Improve data collection, holistic metrics, and evaluation	Ongoing
PR-2b. Create an up-to-date inventory of all parks, recreation, and open space facilities within city limits (including locations, amenities, conditions, physical accessibility, historic designation status, sensitivity rating, lead maintenance entity, etc.), reconcile across the City's internal data systems (assessment, zoning, GIS/mapping, etc.), establish expectations for ongoing inventory maintenance, and use to inform planning and strategic investment.	Started
PR-2c. Inventory existing parks and rec center programming, which city populations are served by current programs and which are not, and use this information to assess new program development needs and opportunities.	Started
PR-2d. Develop a system-wide Parks and Recreation Master Plan, including equitable access, safe routes to parks and recreation, and 10 Minute Walk to Parks pledge analyses and metrics.	Not Started
PR-2e. Develop a small parks/parklets strategy and explore options for public/neighborhood use of City-owned vacant land.	Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

PR-2f. Continue to work with the Monroe County Parks Department and the Rochester City School District to coordinate parks planning and investment for parks and recreation facilities that are subject to the City-County Parks Agreement and the City and RCSD's Cooperative Agreement.	Ongoing
PR-3. Ensure high quality maintenance, operations, and safety of parks and trails.	
PR-3a. Provide adequate funding, technology, and staffing for high quality maintenance, operations, and safety of parks, including: <ul style="list-style-type: none"> - Sufficient mowing, pruning, watering - Safe and accessible playgrounds, athletic facilities - Parks free of litter and graffiti - Trails and pathways clear and smooth - Technological improvements for planning and monitoring - Staff training and education in best management and maintenance practices. 	Ongoing
PR-3b. Increase user-friendly, non-sworn Park Patrol personnel (e.g., City security staff) on bikes and mounted police patrols in city parks and along trails. Consideration should be given to restoring downtown's "Red Shirt" guides, as part of establishing a downtown riverfront management entity.	Not Started
PR-3c. Conduct periodic assessments in individual parks with parks personnel, community representatives, and police to identify opportunities to improve safety and accessibility through improved design, lighting, maintenance actions, and/or programming changes.	Ongoing
PR-3d. Develop and administer user satisfaction surveys for City parks and recreation facilities.	Started
PR-4. Increase community awareness, pride, and engagement with our parks and recreation system.	
PR-4a. Promote existing parks, facilities, programs, and recreation resources through improved marketing, technology, and customer service: <ul style="list-style-type: none"> - Mobile app - Interactive mobile maps of parks, trails, play spaces, facility rentals, etc. - Online registration, program payment, and facility rental 	Started
PR-4b. Increase visibility and welcomeness near parks and recreation facilities through: <ul style="list-style-type: none"> - Public art, murals, and playful design elements and amenities on or leading to rec centers, trails, park entrances, and other facilities - Colorful, beautiful, and informative wayfinding and interpretation signage - Traffic calming treatments to slow vehicular speeds and make it safer and easier to walk and bike to parks and recreation facilities 	Ongoing
PR-4c. Activate parks with community-oriented programming for diverse audiences, ages, interests, and abilities: <ul style="list-style-type: none"> - Exercise, yoga, dance classes in parks - Nature education and adventures, local history walks, garden programs, music - Accessible adventures, athletics, and recreation programming 	Ongoing
PR-4d. Use rec center facilities to support non-recreation activities to expand and diversify community reach: <ul style="list-style-type: none"> - Health screenings or insurance enrollment/navigation - Adult education, job training, senior programming, etc. - Foodlink markets, food access, nutrition education, commercial kitchens 	Ongoing
PR-4e. Develop a community-wide communications campaign celebrating Rochester's unique and beautiful parks and recreation system, and participate in existing national promotional campaigns (e.g., I Love My Parks day).	Not Started
PR-4f. Develop a formal Friends of the Parks organization which actively promotes, advocates for and assists with fundraising for our parks and greenspaces.	Not Started
PR-4g. Support community efforts to celebrate parks and direct residents to parks, such as the Southeast Area Coalition's Playfinder program, the Maplewood Neighborhood Association's Gorge Guides, Conkey Cruisers weekly community bike rides along the El Camino Trail, etc.	Ongoing
PR-4h. Support efforts to establish river, nature, recreation, and urban ecology centers and programming along the river.	Started
PR-5. Extend the reach of our parks and recreation system through innovative programming and strategic infrastructure investments.	

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

PR-5a. Extend the geographic reach of parks and recreation through mobile programming and events that brings activities directly out to people in their neighborhoods: -City-led initiatives like Rec on the Move, STEAM engine -Programs and special events with partners (Play ROCs, Play Streets, BoulevArt, Open Streets, etc.).	Ongoing
PR-5b. Target infrastructure investments within existing parks, trails, and recreation facilities to areas that need improved access for people with disabilities, particularly Washington Grove, Lower Falls Park, and other areas of the Genesee River Gorge.	Ongoing
PR-5c. Complete the Genesee Riverway Trail along the entire river corridor and improve and enhance its connectivity to the surrounding communities and other local and regional trails.	Started
PR-5d. Implement a Safe Routes to Parks and Recreation strategy that better connects parks and recreation facilities citywide for people who bike, walk, or roll.	Not Started
PR-5e. Begin provision of snow plowing service to major trail segments, especially the Genesee Riverway Trail and other segments that are frequented by commuters and car-free households. Pursue the possibility of an “adopt a trail” program to assist with snow/ice clearance and litter control.	Started
PR-5f. Continue ongoing professional development for all City employees that engage with youth and encourage other groups who work with children to be trained in: Restorative Practices, De-escalation Technique, and Trauma-informed approaches.	Ongoing
C. Climate Change Mitigation + Adaptation	
CC-1. Mitigate and adapt to climate change through coordinated planning, plan implementation, and performance monitoring.	
CC-1a. Implement the Rochester Climate Action Plan (CAP), using data and analysis to monitor and report progress towards our goal of reducing GHG emissions 40% by 2030, and 80% by 2050: - Develop annual memo or report on status of each CAP strategy and action - Update GHG Inventory at least once every 5 years (2020, 2025, 2030) and report current emissions by major sector (e.g. residential, business, transportation, etc.) - Continue to evaluate the City's climate plans and goals to ensure alignment with the goals of the New York State Climate Leadership and Community Protection Act (CLCPA)	Ongoing
CC-1b. Develop and implement a Climate Change Resilience Plan that identifies strategic actions to help the City and community become more resilient, and better prepare for and adapt to future climate change impacts in our region. Include analysis of potential for population change from climate refugees.	Ongoing
CC-1c. Encourage partners and the local research and science community to evaluate potential climate change impacts to water quality, supply, and infrastructure that includes analysis and recommendations for a regional approach to proactive watershed management.	Ongoing
CC-1d. Work with community partners to implement existing plans that help Rochester adapt to and mitigate the impacts of climate change by promoting transportation choices, integrating transportation and land use decision-making, and remediating and redeveloping brownfields, including: - Finger Lakes Regional Sustainability Plan - Comprehensive Access and Mobility Plan - Transit Supportive Corridors Study - 14621 Brownfield Opportunity Area Plan - Lyell-Lake-State Street Brownfield Opportunity Area Plan - Vacuum Oil-South Genesee River Corridor Brownfield Opportunity Area Plan - Bulls Head Brownfield Opportunity Area and Revitalization Plan	Ongoing
CC-1e. Conduct a study to explore benefits, costs, and strategic opportunities to reduce solid waste, including topics such as municipal composting of food scraps and waste reduction incentives like “pay-as-you-throw.”	Completed
CC-1f. Commission a study to analyze the feasibility of expanding renewable energy sources within the City's electricity supply, including solar, wind and Geothermal power.	Not Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

CC-1g. Evaluate energy density/intensity by geography (e.g. neighborhood or district) to inform program and outreach campaign planning, as well as investment priorities.	Not Started
CC-1h. Support the implementation of neighborhood-scale sustainable development projects, such as ecodistricts and block/district geothermal systems. Seek lessons learned and apply to other areas if/as possible.	Ongoing
CC-2. Use City authority, facilities, policies, operations, and investment to help achieve climate action planning goals.	
CC-2a. Continue working to implement a Community Choice Aggregation Model of energy management to offer cleaner, cheaper electricity for residents.	Completed
CC-2b. Expand the existing solar field on the former Emerson Street Landfill and identify additional options to expand renewable energy within the City's electricity supply.	Not Started
CC-2c. Support the implementation of community shared solar options and programming, particularly where it could benefit low-moderate income residents, and work with partners to make community solar available in Rochester.	Ongoing
CC-2d. Authorize the City to participate in New York State's Property Assessed Clean Energy (PACE) financing program to help commercial property owners finance capital costs for energy improvement projects and renewable energy installations.	Completed
CC-2e. Incentivize renovated and newly constructed buildings to obtain net-zero, LEED, or other green building certification or standards.	Not Started
CC-2f. Continue to convert the City's streetlights to LED, and install lighting controls where feasible.	Ongoing
CC-2g. Explore the option of converting the City's development-related codes into a Unified Development Code to better integrate land use and transportation decision-making.	Completed
CC-2h. Continue to acquire and remediate selected brownfield sites for future re-use and/or redevelopment.	Ongoing
CC-2i. Expand the city's multi-modal transportation facilities and continue to install electric vehicle charging ports and bicycle parking on City-owned parking lots and other facilities.	Ongoing
CC-2j. Design and implement green infrastructure construction specifications for use in right-of-way improvement projects, including continued use of permeable pavement.	Ongoing
CC-2k. Expand investments in rain gardens or stormwater planters in areas surrounded by impervious materials to reduce the amount of storm water runoff. Encourage permeable surface materials when creating new or replacement parking lots and other hard surfaces.	Ongoing
CC-2l. Encourage companies to utilize clean fuel, low-emission vehicles for their fleets through participation in programs such as the State Voucher Incentive Fund and EPA's SmartWay program.	Ongoing
CC-3. Work with property owners and community development partners to improve building energy performance and sustainability.	
CC-3a. Collect, analyze, and share data to educate different target audiences (e.g., homeowners, renters, landlords, business owners, institutional property owners, developers) about the individual and community benefits of improving building energy performance and sustainability.	Started
CC-3b. Expand the Sustainable Homes Rochester clean heating and cooling campaign model to develop a targeted outreach campaign, technical assistance programs, and incentives that help homeowners of various income levels understand the benefits and financing opportunities available to support energy efficiency and renewable energy improvements in their homes.	Started
CC-3c. Develop a targeted outreach campaign, technical assistance programs, and incentives that help renters and landlords – particularly for low-moderate income tenants and the landlords who rent to them – to understand the benefits and financing opportunities available to support energy efficiency and renewable energy improvements in their units.	Ongoing
CC-3d. Develop a targeted outreach campaign, technical assistance programs, and incentives to help various commercial/institutional groups – such as businesses, schools, hospitals, churches, universities, etc. – understand the benefits and financing opportunities available to support energy efficiency and renewable energy improvements for their properties.	Ongoing
CC-3e. Create a Voluntary Commercial Building Energy Benchmarking and Disclosure program, to encourage competition between businesses to conserve energy.	Not Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

CC-3f. Increase support for the adoption of rooftop solar installations. Target financial support to support homeowners, renters/ landlords, and business property owners in underserved communities.	Ongoing
CC-3g. Promote the distribution and use of sustainable development resources, including the City of Rochester Sustainable Development Guide and the City of Rochester Green Infrastructure Retrofit Manual, by local developers and infrastructure project leads.	Ongoing
CC-3h. Encourage installation of landscaping (including planting trees), electric vehicle charging stations, bicycle parking, bikeshare, carshare, and emerging transportation alternatives on private property and in new development.	Ongoing
CC-4. Develop broad outreach campaigns and community programs that educate people and support them living more sustainable lives.	
CC-4a. Develop targeted education and community engagement campaigns on specific issues related to the personal and community benefits of environmental sustainability: <ul style="list-style-type: none"> - Recycling and waste reduction, including universal wastes and electronics. - Energy and water conservation - Beneficial electrification/fuel-switching - Benefits and options for walking, biking, transit and other transportation alternatives - Availability of tax credits and benefits of electric or other low-emission vehicles - Anti-idling education 	Ongoing
CC-4b. Continue to support beneficial electrification through education, incentives, upgrading City facilities, and incorporating it into a Requests for Proposals scoring process.	Ongoing
D. Urban Agriculture and Community Gardens	
UAG-1. Support urban agriculture as a valid reuse option for vacant land and vacant buildings.	
UAG-1a. Adopt a comprehensive urban agriculture policy that addresses the environmental, health, social, and economic benefits of urban agriculture and provides a vision for the future of urban agriculture in Rochester.	Started
UAG-1b. Make changes to the Zoning Code that allow urban agriculture as a principle use within specified parameters.	Ongoing
UAG-1c. Market strategic sites for large-scale hydroponic and aquaponics operations to support food production, workforce development opportunities, and employment.	Ongoing
UAG-1d. Build on existing recycling and composting programs, focused on enhancing collection of organic material (yard and food waste) at a community-wide scale for use in a composting program. Some ideas include: <ul style="list-style-type: none"> - Pilot a program at the Rochester Public Market for collecting compost. - Pilot a program of isolating leaf and organic debris at park sites. - Create leaf compost without street sweepings to produce organic material that would be 'food grade'. 	Ongoing
UAG-1e. Continue and enhance the City's Flower City Feeling Good series through additional funding and funding sources.	Ongoing
UAG-1f. To respond to community demand, identify and evaluate policy and funding sources for providing water to community agricultural uses.	Ongoing
UAG-1g. Pursue grants to support food-based community gardens as well as innovative urban agriculture initiatives that offer workforce development programs and job opportunities.	Ongoing
UAG-1h. Sponsor grants to support community gardening as well as other urban agriculture applications.	Ongoing
UAG-1i. Explore the opportunity to convene a local or regional Food Policy Council or Task Force. The most appropriate entity to lead this effort would need to be identified.	Completed
UAG-2. Facilitate community gardening on City-owned vacant lots.	
UAG-2a. Create a long-term (5-10 years) permit/lease arrangement for community garden sponsors who have demonstrated sustainable gardening operations over the course of a full growing season and have support by the immediate neighborhood.	Completed

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

UAG-2b. Convene a meeting with representative gardeners and relevant City staff to assess the garden permit process and garden support to discuss opportunities for improvement and efficiencies.	Started
UAG-2c. Allow gardeners to respond to Requests for Proposals for vacant lot redevelopment in areas where gardens may be a desired amenity and widely supported by the surrounding neighborhood, and particularly within the lower demand housing market.	Ongoing
UAG-2d. Work with refugee service providers to use City-owned vacant land in low-demand market areas for community gardening and programming.	Not Started
UAG-3. Explore innovative urban agriculture initiatives.	
UAG-3a. Research the feasibility of introducing edible landscaping into public parks, streetscapes, and landscaping around public buildings.	Started
UAG-3b. Research the feasibility of using a hydroponic/aquaponics operation as a potential employee owner coop project as a community wealth-building initiative.	Not Started
UAG-3c. Explore support for installation of high tunnels, hoop houses, and other season-extending production aids on City-owned and private land. Specifically, work with USDA Natural Resources Conservation Service New York to extend High Tunnel Initiative to urban farmers.	Not Started
E. Transportation	
TRN-1. Expand and strengthen Rochester's multi-modal planning, policy, programming, and infrastructure maintenance.	
TRN-1a. Implement the recommendations of the Comprehensive Access and Mobility Plan (CAMP), including the location-specific and priority projects it identifies.	Ongoing
TRN-1b. Implement previously completed plans that improve multi-modal accessibility, including: - Rochester Bicycle Boulevards Plan - Irondequoit Seneca Trail Feasibility Study - Finger Lakes Regional Trail Initiative - JOSANA Trail Feasibility Study - Eastman Trail - East Main Arts and Market District Plan - Roc the Riverway Vision Plan - Reimagine RTS	Ongoing
TRN-1c. Continue to implement Rochester's complete streets policy, traffic calming and BoulevArt policies, and the Zoning Code's existing off-street bicycle parking regulations.	Ongoing
TRN-1d. Evaluate alternatives, advance recommendations, and seek funding to implement a redesign of the Inner Loop North corridor, including expressway removal and restoration of at-grade "complete" streets, infill development parcels, new green spaces for active and passive recreation, and multi-modal linkages to reconnect Northeast Quadrant neighborhoods with Downtown, the riverfront, and Genesee Riverway Trail.	Ongoing
TRN-1e. Adopt a City of Rochester Street Design Guide based on street typologies developed in the CAMP and the notion of "self-enforcing design." The Guide should provide standards and direction for how to best balance the needs of multiple transportation modes (pedestrians, cyclists, wheelchair and scooter users, transit, cars, trucks, emergency response vehicles, etc.) as well as adjacent neighborhoods and property owners with the goals of Rochester 2034 and The Placemaking Plan to achieve safe, functional, and welcoming streets.	Completed
TRN-1f. Rewrite the Zoning Code and Map to reflect the vision expressed in The Placemaking Plan, including zoning and development guidance to promote walkable, higher-density mixed-use development and more flexible, demand-responsive parking requirements, particularly along high-frequency transit corridors and nodes.	Started
TRN-1g. Explore the opportunity to convert the City's various development-related codes, and street design code into a Unified Development Code (UDC). This could improve efficiency, consistency, and clarity by combining multiple sets of regulations into a single code, as well as promote a holistic, big picture approach to help integrate transportation, land use, development, capital projects, and other community investment decisions.	Not Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

TRN-1h. Revise policies and procedures that reference vehicular Level of Service (LOS) and transition to the use of Multi-Modal Level of Service (MMLOS) to inform alternatives analysis, project design, and performance evaluation.	Started
TRN-1i. Develop performance measures that recognize the impacts of transportation facility and network design on safety and accessibility, health, economic vitality and opportunity, equity, sustainability, and quality of life. Apply the measures to infrastructure planning, design, and maintenance. This could help to ensure that CIP investments and priorities respond to additional criteria beyond pavement or facility condition.	Started
TRN-1j. Develop a strategy for multi-modal transportation data gathering, integration and maintenance. Inventory available data and sources, as well as data gaps that need to be filled.	Started
TRN-1k. Create an Active Transportation Program to coordinate and target multi-modal projects, including the establishment of a Complete Streets Advisory Committee, regular reporting on the implementation of Rochester's Complete Streets Policy, and implementation of pilot projects or temporary tactical urbanism treatments that test and refine new concepts for best application in Rochester.	Ongoing
TRN-1l. Develop a more holistic citywide strategy to expand and integrate multi-modal wayfinding signage along key bike routes, transit corridors, as well as downtown and near key activity centers.	Not Started
TRN-1m. Support the use of the trail system as a transportation corridor by installing lighting, wayfinding signage, and providing all-season maintenance and litter services along key segments to start and expanding as resources allow.	Ongoing
TRN-1n. Identify and implement additional strategic winter maintenance and/or snow and ice accumulation prevention activities to better maintain key walking and biking facilities, as well as areas around key transit stops, through the winter months. Explore partnerships and funding options to keep key facilities accessible during snow events, e.g., transit stop adoption and/or transitional employment programs that help keep bus stops clear of snow.	Ongoing
TRN-1o. Work with the Rochester City School District and community partners to explore and implement safe routes to school strategies that support and encourage students walking and bicycling to school. These efforts could help with the implementation of community or neighborhood schools.	Started
TRN-1p. Conduct a citywide study to examine how best to plan for and address the impacts of large, heavy vehicles on multi-modal city streets.	Not Started
TRN-1q. Work toward becoming a member of the World Health Organization's Network of Age-Friendly Communities and an AARP Livable Community by identifying and implementing strategies that respond to the varying mobility needs of residents as they age.	Started
TRN-1r. Identify opportunities to evolve our multi-modal planning, policy, programming, and data collection to address emerging issues, needs, conflicts, and opportunities as the transportation sector experiences change locally and globally (e.g., e-scooters, autonomous vehicles and freight, new curbside management conflicts, etc.).	Ongoing
TRN-2. Improve quality, connectivity, accessibility, and safety in order to achieve a fully accessible network for pedestrians of all ages and people with disabilities.	
TRN-2a. Develop a complete inventory of pedestrian facilities and perform a Pedestrian Environmental Quality Assessment to identify pedestrian issues as they relate to intersection safety, traffic, street design, land use, and perceptions of safety and walkability. One model to consider is the Pedestrian Environmental Quality Index (PEQI) developed by the San Francisco Department of Public Health.	Started
TRN-2b. Assess crossings and key pedestrian conflict points for opportunities to improve intersection design and/or implement treatments that prioritize pedestrian safety, such as improved crosswalks, Lead Pedestrian Interval (LPI) signal timing, Rectangular Rapid Flashing Beacons (RRFBs), etc.	Ongoing
TRN-2c. Assess where to focus Americans with Disability Act (ADA)-compliant accessibility improvements to achieve the greatest impact and work towards achieving a fully accessible pedestrian network.	Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

TRN-2d. Improve the walking experience through improved streetscaping and beautification (street trees, improved pedestrian-scale lighting, benches and other street furniture, public art, etc.), particularly to offset the impacts of wide or heavy volume streets, large parking lots, or other conditions that could negatively impact the walking experience.	Ongoing
TRN-2e. Pursue Walk Friendly Community designation and work to achieve higher ratings and awards from pedestrian advocacy organizations.	Ongoing
TRN-3. Develop a “minimum grid” dedicated bicycle network and work to increase bicycle mode share.	
TRN-3a. Strategically fill gaps in the dedicated bicycle network while also expanding to form a safe, interconnected “minimum grid.” Focus on: <ul style="list-style-type: none"> - Connecting home locations with key destinations and activity centers to create a more continuous, usable network - Prioritizing corridors with few gaps and high bike demand; areas with higher low-income, youth, and zero-vehicle household populations; and areas with traffic safety challenges that need to be addressed - Designing context-suited facilities that respond to differing roadway and traffic conditions to create low-stress bicycle options for people of all ages and abilities - Fully integrating the network including crossing applications at intersections, driveways, and trail linkages/crossings to improve visibility and safety - Implementing best practice bicycle parking 	Ongoing
TRN-3b. Perform periodic, citywide bicycle demand and Level of Traffic Stress analyses to help further pinpoint priority investments that expand the bike network, as well as its use and safety for cyclists of all ages and abilities.	Not Started
TRN-3c. Evaluate the potential for an east-west multi-use trail.	Not Started
TRN-3d. Expand the bikeshare system. Prioritize station expansions around employment, residential, and activity centers, as well as high volume transit stops and transit connection hubs. Expand the fleet to include more bikes, as well as e-bikes, e-scooters and other innovative mobility options as they emerge.	Ongoing
TRN-3e. Work to achieve higher ratings and awards from bicycle advocacy organizations, including the League of American Bicyclists and Places for Bikes.	Ongoing
TRN-4. Implement a high-frequency transit network and work to grow its impact and reach.	
TRN-4a. Implement the new transit network designed through Reimagine RTS and work with RTS on complementary planning, coordination, and capital improvements, including: <ul style="list-style-type: none"> - Developing a bus stop hierarchy, with amenity inventory and inclusion standards for stops along the new network, including best options for “connection hub” installation at key transfer points and employment or activity centers - Identifying strategic areas that need additional bus layover and staging solutions, or that could benefit from right-of-way treatments like curb extensions, bus turn outs, transit lanes, and queue jumps - Assessing technical and capital requirements of transit signal priority with interconnected traffic controllers and vehicle detection and identifying which areas could benefit - Helping facilitate agreements between RTS and developers and/or owners of buildings near transit stops (e.g. allow for the use of restrooms for riders waiting for the bus and/or to help keep bus stops clear and accessible when it snows). - Improving the image, integration, and utilization of the Transit Center as a key community asset downtown 	Ongoing
TRN-4b. Encourage mixed-use and high-density residential development along high-frequency transit corridors.	Started

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

TRN-4c. Work with shared mobility providers, RTS, and other community partners to identify and implement additional mobility options that improve multi-modal accessibility citywide, as well as into the broader region. These options could include expanded bikeshare (including e-bikes and e-scooters), carshare, and ride-hailing, as well as micro transit, personal mobility on demand, vanpools, etc. Where possible, these options should be planned and coordinated to extend the reach of transit, particularly in “community mobility zones” where RTS does not provide fixed route service.	Started
TRN-4d. Monitor the progress of newly implemented transit corridors in order to identify the potential for expanding the high-frequency network, making existing high-frequency service even more frequent (e.g., 10-minute headways), implementing additional service improvements or developing higher intensity transit service/modes, where possible.	Started
TRN-4e. Explore opportunities to improve transit service in and around Downtown Rochester, providing enhanced connections between the Transit Center, employment centers, destinations, and perimeter parking lots.	Not Started
TRN-5. Achieve safe, multi-modal streets and eliminate traffic injuries and deaths through strategic traffic calming, community outreach and education, and enforcement.	
TRN-5a. Work with the New York State Department of Transportation to develop a multi-modal traffic safety initiative modeled on “vision zero” that includes specific laws that are adopted and enforced to protect vulnerable road users (e.g., bicyclists, pedestrians, people in wheelchairs, scooter users, etc.). This safety initiative would have the overreaching aim to eliminate traffic injuries and deaths in Rochester.	Started
TRN-5b. Identify streets that are overbuilt relative to current traffic volumes or desired speeds and redesign to improve multi-modal safety and accessibility. This could include cost-effective solutions like the elimination of alternate side street parking in areas where it could provide a traffic calming benefit.	Not Started
TRN-5c. Target areas around schools, rec centers, libraries, trails/trail crossings, and parks for traffic calming efforts that help to reduce motor vehicle speeds such as street art projects, playful elements, welcoming murals and public art, speed humps, curb extensions, enhanced crosswalks, road diets, and changed crosswalk timers.	Not Started
TRN-5d. Increase education and outreach about the City’s traffic calming and BoulevArt policies and encourage more neighborhood groups, businesses, or other community groups to utilize and participate in these initiatives. Also work to link these initiatives with Healthi Kids’ play walks, story walks, and Play ROCs campaign activities, as well as Reconnect Rochester’s Complete Streets Makeover and other community traffic calming and street beautification efforts.	Started
TRN-5e. Identify areas with traffic safety concerns and work with the Rochester Police Department, the recently created Rochester Traffic Violations Agency, and community partners to develop traffic enforcement and adjudication processes that improve compliance with traffic safety laws, but don’t unjustly burden low-income city residents.	Not Started
TRN-5f. Collaborate on community-wide education campaigns, such as Drive 2B Better and Pace Car, that educate drivers (including truck and bus drivers), as well as cyclists and pedestrians about how to safely and responsibly “share the road.”	Ongoing
TRN-5g. Work with the NY State Department of Motor Vehicles to improve driver safety and education materials on how to safely “share the road” and what their legal responsibilities are for how to interact with on-road bicycle facilities (i.e., not driving, stopping, or parking in bike lanes).	Completed
TRN-5h. Continue and grow the City’s summer recreation bicycle programming, safety education for youth and adults, and community rides. Also work to better link City recreation’s bicycle programming and education work to other efforts (by City departments and community partners) to promote bicycle culture in Rochester.	Ongoing
TRN-5i. Work with community partners to implement safe routes to school strategies that encourage students to walk or bike to school, and develop similar initiatives that create “safe routes to…” parks and recreation facilities, libraries, and other key community centers to promote bicycle culture in Rochester.	Ongoing

INITIATIVE AREA 4 - SUSTAINING GREEN + ACTIVE SYSTEMS

TRN-6. Develop transportation demand management (TDM) and transportation access policies and initiatives that help encourage people to reduce drive-alone trips, particularly for workers and large employers.	
TRN-6a. Develop citywide or area specific parking inventory and study to inform TDM efforts that looks at various parking needs and opportunities, such as real-time parking, parking supply and need, pricing, metering areas, community/shared parking lots, etc.	Not Started
TRN-6b. Develop citywide or area-specific Transportation Demand Management (TDM) strategies, plans, or policies that help to shift drive-alone trips to more active, sustainable alternatives (e.g., walking, biking, transit, carpool, vanpool, etc.). TDM approaches may need to focus on specific areas of the city, such as downtown, or areas with constrained parking or anticipated development.	Started
TRN-6c. Integrate TDM strategies into the update and rewrite of the City's Zoning Code, including: <ul style="list-style-type: none"> - A more flexible, demand responsive approach to automobile parking regulations; more provisions for bicycle parking, carshare parking, etc.; encouraging or requiring unbundling of parking from new development projects - Promotion of increased density and transit-supportive, mixed-use development - Potential requirements for site-specific TDM plans for new development that meets certain criteria, such as trip mitigation fees and plans, TDM measurement and reporting, etc. 	Ongoing
TRN-6d. Work with existing employer-based TDM programs (e.g., at University of Rochester, Rochester Institute of Technology) to support their efforts and identify additional entities that could be good partners to implement TDM strategies. Have City Hall be a model of best practices for employer-based non-monetary incentives to encourage staff to choose alternative ways to commute to work.	Not Started
TRN-6e. Work to integrate equity and job access goals into local and regional TDM and transportation access efforts to help address unmet transportation needs and better connect low and moderate income people with good jobs without having to rely on a personal automobile to get to work.	Ongoing
TRN-6f. Expand the City's Employee-Assisted Housing Initiative to additional employers to increase city homeownership near employers and shorten commute times.	Ongoing
TRN-6g. Explore the feasibility of creating one or several Transportation Management Associations (TMAs) that could coordinate TDM and transportation access activities across multiple large employers, institutions, or geographic areas. This should include analyzing the potential for a TDM/Mobility Coordinator position to staff the TMA and oversee the creation and day-to-day administration of various programs and incentives.	Not Started

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

A. Economic Growth	
ECN-1. Attract businesses to downtown Rochester.	
ECN-1a. Coordinate advocacy and align resources to support the growth and attraction of new companies to downtown Rochester.	Ongoing
ECN-1b. Leverage the ROC The Riverway initiative to market downtown Rochester as a vibrant community with waterfront amenities and cultural programming.	Ongoing
ECN-1c. Continue the public/private partnership that defines the Downtown Innovation Zone for adding real economic value to the city and the regional economy.	Ongoing
ECN-1d. Support the video game development incubator, sponsored by the Rochester Downtown Development Corporation and RIT, to provide opportunity for startups to locate and grow in Downtown.	Not Started
ECN-1e. Partner with Rochester-based companies to help create a strong business case for investing in downtown. Use that business case to better market downtown as a location for business investment and development.	Ongoing
ECN-1f. Develop strategies to create increased demand for storefront spaces in downtown.	Started
ECN-1g. Explore the idea of offering incentives to building owners to subdivide their building into commercial condominiums as a way to attract the commercial market that would prefer to own their space.	Not Started
ECN-1h. Continue to attract mixed-income residents to downtown to provide a strong customer base for attracting retail, restaurants, and street vibrancy.	Ongoing
ECN-2. Support existing and help/incentivize new neighborhood businesses.	
ECN-2a. Implement the recommendations of the 2019 City of Rochester Commercial Corridor Study.	Ongoing
ECN-2b. Guided by the 2019 City of Rochester Commercial Corridor Study, create a new financing vehicle housed within the Rochester Economic Development Corporation (REDCO) aimed at providing predevelopment funds for small businesses. This investment should focus on high-impact neighborhood projects that will serve as anchors for further development in neighborhood districts.	Ongoing
ECN-2c. In accordance with the recommendations of the 2019 City of Rochester Commercial Corridor Study, look for opportunities in Neighborhood Mixed-use Character Areas to establish small community parking lots to support businesses along the corridor. Creating parking opportunities should start with looking for existing parking lots that are appropriately located and underutilized to then negotiate arrangements for opening the lot for public use. Special assessment districts could also be used as a tool for funding the construction and maintenance of well-designed and appropriately located community parking lots.	Not Started
ECN-2d. Continue the efforts to reinforce and grow the Rochester Public Market as a community, local business, and entrepreneurial incubation anchor in Rochester, particularly for businesses in craft production, small scale food processing, and food service.	Ongoing
ECN-2e. Assess and reduce administrative and regulatory barriers for small business development and support.	Ongoing
ECN-2f. Continue to explore creative and innovative ways to finance businesses, focusing on providing grants, below-market interest rates on loans, and large-scale economic development incentives through programs like the SBA 504 lending program.	Ongoing
ECN-2g. Continue to support and expand programs such as Kiva Rochester and other innovative community-based methods for increasing capital access such as micro-lending, shared assets, and resource pools.	Ongoing
ECN-2h. Collaborate with traditional financial institutions to make lending practices more accessible and culturally inclusive.	Ongoing
ECN-2i. Raise awareness of new and existing financial products and strategies available to residents and small businesses.	Ongoing
ECN-2j. Develop and support community and business promotional initiatives like Shop the ROC, Small Business Week, and Shop Small Businesses campaigns.	Ongoing
ECN-2k. Foster interest in neighborhood businesses as part of the Celebrate City Living initiative.	

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

ECN-2l. Offer businesses a stronger and more coordinated network of service providers focused on technical assistance, training, and mentorship opportunities. Focus on connecting service providers through systems integration, shared performance management, navigating multiple levels of bureaucracy for development projects, the creation of a central hub of information and referrals, and increased funding to support “Navigators/Advocates” to assist in accessing services.	Ongoing
ECN-2m. Expand the role of street liaisons to help recruit businesses, provide technical assistance to existing businesses, and market the district by regularly creating events, organizing business promos, implementing social media campaigns, etc.	Ongoing
ECN-2n. Expand the Land Bank’s focus to include commercial properties in support of strengthening neighborhood commercial districts.	Not Started
ECN-3. Support entrepreneurship as the foundation of business development.	
ECN-3a. Support and grow startup businesses in the community through incubator and small business programs and initiatives, such as NextCorps, Luminare, RIT Center for Urban Entrepreneurship, and the Commissary.	Ongoing
ECN-3b. Recognize home-based businesses as starting points of the business development lifecycle and provide resources and support to those with the potential to grow and eventually own and-or occupy community-based commercial structures. In addition to providing support, regulatory burdens should be reduced to further encourage these uses while not compromising the character of their surroundings.	Started
ECN-3c. Support existing efforts to incubate and accelerate startups conceived on local college and university campuses and make the business case for them to remain and grow in Rochester instead of fleeing to larger markets.	Ongoing
ECN-3d. Create more opportunities for pipeline business development by allowing pop-up commercial uses, mobile vending, temporary land uses, and business support for home-based businesses, thereby providing business incubator and test marketing at low costs.	Started
ECN-4. Continue to support and attract job-generating economic development.	
ECN-4a. Maintain inventories of privately-owned and publicly-owned strategic development sites in Rochester, particularly in Opportunity Zones. Actively market them and consider providing a degree of pre-approval for generic redevelopment concept plans to expedite the development approval process.	Ongoing
ECN-4b. Assemble and actively market City-owned vacant lots in low-demand housing market areas for economic development that will generate jobs for the surrounding residents. Appropriately zone the areas for economic development.	Started
ECN-4c. Take a survey of retail space downtown and along key business corridors, in order to identify sites for potential commercial investment, and to better understand the retail market in Rochester.	Not Started
ECN-4d. Increase outreach efforts to the industrial/manufacturing sector to maintain and enhance strong business relationships. Rochester’s manufacturing base provides well-paying entry-level and mid-skill level jobs to neighborhood residents.	Ongoing
ECN-4e. Support and facilitate private capital investment projects for existing and new industrial/manufacturing businesses in the City through financial incentives and technical assistance.	Ongoing
ECN-4f. In accordance with the Finger Lakes Forward: United for Success Plan, increase program focus on industries such as optics/photonics, food production, advanced manufacturing, and technology. These industries are gaining regional momentum in large part due to the growing prominence of RIT and UR.	Ongoing
ECN-4g. Develop strategies and approaches to help increase the amount of venture capital available to invest in business startups, including those in the technology, optics and imaging sectors.	Ongoing
ECN-4h. Continue to support the redevelopment of Eastman Business Park through their master plan and business development strategies.	Ongoing
ECN-5. Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester.	

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

ECN-5a. Support MWBEs by more intentionally producing and distributing information about certification, contracting requirements, and other aspects of MWBE regulation.	Ongoing
ECN-5b. Leverage business accelerator strategies and programs to assist MWBEs' progression from sub-contractors to prime contractors.	Not Started
ECN-5c. Ensure loan and grant-making processes are equitable and responsive to the needs of all cultures, ethnicities, and abilities.	Not Started
ECN-5d. Work to make procurement processes and activities more equitable and responsive to the needs of all cultures, ethnicities, and abilities.	Ongoing
ECN-6. Establish a culture of collaboration among Anchor Institutions and other regional partners in order to better drive positive economic change locally.	
ECN-6a. Create a formalized anchor collaborative network in the Greater Rochester region. Draft goals and strategies for anchor collaboration including support for OWN Rochester Companies, shifting procurement streams to support local businesses, hiring employees from low-income communities, community-building activities, living wage, supporting local homeownership, and more.	Not Started
ECN-6b. Define the City's role as an Anchor Institution in the Rochester community. Develop an anchor mission, and participate in the collaborative network as both a convener and a member.	Not Started
ECN-6c. Attract students and Anchor Institution workers into local businesses with targeted welcome signs, home team recognition/specials, displayed school colors/mascots, etc.	Not Started
ECN-6d. Encourage regional anchor institutions, including NY State agencies, to identify opportunities for establishing/growing a physical presence in Downtown or somewhere else in the city.	Not Started
ECN-6e. Create/enhance programming, similar to Into the ROC-RIT, that encourages local college/university students to engage in Rochester city life through volunteerism, attending events, taking tours, and other activities that introduces students to Rochester's assets.	Started
ECN-6f. Collaborate with FLREDC and other regional partners to focus on increasing job density in the city. Recent work from the Brookings Institution shows that businesses, workers, and urban economies thrive more when there is intentional and collaborative focus on policies and investments that advance more concentrated job growth patterns, combined with transformative placemaking.	Not Started
ECN-7. Focus on market research, data, and analysis to drive economic development decisions and programming.	
ECN-7a. Track and analyze City and REDCO investments to evaluate impact and determine most impactful uses of public resources.	Not Started
ECN-7b. Adopt evidence-based methods and approaches to analyzing citywide economic/market trends, commercial dynamics, and economic development opportunities on an on-going basis.	Started
ECN-7c. Utilize market research to develop resources in response to emerging markets. For example, conduct a retail and consumer service leakage analysis to better understand retail and service market opportunities and track key market indicators at the neighborhood and city levels.	Ongoing
B. Workforce Development	
WRK-1. Help build the capacity of workforce development programs and encourage collaboration to better serve program participants.	
WRK-1a. Continue hosting workforce connections summits with workforce development partners. Expand the stakeholders in the summits to include RCSD and unions.	Ongoing
WRK-1b. Position Operation Transformation Rochester (OTR) and other workforce readiness programs as funnels to successful workforce development programs.	Ongoing
WRK-1c. Coordinate and analyze data around the labor market in terms of growing industries. Share this information with workforce partners to help guide their strategies and support skills development in emerging labor sectors.	Ongoing
WRK-1d. Develop new resources to provide crucial services to support workforce programs, such as childcare, transportation, stipends, and benefits navigation to program participants.	Ongoing
WRK-1e. Connect workforce development programs to skilled grant writers who can help bring in additional funding that will support and expand programs.	Not Started
WRK-1f. Use libraries and rec centers as hubs for workforce development, with skills training programs, recruitment locations for workforce development programs, and employment fairs.	Ongoing

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

WRK-1g. Continue the "Summer of Opportunity Program" and develop additional opportunities to engage youth in workforce skills building.	Ongoing
WRK-1h (<i>New Strategy</i>). Develop additional workforce development techniques that improve accessibility and allow for better tracking of data, such as small-scale, targeted employment events.	Ongoing
WRK-2. Work with partner organizations to build connections between workforce programs and employers to help bridge the gap between training and employment.	
WRK-2a. Develop and maintain a list of employers in Rochester interested in hiring employees and interns from local universities. Work with universities to have businesses attend job recruitment events on campus, and participate in internship, co-op, and workforce development programs.	Ongoing
WRK-2b. Encourage employers to work with members of training programs, such as Operation Transform Rochester (OTR), to offer financial support to students in the form of scholarships.	Ongoing
WRK-2c. Work with employers to offer jobs to people who come directly out of City-led and Community-led job programs.	Ongoing
WRK-2d. Encourage local businesses to partner with institutes of higher education to help retain students in the area after graduation, by establishing internships and fellowships, participating in job fairs, and establishing employment pipelines.	Ongoing
WRK-2e. Explore creative solutions to allow refugees to receive full or partial credit for degrees received in other countries.	Not Started
WRK-2f. Work with colleges, universities, and other training partners to develop a workforce that aligns with the needs of expanding businesses and high growth industries. Work with community partners to develop ways to actively promote these programs in high schools and throughout the community.	Ongoing
WRK-3. Focus workforce development efforts on vulnerable populations.	
WRK-3a. Partner with and help to grow the reach and impact of transitional employment programs and organizations (e.g., Center for Employment Opportunities, Renewal Services Rochester, Monroe County Work Experience Program, Coffee Connection) that work with people in transition (e.g., returning home from prison, refugee resettlement, people in recovery, etc.) to help provide experience, training, and a pathway to future full-time employment.	Ongoing
WRK-3b. Train City staff who regularly interact with the public to recognize signs of joblessness, and promote workforce development programs to residents.	Ongoing
WRK-3c. Develop a transitional employment program that features simple, low-skill, short-term job opportunities to assist panhandlers and other residents facing housing or employment crises. Similar programs exist in Syracuse and Albuquerque and are designed to provide people who are not yet employable in the traditional job market with a stepping stone. The transitional employment set-up will give them confidence, work experience and access to services.	Not Started
WRK-3d. Create and distribute materials outlining the benefits of hiring refugees and immigrants to local employers.	Not Started
WRK-3e. Promote English classes for non-English-speaking residents in order to decrease barriers to participating in the workforce.	Ongoing
WRK-3f. Foster partnerships with disability organizations and local employers to increase employment of Rochesterians with disabilities and understanding of ADA accommodation requests.	Ongoing
WRK-4. Provide support for individuals starting their own businesses.	
WRK-4a. Direct qualified entrepreneurs and start-ups to capacity-building organizations that provide technical assistance, coworking spaces, growth services, etc.	Ongoing
WRK-4b. Building off the Office of Innovation's experience with establishing the first child care cooperative, engage others, including businesses, child care providers, and The Children's Agenda to explore the feasibility of launching additional child care cooperatives.	Not Started
C. Tourism	
TOU-1. Expand opportunities to attract new visitors to the city.	
TOU-1a. Identify groups, regions, or population segments underrepresented in tourism figures and develop marketing strategies to encourage them to visit the city and establish Rochester as a long distance destination.	Ongoing

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

TOU-1b. Pursue funds through the Market New York Grant to help promote tourist destinations, attractions, and special events, or capital improvement projects for tourist facilities.	Ongoing
TOU-1c. Promote Rochester and tourism through the use of multiple platforms and networks, including: - Social media platforms - Email lists - Newsletters and websites - Educational, special interest, and faith-based meetings/events - Other networking opportunities	Ongoing
TOU-1d. Ensure new investments and developments through the ROC the Riverway project are included in tourism marketing strategies.	Ongoing
TOU-1e. Develop a robust outreach strategy for potential visitors coming to Rochester by boat through the Port of Rochester or from the Erie Canal.	Ongoing
TOU-1f. Develop events and activities during the wintertime, and promote existing wintertime activities, to encourage tourism during cold weather.	Ongoing
TOU-1g. Promote the Genesee River's status as a Coastal Fish and Wildlife Habitat of State-Wide Significance to encourage fishing activity.	Ongoing
TOU-2. Enhance the visitor experience.	
TOU-2a. Establish a visitor center in downtown Rochester that offers services to visitors, such as tourist information, event ticket sales, walking/biking tours, a "Made in Rochester" retail outlet, etc.	Ongoing
TOU-2b. Install "Welcome to Rochester" kiosks at Brooks Landing, Corn Hill Landing, Erie Harbor Landing, and at the Port of Rochester to greet visiting boaters and direct them to local shopping, eateries, and cultural amenities.	Not Started
TOU-2c. Increase the number of bike share station locations near hotels to encourage visitor use of Pace Bikes.	Not Started
TOU-2d. Establish a relationship with short-term rental companies (e.g., Airbnb, VRBO, HomeAway, etc.) and partner with hosts to promote tourist opportunities to guests.	Not Started
TOU-2e. Add signage along the Erie Canal that directs boaters to downtown Rochester.	Not Started
TOU-3. Increase tourism dollars spent within the city.	
TOU-3a. Work with local businesses to help them capture the patronage of the people visiting the many attractions and festivals within the City of Rochester.	Ongoing
TOU-3b. Develop a "convention district" that is centered on the Riverside Convention Center but also includes the conference rooms and amenities of nearby hotels as well as a more robust experience outside these buildings through ROC the Riverway investments.	Not Started
D. City and Neighborhood Promotion	
CNP-1. Support neighborhood efforts around branding and promotion.	
CNP-1a. Distribute copies of the NeighborWorks series of articles entitled, "Neighborhood Branding and Marketing: A Series on Redefining Your Neighborhood Image" to neighborhood groups.	Not Started
CNP-1b. Pursue funding for support of community branding and promotion, including guidance on creating signage, public arts, beautification, banners, and other visible improvements.	Ongoing
CNP-1c. Install more welcoming neighborhood gateways through signage, beautification, public art, and wayfinding.	Ongoing
CNP-2. Promote the City of Rochester as a premier place to live, work, and visit.	
CNP-2a. Create strategies for being more intentional about positive messaging about the city. Actively counter the negative perceptions perpetuated through social media and other channels.	Ongoing
CNP-2b. Preserve and promote iconic and unique Rochester facilities and events that appeal to local residents and attract tourists, convention business, corporate relocations, and the recruitment of skilled workers.	Ongoing
CNP-2c. Continue the Celebrate City Living effort as an effective program for generating interest in living in the city. Explore opportunities for more deliberate relationships between CCL, Street Managers, business associations, and neighborhood groups.	Ongoing

INITIATIVE AREA 5 - FOSTERING PROSPERITY + OPPORTUNITY

CNP-2d. Prepare a series of guided Rochester Walking Tours (i.e., historic tours, mural tours, architectural tours) to complement existing self-guided tours. Include a creative plan for promoting the tours and distributing materials.	Started
CNP-2e. Utilize "What's Good Rochester" as a platform to collect broadcast and social media content from local residents and organizations, promoting all the current positive assets, projects, people, and developments in the city.	Ongoing
CNP-2f. Convene a stakeholder group to develop a marketing brand/campaign for the City of Rochester.	Completed
CNP-3. Work with the Rochester City School District to promote innovative school programming and successes.	
CNP-3a. Produce regular videos featuring students, graduates, parents, teachers, and administrators that promote the positive stories around attending city schools.	Not Started
CNP-3b. Continue to celebrate and broadcast achievements by students and teachers of RCSD and charter schools.	Not Started
E. Smart City Innovations	
SC-1. Implement the Dig-Once/Right-of-way Management Program.	
SC-1a. Create a data-driven pavement management system by tracking the date of previous construction and identifying the next needed date for repair.	Started
SC-1b. Create a digital inventory of utilities found beneath streets and public right-of-ways.	Started
SC-1c. Work with utility companies to schedule street repairs and utility work at the same time.	Ongoing
SC-1d. During construction on streets, upgrade streets to have smart technology, such as sensors.	Ongoing
SC-1e. Study the feasibility of combining street reconstruction projects with the opportunity to replace multiple residential water connections (i.e. due to deteriorating lead pipes and/or pipes threatened by tree roots). Households could be bundled, potentially lowering the cost per property if a single contractor performs the replacements.	Started
SC-1f. Study the feasibility of combining street reconstruction projects with installation of a block or district geothermal system. In theory, the more households opting to participate, the more the installation and long-term costs could be lowered.	Started
SC-2. Increase access to high-speed internet and cellular technologies.	
SC-2a. Examine internet needs in the community and determine the most effective ways to improve internet accessibility.	Started
SC-2b. Work with private internet providers to expand fiber-optics throughout the city.	Ongoing
SC-2c. Continuously upgrade internet speeds and capabilities in public facilities such as libraries and rec centers.	Ongoing
SC-3. Improve Transportation Systems using Smart Technologies.	
SC-3a. Use smart technology to identify and administer smart transit solutions to solve accessibility issues.	Not Started
SC-3b. Implement real time parking analytics and make parking data publicly viewable through a smart phone app.	Not Started
SC-3c. Stay abreast of evolving technology related to automated vehicles and ensuring infrastructure needs.	Ongoing
SC-4. Improve municipal technology to better serve the city, residents, stakeholders, and others.	
SC-4a. Continue to deploy and promote online tools and open data to the maximum extent possible and become a recognized leader in sharing data in informative, easy to use, and compelling ways with the public.	Ongoing
SC-4b. Expand existing and develop new municipal online payment, permitting, and licensing systems, as well as subscription-based public notifications.	Ongoing
SC-4c. Advance City permitting, inspection, and enforcement operations through digital transformation.	Ongoing
SC-4d. Develop a formalized plan for a Data Management Strategy among City departments.	Started
SC-4e. Seek accreditations and certifications for national and international standards regarding smart technology.	Not Started
SC-4f. Deploy remotely-activated LED street lights that adjust to traffic patterns.	Not Started
SC-4g. Implement a smart-metering strategy for tracking utility usage.	Not Started

INITIATIVE AREA 6 - PLANNING FOR ACTION

A. Implementation and Stewardship	
IMP-1. Implement Rochester 2034 through City Code and procedures.	
IMP-1a. Amend Chapter 130, Comprehensive Plan, to codify selected portions of Rochester 2034. While including the text of the entire document in the City Code is not possible, all or portions of it can be adopted by reference.	Completed
IMP-1b. Rewrite the Zoning Code and Map as either a standalone document or as part of a Unified Development Code. Within that new code, enhance the connection between zoning decisions and Rochester 2034.	Started
IMP-1c. Revise the Subdivision Code to be consistent with the Rochester 2034 Placemaking Plan.	Completed
IMP-1d. Explore the option of converting the City's development-related codes into a Unified Development Code (UDC). A UDC would modernize and consolidate all development regulations into one code that includes standards and design guidelines, outlined in the Placemaking Plan.	Completed
IMP-1e. Develop a mechanism for including a reference to Rochester 2034 in City Council items, encouraging the regular use of the Plan and ensuring legislative actions are consistent with the Plan.	Completed
IMP-1f. Require land use boards and commissions to specifically reference Principles/Sections/Goals/Strategies of Rochester 2034 in decisions.	Completed
IMP-2. Use Rochester 2034 to inform City budgets and programming.	
IMP-2a. Connect the "Key Performance Indicators" of the City Operating Budget to Rochester 2034.	Completed
IMP-2b. Provide a reference to Rochester 2034 in the CIP budget allocation requests.	Completed
IMP-2c. Align the 5-year Consolidated Community Development Plan with Goals of Rochester 2034.	Ongoing
IMP-3. Implement Rochester 2034 through collaboration and organization.	
IMP-3a. Develop an oversight committee, led by the Mayor's Office, to provide oversight of and direction to the implementation of Rochester 2034.	Not Started
IMP-3b. Under the direction of an oversight committee, create teams to help prioritize and implement Action Plan Goals and Strategies. These teams should include a mix of City staff and strategic partners identified in the Action Plans.	Not Started
IMP-3c. Prepare a forum, online or otherwise, for routinely updating the community on the implementation progress of Rochester 2034. This should include a biennial report to update the community and City leaders on the status of the prioritized list of Goals and Strategies.	Ongoing
IMP-3d. Facilitate development of regular meetings between planners from neighboring municipalities, as well as regional planning and development agencies, to encourage information sharing and regional collaboration.	Started
IMP-3e. Aggressively communicate the vision, Goals, and Strategies of Rochester 2034 to secure the commitment, resources, and collaboration needed from strategic partners to implement Rochester 2034.	Ongoing
B. Building Community Capacity	
BCC-1. Build the capacity of community organizations and associations.	
BCC-1a. Establish a funding program, through the City budget, grants, or by seeking philanthropic donations, to provide small financial contributions to neighborhood and business associations for capacity-building activities. This can include: <ul style="list-style-type: none"> - Neighborhood events - Printing and distribution of materials - Signage - Website design - Communication tools 	Started

INITIATIVE AREA 6 - PLANNING FOR ACTION

BCC-1b. Create a Neighborhood Toolkit, inclusive of: <ul style="list-style-type: none"> - How to create a community website - Effective and inclusive neighborhood outreach - How to plan and facilitate an effective meeting - Preparing “Welcome to the Neighborhood” packets to recruit new members - How to organize a community garden - Zoning 101 - How to effectively engage in land use and development decisions - How to navigate the City Council legislative process - How to access and use City open data - Successful grant writing and fundraising - Tips for running a successful, inclusive neighborhood association - How to prepare a neighborhood plan 	Started
BCC-1c. Make a concerted effort to expand neighborhood association membership to include all age groups, people from diverse racial and socio-economic backgrounds, people with disabilities, tenants, and business owners.	Ongoing
BCC-1d. Pursue a Love Your Block Grant or similar grant, which would provide the City funds to give small grants to support volunteer-led community projects in neighborhoods.	Ongoing
BCC-1e. Support and participate in the creation of a deaf community master plan by deaf Rochesterians.	Not Started
BCC-2. Continuously improve City Hall public outreach and communication of City services.	
BCC-2a. Continue to promote City services through: <ul style="list-style-type: none"> -media and social media outreach -web maps and apps -City staff attendance at community meetings -tabling at special events. 	Ongoing
BCC-2b. Continue to host meetings with neighborhood and business groups to encourage collaboration between the City and the community.	Ongoing
BCC-2c. Have City staff more regularly attend community meetings to provide direct interface with constituents.	Ongoing
BCC-2d. Develop a “Public Engagement Protocol” for City departments to clearly outline goals, objectives, approaches, and tools for all City staff to reference when interacting with constituents. Ideas for meeting locations, times, formats, style, and inclusive outreach should be included in the protocol discussion and product.	Not Started
BCC-3. Improve City Hall systems to make them more inclusive and accessible.	
BCC-3a. Implement the City of Rochester Language Access Plan, including providing greater provisions for non-English speakers and blind/hearing impaired individuals.	Ongoing
BCC-3b. Develop protocol for when to make language interpreters available at City meetings and events, and as well as when City publications or surveys should be translated.	Started
BCC-3c. Improve the accessibility of City communications, including developing a protocol for when webpages and online documents need to be 508 compliant, and implementing training for City web coordinators on how to improve the accessibility of pages they manage.	Started
BCC-3d. Explore options for improving access to 311 for non-English speaking residents.	Ongoing
BCC-3e. Leverage City Hall relationships and permitting to support improved accessibility provisions at special events, festivals, and other community gatherings throughout the city. This could include offering training for event organizers in ways to make events more accessible.	Ongoing
BCC-3f. Consider creating a new City position for an Immigrant/Refugee liaison to help better engage immigrant/refugee communities in the city, gather their input, and connect them with services, resources, and opportunities.	Ongoing
BCC-3g. Apply for the Gateways for Growth Challenge grant to secure funds for the development of municipal initiatives that support immigrants.	Not Started
BCC-3h. Join over 100 cities in becoming a Welcoming America member, to better develop partnerships and resources that can help to support the immigrant and refugee communities.	Not Started

INITIATIVE AREA 6 - PLANNING FOR ACTION

BCC-4. Increase resident engagement in City decision-making processes.	
BCC-4a. Attend board and commission meetings to learn about or to provide input into local government decision making.	Ongoing
BCC-4b. Actively engage and invite city residents to participate in boards and commissions. Create strategies for engaging traditionally underrepresented populations and young people that would bring an important perspective to decision making.	Ongoing
BCC-4c. Get involved in City government by becoming board and commission members.	Ongoing
BCC-4d. Continue to involve residents in the budget process through community meetings and other means that encourage input from all residents.	Ongoing
BCC-4e. Work with the Rochester-Monroe Anti-Poverty Initiative as they pilot a Participatory Budgeting demonstration project to see what can be learned from their results, as well as from past City-led examples of this model.	Completed
BCC-5. Increase youth engagement and empowerment.	
BCC-5a. Prepare a citywide youth master plan to assist the community in prioritizing the needs of children, establishing goals, aligning resources, and maximizing youth potential and outcomes.	Not Started
BCC-5b. Engage youth in community organizations, such as Neighborhood Associations.	Ongoing
BCC-5c. Continue ongoing professional development for all City employees that engage with youth and encourage other groups who work with children to be trained in: Restorative Practices, De-escalation Techniques, and Trauma-informed approaches.	Ongoing