



# CITY OF ROCHESTER STRATEGIC EQUITY AND RECOVERY PLAN

American Rescue Plan Act  
Coronavirus State and Local Fiscal Recovery Fund

September 29, 2021





Dear fellow Rochesterian,

As we seek to recover and regain the momentum our city had before the pandemic, the funds delivered by the American Rescue Plan Act of 2021 (ARPA) provide a tremendous foundation. The City of Rochester’s Strategic Equity and Recovery Plan presented here will utilize this one-time opportunity to invest in ways that provide a lasting and sustainable impact.

By focusing on the well-being of our families and improving neighborhoods as well as community projects that will forever change the face of our city, we will ensure that we not only recover together but create a more equitable and resilient Rochester.

This plan reflects the ideas and desires expressed by our residents:

- Pilot Guaranteed Basic Income
- “Greenline” formerly redlined areas with our “Buy the Block” program

- Address food deserts and bring healthy food options back to our neighborhoods
- Provide job training and grants for small businesses & entrepreneurs
- Expand our efforts to ROC the Riverway and reconnect our community to nature

I’m grateful to the thousands of residents who provided their ideas for our City’s Strategic Equity and Recovery Plan and am eager to see their vision realized. I know that together, we will succeed in building a Rochester in which we can all truly believe!

Sincerely,

Lovely A. Warren, Mayor

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## THE AMERICAN RESCUE PLAN ACT

On March 11, 2021, the \$1.9 trillion American Rescue Plan Act (ARPA) of 2021 was signed, establishing the Coronavirus State and Local Fiscal Recovery Fund to offset the economic impact relating to the COVID-19 pandemic. This fund provides \$350 billion in emergency COVID-19 pandemic recovery assistance to eligible state, local, territorial and Tribal governments. **The City of Rochester’s allocation is \$202.1 million, creating an historic opportunity to shape Rochester’s recovery and bring true equity to our city.**

### ELIGIBLE USES OF ARPA FUNDS

The American Rescue Plan Act provides significant resources for the City to respond to the COVID-19 public health emergency and the resulting economic impact through programs and services that fall within several categories of eligible uses:<sup>1</sup>

 <p><b>Support Public Health Response</b> Fund COVID-19 mitigation efforts, medical expenses, behavioral healthcare, and certain public health and safety staff</p>	 <p><b>Address Negative Economic Impacts</b> Respond to economic harms to workers, families, small businesses, impacted industries, and the public sector</p>
 <p><b>Replace Public Sector Revenue Loss</b> Use funds to provide government services to the extent of the reduction in revenue experienced due to the pandemic</p>	 <p><b>Premium Pay for Essential Workers</b> Offer additional support to those who have and will bear the greatest health risks because of their service in critical infrastructure sectors</p>
 <p><b>Water and Sewer Infrastructure</b> Make necessary investments to improve access to clean drinking water and invest in wastewater and stormwater infrastructure</p>	 <p><b>Broadband Infrastructure</b> Make necessary investments to provide unserved or underserved locations with new or expanded broadband access</p>

Source: US Department of Treasury, Coronavirus State and Local Fiscal Recovery Funds Quick Reference Guide

Within these categories, governments have some flexibility to determine how best to use the stimulus funds to meet the specific needs of their communities and populations. ARPA also allows for broad flexibility in the use of funds for programs and services that target the hardest-hit communities and families or those provided within Qualified Census Tracts and other disproportionately impacted areas. (See Appendix B – Rochester NY Qualified Census Tract map.)

ARPA funds must be “obligated” no later than December 31, 2024 and fully expended by December 31, 2026. Funds that are not fully spent by December 31, 2026 are required to be returned to the US Treasury.

<sup>1</sup> Of note, the use of ARPA funding is subject to the requirements specified in the Interim Final Rule that was adopted by the United States Department of the Treasury on May 10, 2021. As of the date of this Plan, the Treasury’s rules and parameters are still “interim.” A Final Rule is anticipated to be released in the Fall of 2021.

## STRATEGIC EQUITY AND RECOVERY SPENDING PLAN

Using community input and an internal review of the City’s highest priorities, the City of Rochester has developed this **Strategic Equity and Recovery Spending Plan** for the investment of ARPA funds to meet Rochester’s immediate needs as well as to provide long-term, transformative investment for tomorrow. **This Plan is a living document and will continue to evolve as the City responds to the COVID-19 pandemic.** Working together, we can create more jobs, safer and more vibrant neighborhoods, and better educational opportunities for all of our residents.

### DEVELOPMENT PROCESS

In drafting the Plan, care was taken by the City to:

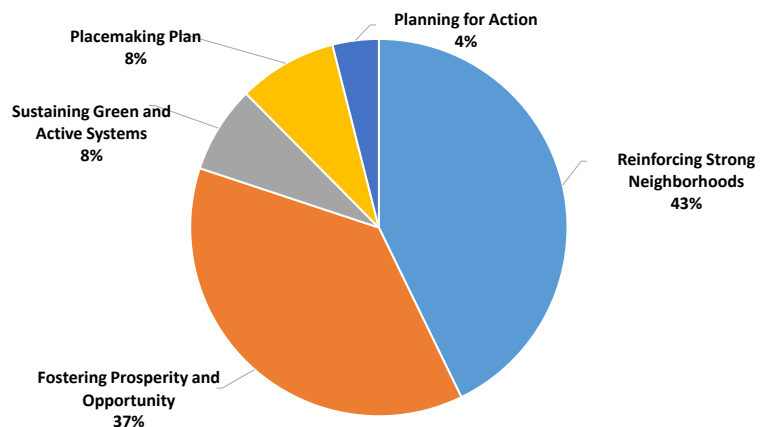
- 1 Understand the City’s short- and long-term goals and objectives
- 2 Understand the local economic and other impacts associated with the COVID-19 pandemic
- 3 Engage and understand public opinion - summary of findings available at [www.cityofrochester.gov/arpa](http://www.cityofrochester.gov/arpa)
  - Community Input Session – held on June 3, 2021 (The session may be viewed at [https://youtu.be/CoJOz6lWd\\_s](https://youtu.be/CoJOz6lWd_s))
  - Telephone Town Hall – held on June 17, 2021 (3,558 participants)
  - Online Survey – available May 27 to June 28, 2021 (1,183 responses)
- 4 Organize a comprehensive planning and project prioritization effort through the lens of ARPA eligibility criteria and the City’s vision as articulated by the **Rochester 2034** Comprehensive Plan and other strategic investment efforts such as ROC the Riverway
- 5 Avoid, when possible, creating new programs or projects that would require burdensome, ongoing or longer-term financial commitments
- 6 Consider and utilize all available resources

The City Administration will seek City Council endorsement of this preliminary Strategic Equity and Recovery Plan. Appropriation of ARPA funds for each project or program will also require City Council authorization before expenditures occur.

### ALIGNMENT WITH ROCHESTER 2034 COMPREHENSIVE PLAN

The City has organized the Strategic Equity and Recovery Plan around **Rochester 2034**, the City’s Comprehensive Plan adopted by City Council in 2019. **Rochester 2034** presents a series of Guiding Principles and Initiative areas that address policy development and placemaking for Rochester. Each project proposal was examined through the lens of **Rochester 2034**, ensuring that all ARPA investments positively impact key community priorities and reflect the vision of thousands of residents who took part in **Rochester 2034**’s creation.

For reference, each project description includes the corresponding **Rochester 2034 Goals, Strategies,** and/or **Placemaking Plan** recommendations.



## PROJECT INVENTORY

### ROCHESTER 2034 INITIATIVE: FOSTERING PROSPERITY AND OPPORTUNITY \$75.4 MILLION

#### *Economic Growth • Workforce Development • Tourism • Smart City Innovations • City and Neighborhood Promotion*

The City will utilize ARPA funds to address the negative economic impacts of COVID-19 on households, the local workforce and businesses. Funds will help to create and expand workforce development efforts, provide more opportunities for small businesses to grow at our two local markets and through our small grants program, and provide incentives for the development of key businesses, including grocery stores, in Rochester's hardest-hit neighborhoods.

ARPA encourages assistance to the tourism industry and the City proposes funding for renovations to the

Blue Cross Arena at the Rochester War Memorial and to the Joseph A. Floreano Rochester Riverside Convention Center, as well as investment in a major renovation of the former Aqueduct as a tourism draw. These projects are in alignment with the ROC the Riverway vision for a revitalized Downtown along the Genesee River waterfront.

In addition, the City will use ARPA funds to invest in our technology and security systems and implement new ways for the public to access the City remotely.

### ECONOMIC GROWTH

*\$21 Million*

- **Direct Assistance to Households.** Establish a pilot Guaranteed Basic Income program in the form of a monthly stipend for up to 200 families over the course of two years. Forgive delinquent tax and utility bills for owner-occupants who meet certain financial criteria. (ROC 2034 Areas: [PHS-5](#), [ECN-2](#))
- **Food Desert Loan and Grant Program.** Assist food related businesses (grocery stores, processors and distributors) with loans and grants in low/moderate income areas of the city that do not have access to fresh food and grocery items for residents. The program will increase job growth for city residents in low/moderate income areas. Business owners must have experience within the industry and businesses may be a start-up or established, for-profit or non-profit. ([PHS-6a](#), [ECN-2f](#))
- **Targeted Corridor Mixed-Use Rehabilitation Grant Program.** Provide grants for residential and commercial repairs to owners of mixed-used properties (commercial with residential component) located in targeted commercial corridors in Rochester. ([PMP-1d](#), [PMP-2a](#), [HSG-2c](#), [HSG-4c](#), [TRN-4b](#), [ECN-2a](#))
- **Targeted Business Revitalization Grant Program.** Assist small existing and start-up commercial and manufacturing businesses having annual gross revenues of \$5 million or less with expansion and/or business retention projects. Businesses must be located within a low/moderate income census tract to be eligible. ([ECN-2a](#), [ECN-4d](#), [ECN-4e](#), [ECN-4g](#))
- **Kiva Rochester.** Support the City's administration of the Kiva program which provides low-interest loans to Rochester entrepreneurs. Borrowers use their loans for projects such as renovations, purchasing equipment, or moving into storefronts. ([ECN-2g](#), [WRK-4a](#))

**WORKFORCE DEVELOPMENT**

**\$19.3 Million**

- **City Sustainability Institute.** Establish a new transformative workforce development initiative that will include paid job training, financial literacy, academic services, co-op and small business launch pad. Participants will receive paid training to develop skills while earning a spot in the co-op. ([WRK-3](#), [WRK-4](#))
- **Young Adult Manufacturing Training Employment Program.** Expand the capacity of this existing, successful program. Additional participants will gain manufacturing skills and complete required occupational health and safety trainings while networking with local employers to begin a successful career in the trades. ([WRK-1](#), [WRK-2](#), [WRK-3a](#))
- **Health Care Worker Program.** Recruit and retain up to 200 entry-level health care workers with training and wraparound support services to help fill locally open healthcare positions. ([PHS-5](#))
- **Youth Employment.** Expand services and provide additional youth jobs to community members. ([WRK-1g](#), [BCC-5](#))



**CITY AND NEIGHBORHOOD PROMOTION**

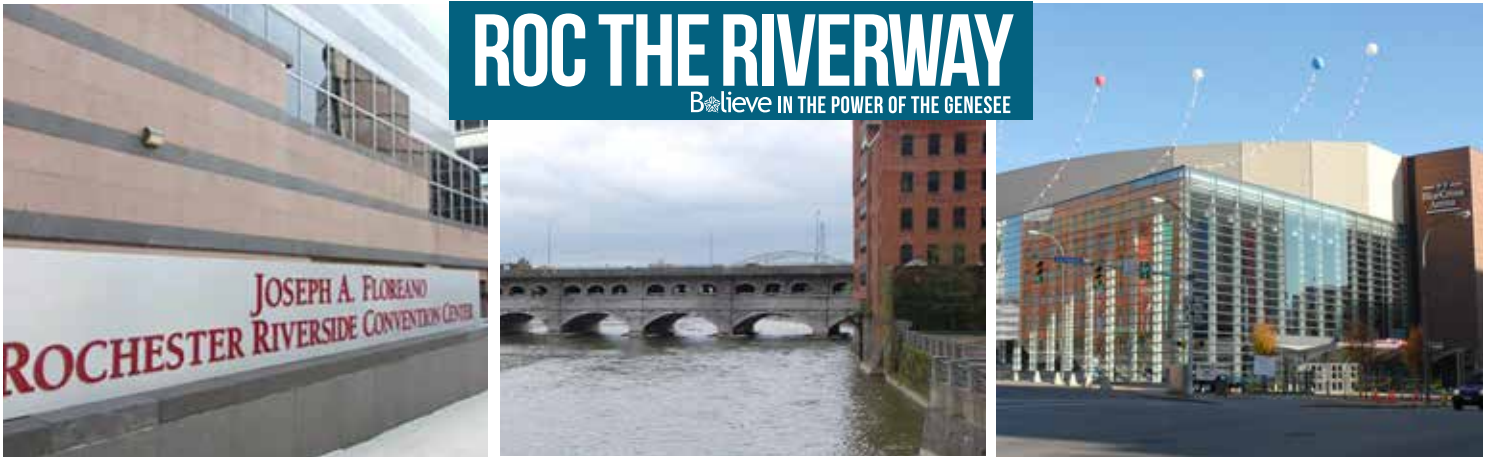
**\$11.3 Million**

- **Rochester Public Market and the International Plaza.** Expand vending and multi-use event spaces and provide new business development support services at both the Public Market and the International Plaza. This will allow for additional year-round vending as well as more events to attract new visitors and customers to the markets. ([PHS-6](#), [ECN-2d](#), [ECN-3d](#), [PMP-5a #79](#))

**SMART CITY INNOVATIONS**

**\$5.8 Million**

- **Inclusive and Accessible City Hall.** Improve City Hall systems to be more inclusive and accessible to the general public, improve the online experience and reduce the need for in-person interactions at a City facility. New and improved technologies will also allow for internal efficiencies. ([SC-4](#))
- **Information Technology and Cybersecurity.** Replace outdated network infrastructure, financial systems, municipal code violation systems and security technology that protect core City functions. ([SC-4](#))



## ROC THE RIVERWAY

Believe IN THE POWER OF THE GENESSEE

### TOURISM

**\$18 Million**

- Joseph A. Floreano Riverside Convention Center.** The Convention Center opened in August 1985 as a gift to the citizens of Rochester from the State of New York under the theme “A Gift to a City with a Future.” This funding will be utilized to explore, design and construct expanded exhibit, event and meeting spaces within the Convention Center and adjacent partnering facilities as an evolution into a reimagined, all-encompassing “Rochester Convention District” that will meet modern needs and be well-positioned to adjust for many decades to come. The Convention Center is a key driver of jobs and economic activity in Rochester, with the potential for hundreds of additional full-time jobs to be created throughout the revitalized Convention District and related hospitality businesses. In addition to its economic importance, the Convention Center draws hundreds of thousands of tourists every year, and the facility hosts numerous events enjoyed by Rochesterians including galas, trade shows, holiday parties, special events and expos. Through continued growth and investment into the facility and related public-private partnerships and initiatives, this robust Convention District will grow far beyond the traditional singular facility to include a variety of lodging, meeting spaces, restaurants, multi-modal transportation options and recreation opportunities – all connected by dynamic public spaces, riverfront terraces and promenades and bustling streets. This is a project supported by the ROC the Riverway initiative. ([PMP-5a #54](#), [PMP-5a #57](#), [PR-1](#), [NR-1d](#), [TOU-2](#), [TOU-3b](#))
- Aqueduct Reimagined.** Viewed as the centerpiece of ROC the Riverway, the Aqueduct Reimagined project is a bold plan to create a central gathering place and riverfront connectivity on the downtown waterfront. The vehicular deck of the Broad Street Bridge will be removed, the historic Aqueduct will be reimagined as an iconic public space and the Genesee Riverway Trail will be extended along the riverfront through Downtown Rochester on all four sides. Removal of the deck will open up river views that have been blocked for nearly a century, as the historic Aqueduct will be reestablished at an elevation that is compatible with the other river bridges at Main Street, Court Street, and Andrews Street. ([PMP-5a #47](#), [PMP-5a #48](#), [PMP-5a #50](#), [PMP-5a #54](#), [PMP-5a #57](#), [PMP-5a #58](#), [PMP-6c](#), [PR-1](#), [NR-1d](#), [TRN-2d](#), [TRN-3a](#))
- Blue Cross Arena at the Rochester War Memorial.** Create a riverfront addition to the Rochester War Memorial that will include a separate, full-service restaurant that overlooks the River and be compatible with events within the Arena when open. This high quality space will be compatible with the functional needs of the arena and also truly showcase the Genesee River and spectacular views. This project is also supported by the ROC the Riverway initiative. ([PMP-5a #48](#), [PMP-5a #49](#), [PMP-5a #54](#), [PR-1](#), [NR-1d](#), [ECN-1h](#))

**Housing • Vacant Lands • Arts & Culture • Historic Preservation**  
**• Schools and Community Centers • Public Health and Safety • Community Beautification**

Like many communities around the country, Rochester faced a number of significant public health challenges beyond the direct threat of the pandemic – food insecurity, an uptick in violence and limited access to mental and behavioral health services traditionally provided in person. The City will utilize ARPA funds to continue to promote the importance of vaccination, implement evidence-based violence prevention strategies and support community-based food distribution programs.

The City of Rochester’s Housing Policy calls for the City to engage stakeholders and foster public/private partnerships that improve neighborhoods, create healthy real estate markets, stabilize and enhance the

tax base and provide a broad array of housing options to address the needs of a diverse array of households. ARPA funds will be utilized to create new, affordable, owner-occupied housing and expand existing home rehabilitation and repair grant programs.

ARPA funding will also be used to protect Rochester’s drinking water system and remove lead, lead-lined and galvanized water services to residences, providing an immediate and substantial public health benefit. Improvements to the Highland Reservoir, as required by the federal government, is also a planned use of this funding.

### **PUBLIC HEALTH AND SAFETY**

**\$53.1 Million**

- **COVID Testing and Vaccination Initiatives.** Ensure that the City’s workforce and Rochester residents have access to testing and vaccinations for COVID-19. ([PHS-5](#))
- **Violence Prevention – Peacemaker Fellowship.** Develop and implement programs to prevent and interrupt violence through the City’s newly formed Office of Neighborhood Safety. The Peacemaker Fellowship® model is a transformative mentoring program that enrolls the highest risk individuals into a high-touch, personalized and structured cohort for an 18-month period. The model has been effective in bridging the gap between anti-violence programming such as outreach and breaking the cycle for the hard to reach populations at the center of violence in urban areas. ([PHS-1](#))
- **Food Pantries.** Create standing food pantries at City R-Centers within walking distance to many residents and continue to meet needs extenuated by COVID-19. Throughout the pandemic, the R-Centers served as food distribution sites for children and families. Food access remains critical as families still struggle economically. The R-Center food pantries will serve as a much-needed bridge between the services that existed during COVID-19 relief and prior to the pandemic. ([PHS-6](#))
- **Senior Meals Program.** Continue the provision of free, healthy meals to senior citizens while supporting small business restaurants disproportionately impacted by the pandemic. ([PHS-6a](#), [PHS-6b](#))
- **Lead Pipe Replacement.** Replace a portion of the city’s lead, lead-lined and galvanized water services to remove any possible sources of lead contamination and complete associated street work. This would also provide small grants to homeowners to cover replacement of “inside” lead, lead-lined and galvanized water services (from the curb box to the home). ([NR-2b](#))
- **Highland Park Reservoir.** Make necessary improvements to the reservoir to comply with federal water regulations while preserving the historic character of the park. ([NR-2a](#))



- **Rochester Police Department Office of Business Intelligence.** Expand the capacity of the RPD Office of Business Intelligence to develop necessary business processes, manage data workflow, create analytical products and upgrade the existing Open Data Portal. Additionally, the improved data governance and automation would improve RPD's operational response to crime trends as well as support compliance with the Governor's Executive Order 203 on Criminal Justice Reform and the data recommendations from the RASE Commission. ([PHS-3a](#), [SC-4a](#))
- **Rochester Fire Department Fire Facilities.** Conduct a needs assessment study of fire facilities, create gender-neutral bathroom accommodations and complete multi-site building renovations. The Rochester firehouses are on average 70-years-old, with the majority built between 1950 and 1965. Funds will be utilized to make capital improvements to accommodate the RFD response model and workforce diversity that has changed significantly in the years since many of these facilities were designed and constructed. ([PHS-3f](#))

## HOUSING

**\$33.4 Million**

- **Roofing Assistance.** Expand the City's high demand roofing assistance program. Funds may cover replacement of roofs, skylights, roof drains, gutters and roofing masonry structure/ decking, and parapet reconstruction for income eligible homeowners. Fourteen contractors will be available for the program and an estimated 540 roof projects will be completed over three years. ([HSG-5f](#), [HSG-5j](#))
- **Home Rehabilitation Assistance.** Provide rehab grants to income-eligible owner-occupants, with a portion of the funds targeted towards senior citizens. These properties will be made lead-safe and code compliant. A total of 215 property owners will be served with the additional funds. ([HSG-5d](#), [HSG-5f](#))
- **Housing Trust Fund.** Provide seed funding for a Housing Trust to support the preservation and production of affordable housing and increase opportunities for families and individuals to access affordable homes. The pandemic exacerbated the shortage of affordable housing. Housing opportunity and stability is critical for people at the highest risk of housing displacement in Rochester, particularly low-income women of color with children. ([HSG-5g](#))
- **Land Bank Acquisition and Rehabilitation.** Expand the existing Land Bank (LB) program focused on the creation of home ownership opportunities for low-income residents. The LB would continue its efforts for acquisition of its inventory via the City tax foreclosure sale – allowing the LB to align its efforts with City initiatives to subsequently vet end-users/purchasers. The LB would coordinate and partner with Home Headquarters to initiate a mechanism to provide mortgage monies to cover the costs of the subsequent purchases to owner-occupant buyers. The LB would use ARPA monies to fund additional acquisitions as well as to provide rehab grants to the owner-occupant purchaser. The program will focus on sustainability and energy efficiency in rehab and coordinate locations with scattered site, Home Expo and other home-ownership programs for holistic approach. Funding will support subsidies for up to 80 properties that will be sold to income-qualified homebuyers. ([HSG-3c](#), [HSG-5a](#), [HSG-6a](#), [CC-3](#))
- **Buy the Block – Greenlining for a Better Rochester.** Build new construction homes for income-eligible residents on 100 vacant lots in Rochester's former 'redlined' neighborhoods. The level of subsidy would vary depending on the individual's circumstances to ensure each is paying no more than 30% of their income towards housing. ([HSG-4a](#), [HSG-4g](#), [VNT-1e](#))

**Future Land Use • Other Placemaking Elements**

Comprehensive plans typically contain a future land use plan as the centerpiece for guiding physical change in the municipality. The community engagement process for Rochester 2034 made it abundantly clear that there are many other elements – physical projects, policies and programs – that intersect with

land use and development to contribute to a functional cityscape and positive sense of place. These elements can be location-specific such as bicycle facilities, park improvements, infrastructure and access to the Genesee River. (See Sustaining Green & Active Systems for numerous park improvements.)



- **Maplewood Branch Library.** The Maplewood Community Branch Library is one of the top performing branch libraries within the Rochester Public Library system. Community research identified a desire for a multi-purpose facility that provides library services but also offers continuing education and play for all ages and access to City and County services. Funds will be used to create a new Maplewood Branch facility on the Dewey Avenue corridor that will provide critical services for community members, many of whom are New Americans. ([PMP-5a #16](#), [PMP-6i](#), [SCC-3a](#), [SCC-3b](#))
- **Northeast Quadrant Branch Library.** The northeast quadrant is the only section of Rochester with a single library. The Lincoln Branch, located at the corner of Joseph Avenue and Avenue D, provides services and programs for all community members, but staff frequently hear that patrons, especially families with small children, do not feel safe walking to the library. Building a new branch in the vicinity of Portland and Clifford would create an opportunity to provide critical services to a large section of unserved community members. There is an opportunity here for Rochester to test a new model of library service blended with other programs, such as housing, adult education, daycare, counseling, the arts and other program partners. Library leaders have also discussed this site as a potential training ground for new librarians drawn from the Black, Latinx and Asian communities, possibly done as a partnership with an accredited library school. ([PMP-5a #26](#), [PMP-6i](#), [SCC-3a](#), [SCC-3b](#))
- **ROC City Skatepark.** Complete the extremely popular and only public skate park in Rochester – a signature ROC the Riverway project located on the Genesee River. Improvements would include an additional skating area street plaza skate features, event space, benches, landscaping and a public restroom building. Continued investment in the Genesee River Downtown corridor will serve as a major asset, in attracting new jobs and solidifying our identity as a vibrant waterfront community. ([PMP-5a #82](#), [PMP-6c](#), [PR-1](#), [PR-1a](#))
- **Bull's Head Revitalization.** Fund the ongoing Bull's Head Revitalization project, located on the western part of the city surrounding the intersection of West Main Street, West Avenue, Brown and Genesee Streets. Land acquisition and environmental remediation have been ongoing in this neighborhood for over a decade and have included significant community involvement. ([PMP-5a #35](#), [PMP-2g](#), [ECN-4b](#))

**ROCHESTER 2034 INITIATIVE: SUSTAINING GREEN AND ACTIVE SYSTEMS****\$15.1 MILLION**

***Natural Resources • Parks Recreation and Open Space • Transportation***  
***• Climate Change Mitigation and Adaptation • Urban Agriculture and Community Gardens***

The natural environment is a fundamental component of a community's health and well-being. Rochester is fortunate to have an abundance of beautiful natural resources. Some have called parks the "soul" of a city, and several parks projects are earmarked for ARPA funding sources.

- **Charles Carroll Plaza.** Complete the redesign and reconstruction of this scenic park. Located in Downtown Rochester, the park spans the Genesee River just south of High Falls, close to Main Street. This project is supported by the ROC the Riverway initiative. ([PMP-5a #54](#), [PMP-5a #63](#), [NR-1d](#), [PR-1](#), [PR-1a](#))
- **Rochester Civil Rights Heritage Site at Baden Park.** Enhance the existing Baden Park through the addition of a Rochester Civil Rights Heritage Site in the 14605 neighborhood where the majority of the residents are Black, Latinx and other minorities. A Civil Rights Heritage site would bring visitors, businesses and pride to local residents. ([PMP-5a #75](#), [HIS-1f](#), [PR-1](#))
- **Maplewood Nature Center.** Create a Nature Center located within the historic Maplewood Park—the first of its kind in Rochester—for recreational and nature-based educational and environmental programming. The Nature Center will serve as Rochester's hub for specialized environmental education and expeditionary experiences along the Genesee River including interactive exhibits, demonstration gardens, wildlife, outdoor adventures, summer camps and a nature pre-K. This project is supported by the ROC the Riverway initiative. ([PMP-5a #21](#), [SCC-4c](#), [SCC-4d](#), [SCC-4f](#), [SCC-4H](#), [NR-5b](#), [PR-1](#), [PR-4h](#))
- **Durand Eastman Beach.** Enhance Durand Eastman Park through the addition of accessible public pathways and numerous site improvements including lighting, a bus shelter for public access, signage, emergency vehicle access, bicycle parking, plantings, lighting and landscaping. The project will complement the natural beauty of the beach and Durand Eastman Park and improve accessibility of this much-needed community amenity. ([PMP-5a #12](#), [NR-1d](#), [PR-1](#), [PR-1a](#))
- **Various Parks Improvements.** Fund enhancements to neighborhood parks including restoration of athletic fields, installation of open-air shelters and renovation of spray parks. ([NR-1d](#), [PR-1](#), [PR-1a](#), [PR-3a](#))

**ROCHESTER 2034 INITIATIVE: PLANNING FOR ACTION****\$8 MILLION**

***Implementation and Stewardship of Rochester 2034 • Building Community Capacity***

ARPA recognizes the unprecedented financial strain local governments face in the wake of the COVID-19 crisis. As a result, ARPA provides broad latitude for governments to replace lost public sector revenues and reinvest those revenues in general government services. A portion of the funding is set aside to ensure compliance with ARPA guidelines, provide internal administrative support and for project contingency and future needs that may emerge in the next several years.

- **ARPA Compliance.** Engage external consulting expertise and provide internal administrative support for ARPA compliance, reporting and project management. ([IMP-2](#), [IMP-3](#))
- **Contingency and Funding for Future Needs.** Set aside funding to allow for flexibility as projects progress and new needs emerge. While this document provides project cost estimates, infrastructure and construction-related items may need contingency funds for unanticipated expenses. In addition, with over three years before the full funds must be obligated, new community needs are likely to emerge. ([IMP-2](#), [IMP-3](#))
- **Revenue Replacement.** Replace lost government revenues due to the pandemic. Funds will be utilized to support continuation of government services. ([IMP-2](#))



# CITY OF ROCHESTER STRATEGIC EQUITY AND RECOVERY PLAN

The \$1.9 trillion American Rescue Plan Act of 2021 (“ARPA”) signed into law on March 11, 2021, provides \$350 billion dollars in emergency funding for state, local, territorial, and Tribal governments to remedy this disparity between rising costs and falling revenues. **The City of Rochester’s allocation is \$202.1 million**, creating an historic opportunity to shape Rochester’s recovery and bring true equity to our city.

Using community input and an internal review of the City’s high priority needs, the City of Rochester administration has developed this Strategic Equity and Recovery Plan, organized around the [Rochester 2034 Comprehensive Plan](#). **This Plan is a living document and will continue to evolve as the City responds to the COVID-19 pandemic.**

## FOSTERING PROSPERITY AND OPPORTUNITY

**\$75.4 MILLION**

Rochester 2034 Goal	Allocation	Key Programs and Focus Areas	ARPA Expenditure Category
<b>Economic Growth</b>	<b>\$21 million</b>	Direct Assistance to Households	Household Assistance: Cash Transfers
		Food Desert Loan and Grant program	Small Business Economic Assistance
		Targeted Corridor Mixed-Use Rehab Grant Program	Other Economic Support
		Targeted Business Revitalization Grant Program	Small Business Economic Assistance
		Kiva Rochester	Small Business Economic Assistance
<b>Workforce Development</b>	<b>\$19.3 million</b>	City Sustainability Institute	Job Training Assistance
		Young Adult Manufacturing Training Employment Program	Job Training Assistance
		Health Care Worker Program	Job Training Assistance
		Youth Employment	Job Training Assistance
<b>City and Neighborhood Promotion</b>	<b>\$11.3 million</b>	Rochester Public Market and the International Plaza	Small Business Economic Assistance
<b>Smart City Innovations</b>	<b>\$5.8 million</b>	Inclusive and Accessible City Hall	Provision of Government Services
		Information Technology and Cybersecurity	Provision of Government Services
<b>Tourism</b>	<b>\$18 million</b>	Joseph A. Floreano Riverside Convention Center	Aid to Tourism, Travel or Hospitality
		Aqueduct Reimagined	Aid to Tourism, Travel or Hospitality
		Blue Cross Arena at the Rochester War Memorial	Aid to Tourism, Travel or Hospitality

## REINFORCING STRONG NEIGHBORHOODS

**\$86.5 MILLION**

Rochester 2034 Goal	Allocation	Key Programs and Focus Areas	ARPA Expenditure Category
Public Health and Safety	\$53.1 million	COVID Testing and Vaccination	COVID-19 Vaccination
		Violence Prevention – Peacemaker Fellowship	Social Determinants of Health: Community Violence Interventions
		Food Pantries	Household Assistance: Food Programs
		Senior Meals Program	Household Assistance: Food Programs
		Lead Pipe Replacement	Drinking water: Transmission & Distribution: Lead Remediations
		Highland Park Reservoir	Drinking water: Storage
		Rochester Police Department Office of Business Intelligence	Provision of Government Services
		Rochester Fire Department Fire Facilities	Provision of Government Services
Housing	\$33.4 million	Roofing Assistance	Housing Support: Other Housing Assistance
		Home Rehabilitation Assistance – Owner-Occupied	Housing Support: Other Housing Assistance
		Housing Trust Fund	Housing Support: Affordable Housing
		Land Bank Acquisition and Rehabilitation	Housing Support: Affordable Housing
		Buy the Block - Greenlining for a Better Rochester	Housing Support: Affordable Housing

## THE PLACEMAKING PLAN

**\$17.1 MILLION**

Rochester 2034 Goal	Allocation	Key Programs and Focus Areas	ARPA Expenditure Category
Other Placemaking Elements	\$17.1 million	Maplewood Branch Library	Healthy Childhood Environments: Other
		Northeast Quadrant Branch Library	Healthy Childhood Environments: Other
		ROC City Skatepark	Healthy Childhood Environments: Other
		Bull's Head Revitalization	Provision of Government Services

## SUSTAINING GREEN AND ACTIVE SYSTEMS

**\$15.1 MILLION**

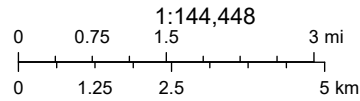
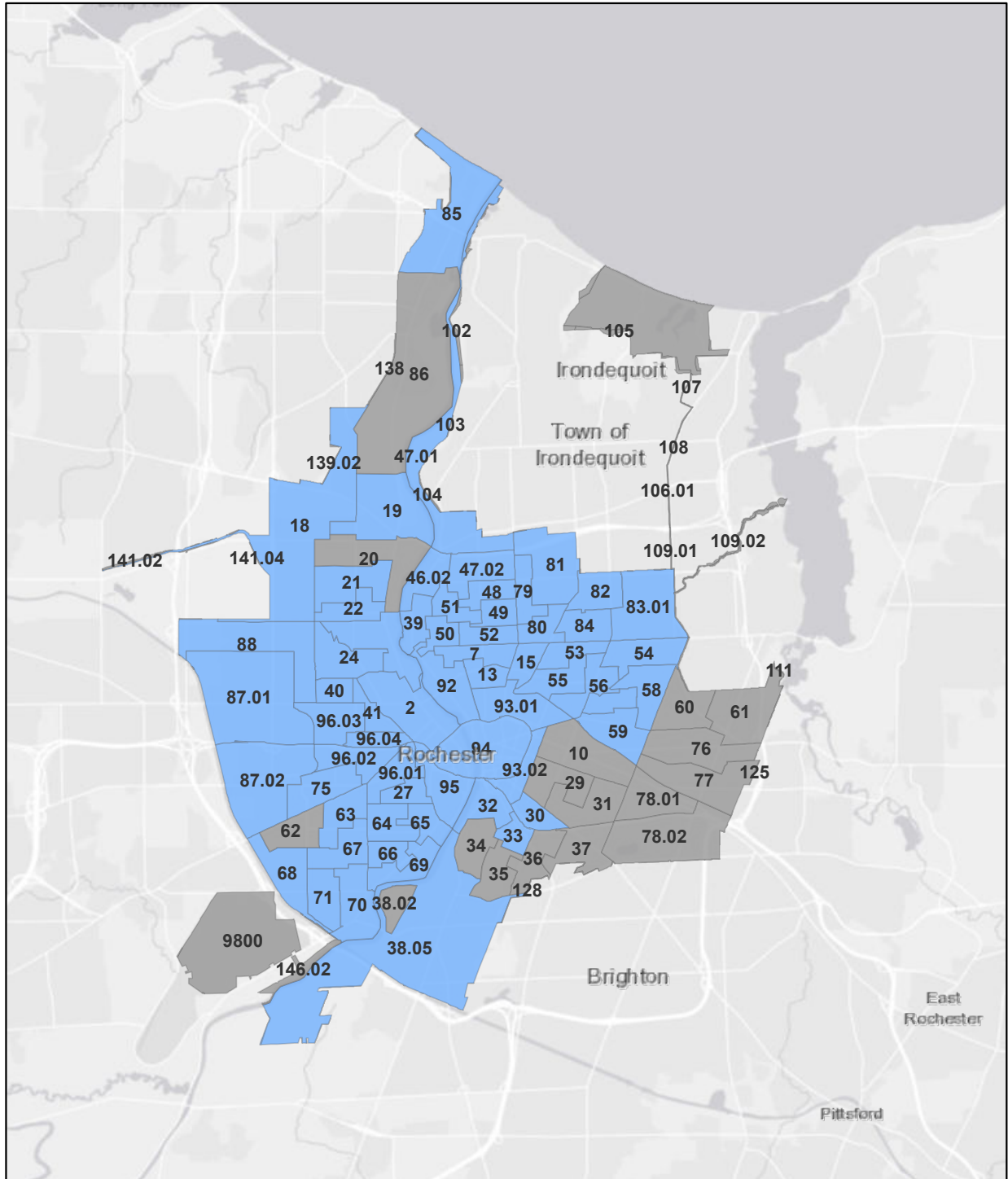
Rochester 2034 Goal	Allocation	Key Programs and Focus Areas	ARPA Expenditure Category
Natural Resources and Open Spaces	\$15.1 million	Charles Carroll Plaza	Provision of Government Services
		Rochester Civil Rights Heritage Site at Baden Park	Healthy Childhood Environments: Other
		Maplewood Nature Center	Healthy Childhood Environments: Other
		Durand Eastman Beach	Healthy Childhood Environments: Other
		Various Parks Improvements	Healthy Childhood Environments: Other

## PLANNING FOR ACTION

**\$8.0 MILLION**

Rochester 2034 Goal	Allocation	Key Programs and Focus Areas	ARPA Expenditure Category
Implementation and Stewardship of Rochester 2034	\$8 million	ARPA Compliance	Administrative Expenses
		Contingency and Funding for Future Needs	Administrative Expenses
		Revenue Replacement	Provision of Government Services

### 2021 Qualified Census Tracts Rochester, NY



Rochester Census Tracts 2015

- Qualified
- Not Qualified

A Qualified Census Tract (QCT) is any census tract with a poverty rate of at least 25% or in which 50% of the households have incomes below 60% of AMI. QCTs are identified annually by the U.S. Department of Housing and Urban Development using Census and American Community Survey data.





[www.cityofrochester.gov/arpa](http://www.cityofrochester.gov/arpa)