

Rochester

2034

MOVING FORWARD

A TWO-YEAR PROGRESS REPORT
NOVEMBER 2021



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The Office of Planning extends its gratitude to all who have contributed to both the implementation of *Rochester 2034* and the development of this progress report. This includes Mayor Lovely Warren and her team, numerous City departments and their talented staff, City Council, and key community partners – institutions, not-for-profits, neighborhood groups, businesses, and individual Rochesterians. All of these people have offered their time, talent, and treasure as they have rallied behind the Plan and are ensuring *Rochester 2034* is Moving Forward.

ROCHESTER 2034 PLAN OVERVIEW

The *Rochester 2034* Comprehensive Plan is an ambitious document that lays out a shared vision, principles, goals, and strategies aimed at ensuring a vibrant, thriving, and healthy community upon celebration of the City's 200th birthday in 2034. When *Rochester 2034* was adopted in November 2019, the Office of Planning committed to report back to the community every two years and to provide updates on Plan implementation. This document is the first of those biennial reports. It illustrates the incredible amount of projects, programs, and policies being developed across many critical subjects. It also highlights how **many City departments and community partners, in coordination with the Mayor's Office and City Council, are ensuring that *Rochester 2034* is Moving Forward.**

Rochester 2034 covers a wide variety of topics (called "Sections" in the Plan), from housing and transportation to economic growth and historic preservation. Each topic/section includes an Action Plan, with Goals and Strategies that are aligned with an overarching community Vision and set of Guiding Principles. Overall, the Plan presents a blueprint for growth and development in the city, with four main themes carried throughout:

- Positioning Rochester for Growth
- Connecting Land-Use and Transportation
- Placemaking
- Social and Economic Equity

The full *Rochester 2034* Comprehensive Plan can be accessed at Rochester2034.com. A *Rochester 2034* Guidebook, which provides an overview of the Plan and some of its key highlights and recommendations, can be found [here](#). To supplement the written Plan document, two interactive web-based tools provide another way to explore the Plan recommendations:

- [The Placemaking Plan Map](#) is an interactive map of all the proposed Character Areas (which are a basis for the development of a new zoning code) and place-based recommendations in Initiative Area 2, The Placemaking Plan.
- The [Master Action Plan](#) is an interactive list of all the Strategies and Goals in the Plan, which can be sorted by keyword, topic/section, or Principle.

The Vision Statement and Guiding Principles of *Rochester 2034*, which represent the foundation of the rest of the Plan, are displayed on the following pages.

2034 VISION STATEMENT

Rochester is a beautiful, progressive, lively, healthy, and welcoming city. We build from strength – leveraging our assets to grow our population, local business community, and tax base. We celebrate our 200th birthday in 2034 as a resilient and confident community where diverse neighborhoods are engaged and thriving; downtown is the vibrant heart of our region; our unique network of active waterfronts is accessible to all; and innovation, adaptation, and inclusion drive us forward.

-The People of Rochester

POLICY PRINCIPLES

These principles are the basis for our decision-making and guide our policy development. They are broad, overarching themes that we want our policies to achieve.

HEALTHY LIVING

We will strive to be a city where all residents, regardless of age, income, and ability, live active lives in a healthy environment, have access to community-based health services, healthy food, and healthy housing, and where they have equitable economic and social opportunities.



EQUITY

We will promote equity, inclusion, and environmental justice by working to reduce disparities, extend community benefits, ensure access to housing, and include traditionally under-represented populations.



RESILIENCE

We will reduce risk and improve the ability of individuals, communities, economic systems, and the natural and built environments to withstand, recover from, and adapt to natural hazards, human-made disasters, climate change, and economic shifts.



PARTNERSHIP

We will join with neighborhood, government, business, not-for-profit, and institutional partners to implement this plan and enjoy the results of reaching our goals together.



PROSPERITY

We will support a diverse, low-carbon economy, and foster employment growth, competitive advancement, and equitable prosperity.



PLACEMAKING PRINCIPLES

The design of our surroundings is intimately related to how we experience, interact with, and feel about places. Thoughtful design is important to creating places where people want to be. These principles are intended to cultivate a strong and unique sense of place for the City of Rochester, and to make it a place where people want to live, work, and play.

CREATE BEAUTIFUL SPACES

We will design our streetscapes and public spaces to be vibrant, playful, and environmentally sustainable, to reflect, cultivate, and celebrate the unique identities of our city and neighborhoods.

DESIGN AT THE PEDESTRIAN SCALE

We will prioritize development and design that is pedestrian-scaled and generates street-level activity in order to promote walkability and healthy lifestyles, and to create an attractive and welcoming built environment.

PROVIDE DIVERSE HOUSING OPTIONS

We will work to preserve our existing housing stock while also providing more diverse, accessible options within all neighborhoods that expand our range of housing types, densities, and prices.



CELEBRATE ASSETS

We will capitalize on our existing unique assets, including natural and scenic amenities, cultural heritage, and distinctive historic structures and landscapes, recognizing that these assets enhance neighborhood pride, foster a strong cultural identity, and attract visitors, new residents, and investment.

STRENGTHEN MULTI-MODAL TRAVEL

We will strengthen multiple modes of transportation and promote more sustainable transit options by improving walkability and accessibility, and increasing bus and bicycle access throughout the city.

FOCUS GROWTH

We will focus population growth and commercial development along key transportation corridors and within mixed-use centers in order to capitalize on existing infrastructure and a critical mass of activity.



COMMUNITY ENGAGEMENT + PLANNING PROCESS

Community engagement is vital to crafting an effective and responsive long-range plan. Involving a community in planning for its future creates a sense of excitement, hopefulness, and ownership. This engagement is a valuable input to, as well as an outcome of, a successful planning project.

Rochester 2034 was a truly community driven plan that was developed in-house by City staff who performed all the community engagement and wrote all the content in the Plan. Before any mapping, analysis, or writing took place, City Planning staff conducted outreach from January to August of 2018, which included a community survey with participation by more than 3,000 community members, meeting with every recognized neighborhood group in the city (50+ groups, 500+ people) and more than 100 stakeholder groups, conducting pop-up outreach at community venues like the Rochester Public Market, and working with the Rochester-Monroe Anti-Poverty Initiatives to reach traditionally hard-to reach populations at libraries, rec centers, public housing, settlement houses, Foodlink mobile markets, etc.

After the draft *Rochester 2034* Comprehensive Plan was released, additional community engagement and input was conducted from May through the Fall of 2019. This included having the Draft Plan available for public review and comment (on the web and printed in every library, rec center, and NSC), conversations with residents at six community input meetings, and public meetings in front of the City Planning Commission and City Council.

This second round of community input resulted in dozens of changes to reflect public input, including the addition of Streets as a Character Area in The Placemaking Plan, new Strategies in the Transportation and Arts + Culture Sections, the clarification of language in several Section narratives, and the alignment of the Plan with existing community efforts. As a result of these efforts and ongoing conversations with people and organizations, *Rochester 2034* is well-established as a relevant, living document with broad community participation.



ROCHESTER 2034 ADOPTION

Rochester 2034 was unanimously adopted by Rochester City Council in November 2019 after a robust, two-year development process and significant community input. With 88 Goals and 517 Strategies, *Rochester 2034* is an ambitious plan – one that requires coordination with many diverse community partners to implement over the 15 year timeframe.

Comprehensive plans are meant to have a balance of principles, goals, and other elements that provide a solid framework over the life of the plan and more flexible elements that can adapt to changing conditions and emerging trends. The framework elements are meant to transcend elected officials and provide a consistent blueprint over time.

When City Council adopted *Rochester 2034* in November 2019, it codified the Policy Principles, Placemaking Principles, the Placemaking Pan, and Goals into [Chapter 130 of the City Code](#). City Council understood that much of the work of implementing the Plan will be done at an individual Strategy level, but also recognized that – as a long-range plan that will be implemented by many different community partners over a 15-year period – it was necessary to have a degree of flexibility in the way the Plan is implemented. For that reason, City Council did not codify the Strategies included in the Plan. This provides the opportunity to add Strategies over time, as well as to modify or update strategies included at the time of adoption, if/as needed.



EVENTS SINCE THE PLAN'S ADOPTION

The adoption of the Plan in 2019 only added to the momentum that had been building for several years prior. While the city faces significant challenges related to poverty, education, and systemic racism, Rochester has also been seeing increased and highly-visible investment – from the private and public sectors – and a growing sense of pride not seen in generations. *Rochester 2034's* timing proved to be critical, amplifying that momentum while helping position the community for difficult days ahead. **Comprehensive plans, when done well and reflective of community priorities, provide a flexible framework for building on positive trends to address community needs.**

The community never could have anticipated how the world would change after the Plan was completed in 2019. The COVID-19 pandemic began just months after City Council adopted the Plan, creating a public health crisis with severe economic and social consequences. 2020 was also marked by substantial tension in police-community relations and a growing awareness – locally and nationally – of racial injustice. These circumstances presented challenges and tested the community's resiliency in ways not seen before in Rochester. At the time of adoption, the Plan did not anticipate issues like these effecting the city to the extent that they did. However, the Plan's built-in flexibility, along with its vision for a healthy, equitable, resilient community, provided some guidance on how to navigate these challenges.

For starters, the Office of Planning identified the various [Goals and Strategies](#) in *Rochester 2034* that are relevant to improving resiliency. This helped set the foundation for both an immediate response to the pandemic and ways that the community can become more resilient in years to come. Through Mayor Warren's leadership, and in extensive collaboration with other departments and community partners, the Office of Planning coordinated the [Jumpstarting ROC](#) initiative. Utilizing a robust website filled with a wide variety of community resources, Jumpstarting ROC became a clearinghouse for all the ways the City and other partners were responding to the pandemic. Those efforts were framed by *Rochester 2034's* Vision and Guiding Principles and organized according to Response (immediate), Recovery (near-term), and Resilience (long-term) strategies. A summary of Jumpstarting ROC's impact can be found [here](#).



The flexible nature of the Plan was also supportive of two key initiatives that emerged, aimed at improving police-community relations and furthering racial justice. The [Racial and Structural Equity \(RASE\) Commission](#) and [Executive Order 203: Police Reform and Reinvention Collaborative](#) took shape in 2020 and set the foundation for transformations that are critical to Rochester's future.

In the midst of these mighty challenges, progress and positive news abounds. This includes progress on projects that were underway before the Plan's adoption and things that have emerged since that time. The [ROC the Riverway](#) initiative marches forward, despite the hurdles created by the pandemic, garnering the excitement and optimism that has eluded Downtown Rochester for decades. Each year yields a batch of completed projects and shovels in the ground, while the community and City team continue to plan for additional projects that will revitalize the riverfront.

The Inner Loop East Transformation Project has attracted national attention as a powerful example of stitching together the urban fabric that was torn by expressway construction in the mid-20th Century. Nearly 170 jobs were created, along with over 530 new apartments, 65% of which will be affordable. The project's success has helped to build momentum for transforming the remaining two-thirds of the expressway – the [Inner Loop North Transformation Study](#) began in 2020 and will be completed in 2022.

The City was a fortunate recipient of a major influx of federal dollars through the [Coronavirus Aid, Relief, and Economic Security \(CARES\)](#) and [American Rescue Plan Act \(ARPA\)](#). While none of this funding was anticipated, much of it has been and will continue to be guided by the framework of *Rochester 2034*.



One theme of the Comprehensive Plan is “positioning Rochester for growth”, a trajectory that could only be planned for and hoped for, not guaranteed, at the time of adoption. The newly released 2020 Census data showed that Rochester made modest gains in population for the first time since 1960, a remarkable reversal of a painful trajectory. The data suggests that the historical trends of population loss and disinvestment in Rochester are not permanent. This news provides a hopeful context for *Rochester 2034 Moving Forward* and continued efforts to build a city that is an even greater source of pride.

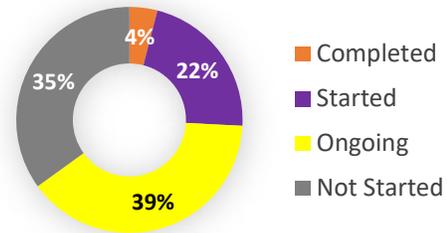
While *Rochester 2034* has only played a partial role in this excitement and momentum, its framework is designed to both support initiatives that were underway and to guide future projects, policies, and investment decisions. **Now more than ever, the health and vitality of this city requires focused and coordinated investments, enhanced partnerships with community stakeholders, and a shared vision of a city that will soon celebrate its 200th birthday.** The Plan provides a balance of a solid framework and flexible strategies to achieve that vision.



PLAN IMPLEMENTATION PROGRESS TO DATE

- 88** | # of **Goals in the plan**
- 84** | # of **Goals** with work underway
- 517** | # of **Strategies** in the plan
- 336** | # of **Strategies** with work underway

Status of Strategies



Throughout these challenging and evolving circumstances, the City and community continued its work on implementing both short and long-term Strategies of the Plan. As stated in Strategy IMP-3c, the Office of Planning is committed to report back on implementation progress every two years. *Rochester 2034 Moving Forward* is the first of these reports.

Internal processes in City Hall have been created to ensure that decisions being made throughout all departments are aligned with and guided by the adopted Plan. Whether it is constructing the annual City budget, working on legislation going to a land-use board or City Council, or developing the spending plan for ARPA funds, **each department is required to align their actions with Rochester 2034 to ensure the community’s Vision and Goals are being implemented.**

The prioritization of Strategies in the Plan is a difficult and complex endeavor. Some Strategies are ongoing in nature, others could be initiated now, while others need foundational work before proceeding. Additionally, unforeseen challenges or opportunities may shift priorities within the 15-year window. Lastly, the focus of investments is often dependent on the

skills, personnel, and funding resources available at any given time, making a specific ordering of 500+ Strategies difficult to orchestrate over 15 years. Therefore, instead of creating a formal prioritization of Strategies, the Office of Planning continues to collaborate with the Mayor’s Office, multiple City departments, and the community to assess the greatest needs and opportunities.

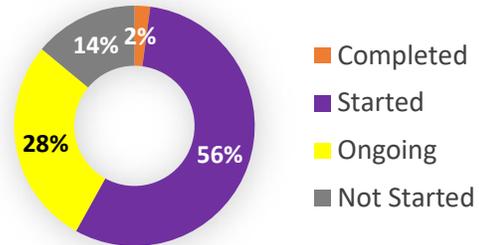
As a result of this dynamic process, 26%* of Strategies across all Sections of Rochester 2034 are either started or completed. Another 39% of Strategies are considered ongoing, in that they do not have a distinct start or end date – they are efforts that the City and community partners are working on continuously. In addition, progress either continues or has begun on nearly every Goal in the Plan. The following pages breakdown the implementation of both the Goals and Strategies by Section. Highlights of example Strategies are included for each Section. In addition, an update is included with each Strategy that provides more information about how the action has progressed, as well as links to relevant websites. As *Rochester 2034 Moving Forward* continues in the upcoming years, new Strategies will be added that are consistent with the Vision and Goals, ensuring the Plan stays relevant and effective.

* While this represents very encouraging progress, this rate of implementation should not be expected during each two-year reporting period. Rochester 2034 includes dozens of Strategies that represent work that was already underway. It was important to capture them as examples of ways to achieve certain Goals, but they are not new ideas and therefore affect the first report’s implementation rate.

THE PLACEMAKING PLAN

7 | # of **Goals**
 57 | # of **Strategies**

Status of Strategies



Strategy Highlights

PMP-2b

Completed

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.

UPDATE: The [Development Opportunity Sites](#) initiative was created to identify key City-owned sites as potential development sites that could have a significant positive impact on their corresponding neighborhood. The initiative is run by a collaboration of City departments who focus on clean-up efforts and marketing to developers. As a result of outreach and the release of RFPs, sites such as 1000 Driving Park Avenue and 106 Pleasant Street have been purchased for redevelopment.



PMP-1a

Started

Update the zoning code regulations and map to reflect the vision expressed in the Character Areas of the Placemaking Plan.

UPDATE: The [Zoning Alignment Project \(ZAP\)](#) began in early 2020 and is expected to be completed in late 2022.



PMP-1f

Started

Establish a downtown / riverfront management entity per the ROC the Riverway Vision Plan. 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.

UPDATE: The City's Department of Environmental Services (DES) is leading this effort with City staff and downtown stakeholders based on recommendations from a consultant. The effort is now moving forward with assistance from Empire State Development (ESD), ROC2025, and Rochester Downtown Development Corporation (RDDC). The entity will be called the Rochester Downtown Partnership and is expected to launch in late 2021 or early 2022.



PMP-4i

Started

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.

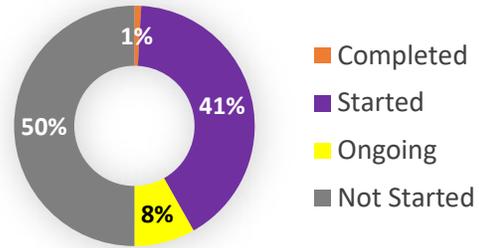
UPDATE: As one part of this effort, the ZAP will include regulations that reduce barriers to some of these housing types. Additional work can be done to connect directly with developers to find ways for these housing types to become more present in Rochester.



THE PLACEMAKING PLAN (LOCATION-SPECIFIC STRATEGIES)

1 # of **Goals**
110 # of **Strategies**

Status of Strategies



Strategy Highlights

PMP-5a #40 Transform the soccer stadium into a youth and community sports complex.

Completed

UPDATE: The [Rochester Community Sports Complex](#) is operated by the City's Department of Recreation and Human Services. It offers a variety of sport clinics as well as youth camps, and is used by city school district, local youth sports leagues, and community organizations year-round. A state-of-the-art indoor sports training facility – called R-Training Center – was completed in September 2021.



PMP-5a #7 Identify a continuous and sustainable funding mechanism to dredge sediment from the river that interferes with and prevents certain boating activity.

Started

UPDATE: The [Canal Corporation](#) has committed to begin regular dredging in the south river corridor, beginning at Corn Hill Landing in Fall 2021 and rotating to different areas of the river in spring and/or fall.



PMP-5a #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

UPDATE: Exchange Street enhancements have been completed; preliminary design of riverside underway, including working with the owner to attract a restaurant into the riverside space.



PMP-5a #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, and Smith St.

Started

UPDATE: The City applied for funding under Transportation Alternatives Program and Congestion Mitigation and Air Quality Improvement (CMAQ) Program to fund the rails-to-trails conversion. The bridge work is currently underway to shore up the structure.

PMP-5a #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

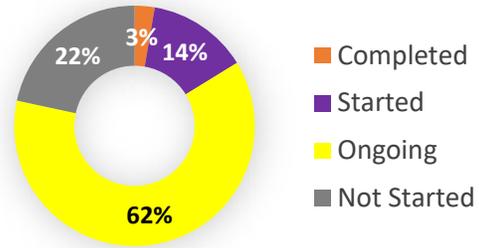
UPDATE: The Ribbon cutting for Phase I was held in November of 2020. The Design of Phase II (expanded skatepark) and Phase III (restrooms/concession building) is underway. Construction funding is available for Phase II but is still needed for Phase III.



HOUSING

6 | # of **Goals**
 37 | # of **Strategies**

Status of Strategies



Strategy Highlights

HSG-3b

Completed

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.

UPDATE: HUD requirements changed over the course of finalizing and adopting Rochester 2034. Instead of a regional assessment of fair housing, the City was required to develop a new Analysis of Impediments to Fair Housing Choice (AI). Rochester's new AI was completed and submitted to HUD in June 2020. The final full AI document can be reviewed [here](#).



HSG-5g

Started

Explore the feasibility and value of a housing trust fund to raise additional resources to help invest in housing and community development goals.

UPDATE: Through its participation in the New York State Anti-Displacement Learning Network (ADLN) in a team with representatives from the Catholic Family Center, Jordon Health, and the City-Wide Tenant Union, the City received a grant in late 2020 to conduct a needs assessment to inform the design of a Housing Trust Fund (HTF) that would fund activities that prevent displacement and promote housing opportunity and choice for populations most at-risk of displacement in Rochester. The grant also included \$450,000 to seed the HTF once created. In September 2021, the City proposed to use \$3 million in American Rescue Plan Act (ARPA) funds to further seed the HTF (subject to City Council approval) and is working with the ADLN team to finalize its proposal for HTF activities, governance, and ongoing funding through the fall of 2021. The hope is to launch the HTF in 2022, test activities/impacts with seed funding, and secure ongoing funding for the HTF by 2024.



HSG-4a

Ongoing

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.

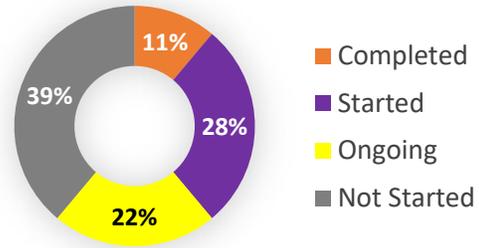
UPDATE: The City issues a [Request for Proposals \(RFP\)](#) each year that affordable and mixed-income developers must apply to if they want to receive City support for their projects (e.g., loan, PILOT, letter of support for NYS funding applications). City support is competitive and proposals are rated on criteria set by the City. In 2021, points were awarded for priorities like the degree to which proposed projects included diverse units affordable to a range of incomes (including extremely low-income people, 0-30% AMI), inclusion of supportive housing units (including for elders), project design, and incorporation of accessibility/visitability and sustainability/energy efficiency elements.



VACANT LANDS

4 | # of **Goals**
 18 | # of **Strategies**

Status of Strategies



Strategy Highlights

VNT-1c

Completed

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.

UPDATE: The City changed its demolition practices to emphasize "clean" demo and better position vacant lots for reuse. Demolition contractors now demolish basements and foundations along with structures and fill them in with clean soil. This reduces environmental issues and cost burden for a potential developer, increasing site value and making them more marketable. All demos conducted by the City are now "clean" demos.



VNT-3a

Completed

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.

UPDATE: For many years the only option for gardening on City-owned vacant residential land was a [seasonal garden permit](#) that had to be re-submitted, processed and approved each spring. In 2019, the City developed a new longer-term option that allows non-profit groups with a track record of successful garden stewardship (i.e., completed at least 3 prior seasonal garden permits with no issues) to enter into a [5-year garden permit](#). There are currently three organizations that hold long-term garden permits with the City.



VNT-4b

Started

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.

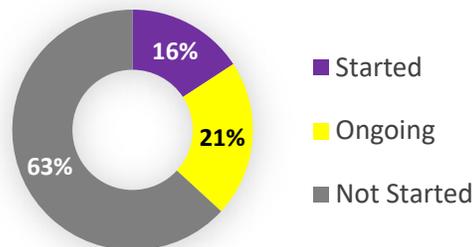
UPDATE: The City's Division of Real Estate updated its definition of "unbuildable" lots to include parcels with a frontage of 20 feet or less. This is a significant change, as parcels could have previously been considered "unbuildable" if they had frontages of 40 feet or less, which is a standard historic urban frontage. This means that many more vacant lots can now be redeveloped and that what is built can be more consistent with the city's historic built form. It also opens up opportunities to test innovative smaller (and potentially more cost effective) home designs on narrow lots with frontages of less than 40 feet that are now considered to be "buildable."



ARTS + CULTURE

3 | # of **Goals**
19 | # of **Strategies**

Status of Strategies



Strategy Highlights

AC-1b

Started

Work with existing and emerging artists and arts leadership groups to develop an arts and creative sector master plan, making recommendations for an organizational structure within City government to support the arts community and to clarify the City Arts Policy (also known as the Percent for Arts Ordinance).

UPDATE: The Arts Equity Fund (AEF) was established in 2021 to collect 1% of total development costs of City capital projects. The Arts & Creative Community Committee (AC³) was established in 2021 to 1) guide AEF investments in public art and 2) work with a consultant and City staff to develop an arts and creative sector master plan. Through that master plan, the City and AC³ are working towards establishment of a formal Arts Council.



AC-1f

Ongoing

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.

UPDATE: City staff have been engaged with [Arts in the Loop \(AITL\)](#) since it began in 2018. AITL's efforts have produced some arts programming, business training for artists, and a revived focus on downtown for the U of R. The initiative is being coordinated with the efforts of the Arts & Creative Community Committee (AC³).



AC-3b

Ongoing

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.

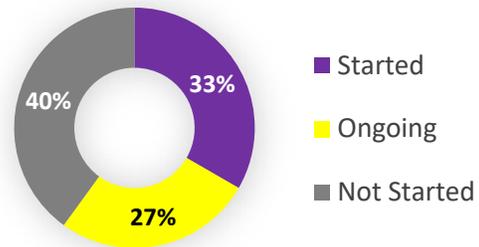
UPDATE: The City's Office of Special Events continues to provide funding throughout the community with the Special Events Funding Application (SEFA), celebrating our multiculturalism and diverse neighborhoods. The Arts & Creative Community Committee (AC³) also seeks to increase public art funding to underrepresented groups throughout Rochester.



HISTORIC PRESERVATION

4 | # of **Goals**
 15 | # of **Strategies**

Status of Strategies



Strategy Highlights

HIS-1a

Started

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.

UPDATE: [The Landmark Society](#) worked with the City Historian, Out Alliance, and community members to document important [LGBTQ+ sites in the city and develop a resource and walking tours](#) to educate the Rochester community about the history of the local LGBTQ+ movement. Part of the effort also includes working to get some of these sites listed on the [National Register of Historic Places](#).



HIS-2a

Started

Develop a marketing strategy about the historic 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.

UPDATE: The Landmark Society launched a program in 2021 called [Old House Help](#) where they offer a range of resources for historic homeowners and property owners, including tax credit services and free webinars to help property owners better understand these programs and how to utilize them.



HIS-1f

Ongoing

Support efforts to highlight and celebrate Rochester's role in the Civil Rights movement.

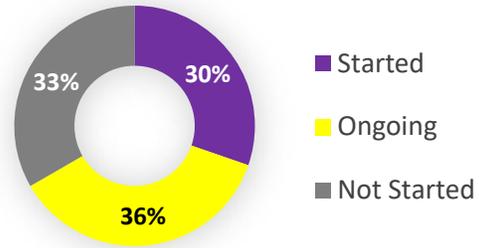
UPDATE: The [RPL Local History Division](#) is working on creating a new archive and exhibit space focused on Rochester's BIPOC communities, with a special emphasis on civil rights. They received grant-supported training to support this effort from the American Association of State & Local History and participated in a series of consultant workshops on Archiving & Preserving Local Black History along with librarians, archivists, and community members from across New York State. RPL staff has been recording stories and preserving artifacts through collaborations with organizers of the [Clarissa Street Reunion](#) and local families. Original documents, photographs, interviews, and other primary sources are available to the public through [Rochester Voices](#).



SCHOOLS + COMMUNITY CENTERS

Status of Strategies

4 | # of **Goals**
33 | # of **Strategies**



Strategy Highlights

SCC-1g

Started

Develop a district-wide strategy to address race and cultural competence as it relates to hiring practices, curriculum, and school environment.

UPDATE: Starting in spring 2021, the Rochester City School District (RCSD) started implementing a new county-wide anti-racist curriculum. The curriculum was created by school district representatives and the University of Rochester (UR) Center for Urban Education Success. The Rochester Public Library (RPL) has no authority to affect cultural competence or hiring practices district-wide in the RCSD. However, the RPL Equity Team has developed a mentoring program for employees who are interested in a career in library science and are working to address civil service disparities among library titles, specifically Youth Services Assistant, Library Assistant, and Librarian I and II positions.

SCC-4d

Started

Support the development of a nature center in Maplewood Park, serving as a hub for nature-based educational enrichment and expeditionary experiences.

UPDATE: The Maplewood Nature Center was included in 2021 Consolidated Funding Application (CFA), which will be announced in late 2021. If it is not awarded funding, the project may be eligible for [American Rescue Plan Act \(ARPA\)](#) funding.

SCC-3a

Ongoing

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.

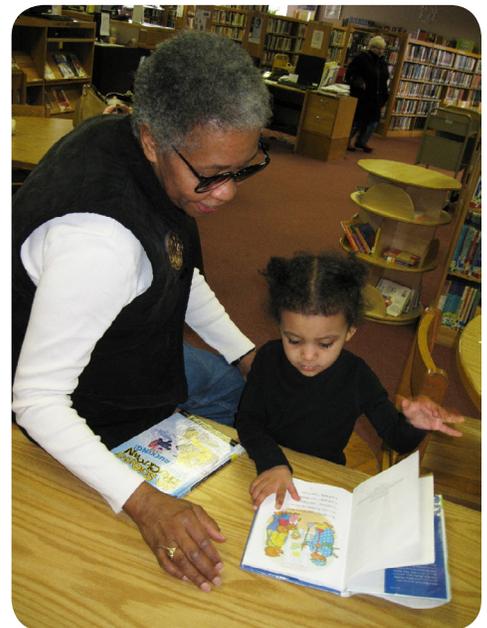
The Lincoln branch accessibility and interior renovations are underway, with construction planned for spring 2022. The RFP for the Maplewood branch expansion design has proposal solicitation underway.

SCC-2c

Not Started

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.

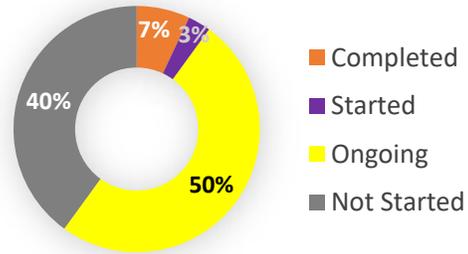
UPDATE: It is recommended that advocating for these policy changes be a high priority in the near term. Keeping existing scholarships available will help financially distressed households. These scholarships will incentivize more families to consider city living, having an impact that substantially transcends educational issues and supports the larger Vision and Goals of Rochester 2034.



PUBLIC HEALTH + SAFETY

6 # of **Goals**
 30 # of **Strategies**

Status of Strategies



Strategy Highlights

PHS-6c

Completed

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.

UPDATE: In the spring of 2020, Common Ground Health – in partnership with Foodlink and the City of Rochester – received a grant from the Healthiest Cities and Counties Challenge to lead a community-driven effort to form a local food policy council (FPC) in Rochester. The planning process was launched in August 2020 and continued through April of 2021. In May 2021, Rochester City Council passed a resolution supporting the creation of a resident-led FPC that focuses on the city. The FPC planning team put out a call for applications, and after receiving 80+ applications and conducting interviews with 25 different candidates, selected 10 community members to launch the [Rochester Food Policy Council](#). The first meeting took place on November 15, 2021.



PHS-2b

Completed

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.

UPDATE: The [Rochester Street Design Guide](#) and its street typologies were integrated into Rochester 2034 as a Character Area called 'Streets' in its Placemaking Plan. As such, it was adopted and codified into [Chapter 130 of the Rochester City Code](#) along with Rochester 2034 in November 2019. The plan also outlines how to balance urban street design with emergency vehicle access.



PHS-1a

Ongoing

Continue to enact and enhance the Rochester Police Department's (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.

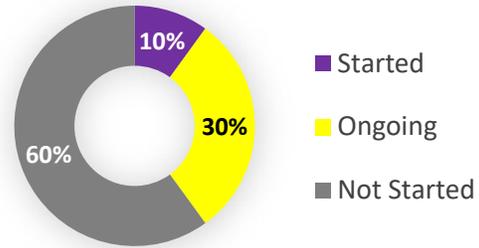
UPDATE: In March 2021 the City released its final [response report](#) to Governor Cuomo's Executive Order 203, requiring each local government in NY State to adopt a policing reform plan. The Police Reform and Reinvention Plan evaluated the RPD's current policies and practices for racial bias and disproportionate policing of communities of color. The recommendations aimed to build on RPD's model of Community Policing and included multiple recommendations for reform, including strategies to build on partnerships between the community and officers to address violence as a joint effort.



COMMUNITY BEAUTIFICATION

2 | # of **Goals**
 10 | # of **Strategies**

Status of Strategies



Strategy Highlights

BFN-2b

Started

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.

UPDATE: Rochester is the first city in Western New York to join [Keep America Beautiful](#), a national non-profit that supports people in taking everyday actions that improve and beautify their community environment. As the City continues to promote programs like this, manage mini-clean sweeps, and develop its litter abatement infrastructure, community-led litter clean-up efforts have expanded as well. A not-for-profit organization called [Walking for Rochester](#) started in 2020 with the goal of bringing people of all backgrounds together throughout the city and region to clean up litter one street at a time. The organization partners with local businesses for sponsorships, and with the Monroe County Public Defenders office to provide court-ordered community service hours.



BFN-1b

Ongoing

To empower and support more neighborhood-driven community beautification efforts, bolster funding for small neighborhood grants.

UPDATE: Many funding opportunities have become available over the past two years for neighborhood association, block clubs, and community groups to use for beautification projects. The [Rochester Area Community Foundation \(RACF\)](#) has continued to provide small-scale grants such as the Neighborhood Grant to organizations City-Wide. Organizations like the Taproot Collective, Susan B. Anthony Neighborhood Association, and the Neighborhood of the Arts Neighborhood Association have taken advantage of grants like these to instill beautification efforts in their community. The City of Rochester continues to work with organizations like RACF to connect neighborhood groups with similar opportunities for community-led beautification projects.



BFN-2d

Ongoing

Expand marketing of 311 as a resource to communicate with the City about litter problems such as overflowing trash receptacles.

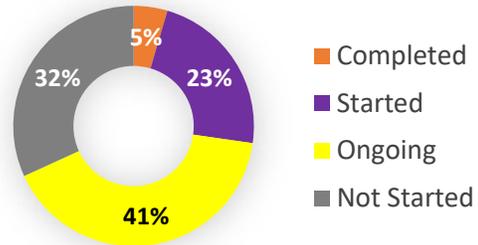
UPDATE: The City partners with the community to make residents aware of its 311 service. This number acts as a one-stop-shop for community concerns and services, such as graffiti removal, street sweeping, or installing a public litter basket. In addition to promoting the number on its website, the City provides education on 311 as part of the Mayor’s Neighborhood Leadership Training program, and encourages residents to pass on the knowledge to their neighbors. The City continues to look for opportunities to increase awareness of this service.



NATURAL RESOURCES

5 # of **Goals**
 22 # of **Strategies**

Status of Strategies



Strategy Highlights

NR-1f

Completed

Support the formation of a Genesee River Alliance, a coalition of area stakeholders focused on education, river health, advocacy, and community engagement.

UPDATE: The [Genesee River Alliance](#) formed in 2019 as a coalition between the Genesee Land Trust, the City of Rochester, neighbors, organizations, and businesses all along the 13-mile Genesee River Corridor. The alliance works to identify strategies for maintaining the quality of the regional watershed, and hosts community events such as bike rides along the river trail to increase awareness of the river as an ecological and recreational resource.



NR-2b

Started

Upgrade and modernize the water supply conduit system.

UPDATE: The City Water Bureau is engaged in a project to install cathodic protection systems on a 4-mile section of the Conduits 2 and 3 in the Towns of Rush and Mendon. This new cathodic protection system includes an impressed current system and anodes to reduce external corrosion on these metallic structures. This will extend the useful life of the conduit system. This project also includes 2 cross-connections and other improvements to the Conduits that will make the water transmission system more reliable. This project will be completed in 2022.



NR-1d

Ongoing

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.

UPDATE: The [Local Waterfront Revitalization Program \(LWRP\)](#) is the official statement of land use and development policy for the city's waterfront areas. The City's Department of Neighborhood and Business Development (NBD), along with the Planning Office work with developers to ensure compliance whenever any major development or action occurs near the Lake, River, or Canal.



NR-5b

Ongoing

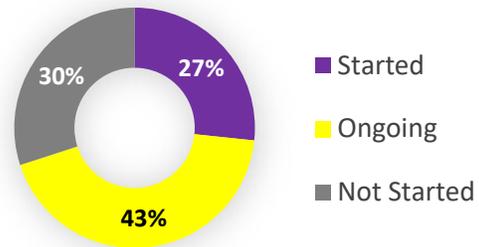
Develop diverse and engaging environmental programming that instills a love of the natural world and cultivates an environmental stewardship in residents from a young age.

UPDATE: In addition to the educational events hosted by the Genesee River Alliance, the City held the first [Play in Nature](#) event in Summer of 2021 at the future site of the Maplewood Nature Center. The event featured informational tabling by local organizations to help inform families about the different ways to enjoy and explore the local outdoors. The event had free nature crafts and games, guided walks for children and families, food for purchase, nature related giveaways and more.

PARKS, RECREATION, + OPEN SPACE

Status of Strategies

5 | # of **Goals**
30 | # of **Strategies**



Strategy Highlights

PR-1b

Started

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.

UPDATE: In 2021, the City's Department of Recreation and Human Services (DRHS) implemented a new data system (Perfect Mind) and online portal ([R-Central](#)) that, together, have significantly increased their data collection and monitoring capacity. They provide automated metrics and data reporting to track key performance indicators, and allow for new ongoing customer surveys and facility assessments to document impact and opportunities for improvement.

PR-4d

Ongoing

Use rec center facilities to support non-recreation activities to expand and diversify community reach (e.g., health screenings or insurance enrollment/navigation; adult education, job training, senior programming, etc.; Foodlink markets, food access, nutrition education, commercial kitchens).

UPDATE: The City mobilized numerous efforts to address the COVID-19 pandemic beginning in March 2020 and utilized neighborhood-based rec centers to reach community members with vital services, such as:

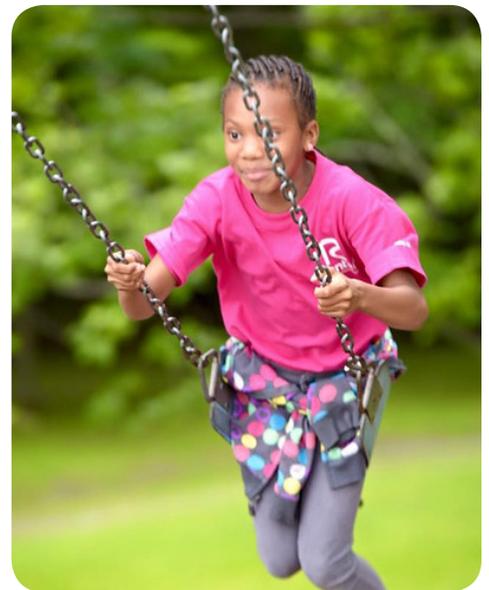
- Providing free daily meals (breakfast/lunch/dinner) for youth under 18 in partnership with Foodlink and the Rochester City School District (RCSD) at 10 rec centers to address the food gap from school closures, an effort that served more than 3.8 million meals over the last year and a half.
- Hosting "virtual learning labs" in 9 rec centers that provided a safe place with adult supervision, free wifi, meals, and academic support for K-12 students through the 2020-21 school year when the RCSD moved to 100% remote instruction.
- Administering more than 4,100 COVID-19 vaccine shots at 71 free vaccine clinics held in rec centers in high-risk zip codes from February through October 2021.

PR-2d

Not Started

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.

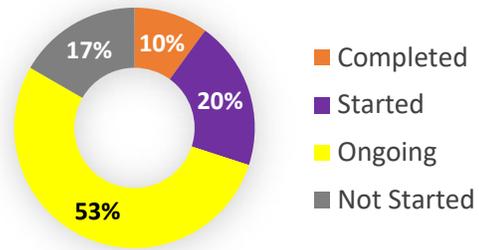
UPDATE: The City applied to a National Parks and Recreation Association (NRPA) grant in 2021 for funding to conduct an equity-focused parks master plan but, unfortunately, did not receive an award for this grant round. Still, the City has identified a parks master plan as a key priority and is actively looking for other potential sources of funding. We hope to identify funding and begin a parks master plan in 2022 or 2023.



CLIMATE CHANGE, MITIGATION, + ADAPTATION

4 | # of **Goals**
 30 | # of **Strategies**

Status of Strategies



Strategy Highlights

CC-2a

Completed

Continue working to implement a Community Choice Aggregation Model of energy management to offer cleaner, cheaper electricity for residents.

UPDATE: The City of Rochester authorized [Rochester Community Power \(RCP\)](#), a local Community Choice Aggregation program that leverages the collective purchasing power of city residents to negotiate better terms for electricity supply and purchase renewable electricity for residents and small businesses. The program launched in 2021, with outreach ongoing.



CC-2d

Completed

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.

UPDATE: The City of Rochester's [Open Commercial Property Assessed Clean Energy \(Open C-PACE\) finance program](#) launched in March 2020. This financing program helps the owners of qualified commercial and industrial properties secure loans to cover the cost of renewable energy projects and energy efficiency upgrades, including investment options like solar, wind, and geothermal systems, HVAC improvements, boiler conversions, new windows, new insulation, and more.



CC-3b

Started

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.

UPDATE: In 2021, the Sustainable Homes Rochester program has been incorporated into the larger [Heat Smart Monroe](#) community campaign. The campaign educates, encourages, and incentivizes home and building owners to transition from gas and oil heating systems to cleaner, greener high-efficiency electric heat pump systems. This program is managed through the [Climate Solutions Accelerator \(CSA\)](#) with support from New York State. The CSA has partnered with Connected Communities to do targeted outreach in the Beechwood and EMMA neighborhoods.



CC-1b

Ongoing

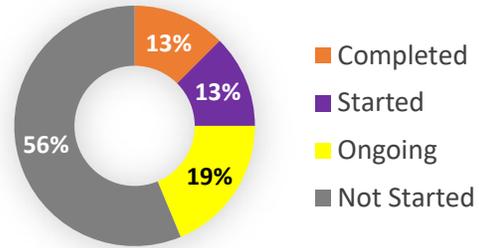
Develop and implement a Climate Change Resilience Plan that identifies strategic actions to help the City and community become more resilient, and better prepare for and adapt to future climate change impacts in our region. Include analysis of potential for population change from climate refugees.

UPDATE: In 2019 the City partnered with the community to complete the [Climate Change Resilience Plan](#) in order to better prepare the community to adapt to climate change impacts, such as warmer winters and hotter summers, more rainy days, and more frequent extreme storms. The plan includes goals and recommended strategies to respond to these changes, which will be implemented in the years moving forward.

URBAN AGRICULTURE + COMMUNITY GARDENS

Status of Strategies

3 | # of **Goals**
 16 | # of **Strategies**



Strategy Highlights

UAG-2a

Completed

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.

UPDATE: For many years the only option for gardening on City-owned vacant residential land was a seasonal garden permit that had to be re-submitted, processed and approved each spring. In 2019, the City developed a new longer-term option that allows non-profit groups with a track record of successful garden stewardship (i.e., completed at least 3 prior [seasonal garden permits](#) with no issues) to enter into a [5-year garden permit](#). There are currently three organizations that hold long-term garden permits with the City.



UAG-1b

Started

Make changes to the Zoning Code that allow urban agriculture as a principle use within specified parameters.

UPDATE: The [Zoning Alignment Project \(ZAP\)](#), which will comprehensively review and update the City's zoning code to be in alignment with Rochester 2034, kicked off in the summer of 2020. As part of the ZAP, the City plans to introduce two new terms related to urban agriculture as principle uses into the zoning code – "community garden" and "urban farm." Final code language, including use limitations and design considerations are still under development. The City anticipates having draft code language to share with the community for public review/input in early 2022 and hopes to adopt the new zoning code by early 2023.



UAG-1d

Ongoing

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.

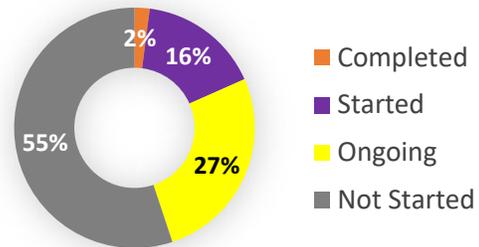
UPDATE: The [ROC City Compost Pilot Program](#) launched as a free program for city residents in July 2021. Participants received a toolkit within compost buckets, biobag liners, a compostable materials list, and other resources. Participants collect their compostable kitchen scraps in the buckets and can empty them once a week at one of two locations in City parks on Wednesdays or Saturdays. The program will run year-round and diverted approximately 14 tons of food waste from the refuse stream in just the first 3 months.



TRANSPORTATION

6 # of **Goals**
 49 # of **Strategies**

Status of Strategies



Strategy Highlights

TRN-1e

Completed

Adopt a City of Rochester Street Design Guide based on street typologies developed in the Comprehensive Access and Mobility Plan (CAMP) with standards and direction for how to best balance the needs of multiple transportation modes as well as adjacent neighborhoods and property owners with the goals of Rochester 2034 to achieve safe, functional, and welcoming streets.

UPDATE: The [Rochester Street Design Guide](#) and its street typologies were integrated into Rochester 2034 as a Character Area called 'Streets' in its Placemaking Plan. As such, it was adopted and codified into [Chapter 130 of Rochester City Code](#) along with Rochester 2034 in November 2019. The Placemaking Plan is also the basis for the new zoning code that's currently being written through the [Zoning Alignment Project \(ZAP\)](#).



TRN-1d

Started

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 the Genesee Riverway Trail.

UPDATE: Building on the successful Inner Loop East project, the City obtained funding from NYS to conduct a planning study for the remainder of the corridor in 2019. The [Inner Loop North Transformation Study](#) project kicked off in January 2020. In spring 2021, the project team developed six different design concepts, which were shared and vetted through a series of community meetings in the summer of 2021. Based on community input, the City selected a "preferred concept" for the corridor in October 2021 called "Restore The Grid" that completely removes the Inner Loop Expressway and restores an interconnected grid of surface streets.



TRN-3a

Ongoing

Strategically fill gaps in the dedicated bicycle network while also expanding to form a safe, interconnected "minimum grid." Focus on activities such as: creating 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; creating low-stress bicycle options for people of all ages and abilities; implementing best practice bicycle parking; etc.

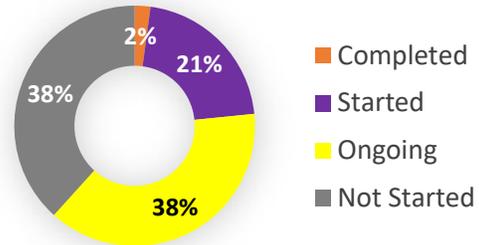
UPDATE: In 2021, the City installed 20 new miles of bicycle boulevards, which completed its implementation of the priority bicycle boulevard network citywide. An Active Transportation Master Plan will be launched in December 2021 that will evaluate further opportunities to improve bicycle access, safety, comfort, and connectivity across the city.



ECONOMIC GROWTH

7 | # of **Goals**
 47 | # of **Strategies**

Status of Strategies



Strategy Highlights

ECN-1a

Ongoing

Coordinate advocacy and align resources to support the growth and attraction of new companies to downtown Rochester.

UPDATE: Continued efforts to promote [ROC the Riverway](#) were integral to efforts to attract Constellation Brands to relocate their headquarters to Downtown Rochester. Prior to moving, Constellation Brands plans on investing \$50 million to renovate the buildings that will be their new headquarters. Their move will create 80 new jobs. Many other significant projects have resulted from the efforts to attract more businesses to downtown, including: The Mercantile, Commissary, ITX and Butler/Till. These projects have brought dramatic growth, job creation and investment to downtown Rochester.



ECN-1h

Ongoing

Continue to attract mixed-income residents to downtown to provide a strong customer base for attracting retail, restaurants, and street vibrancy.

UPDATE: Since 2010, Downtown Rochester has seen a 17% growth in population, with much of that increase coming in projects completed in the last five years. Approximately 1,100 residential units have been created in that time, covering a wide range of market rate and affordable rent levels. Inner Loop East was successful in attracting a mix of market rate (35%) and affordable units (65%). Inner Loop North presents another opportunity, along with numerous redevelopment and infill projects throughout downtown.



ECN-2i

Ongoing

Raise awareness of new and existing financial products and strategies available to residents and small businesses.

UPDATE: The City's Office of Community Wealth Building (OCWB) has [Financial Empowerment Centers](#) that are addressing this with their free, 1:1 financial counseling. OCWB is also participating in the BankOn Coalition. The City's Business Development Division regularly meets with businesses to raise awareness of financial products to help small businesses grow, create jobs and provide vital products and services for city residents.

ECN-3d

Not Started

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.

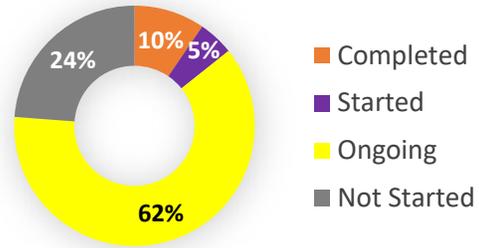
UPDATE: We recommend this as a priority in the near-term. Pipeline business strategies provide a significant opportunity for start-ups. When they take the form of small-scale temporary or non-traditional structures like shipping containers or vendor stalls, they create a novel experience for customers to shop and eat, a principle demonstrated at La Marketa, The Mercantile on Main, and the Public Market.



WORKFORCE DEVELOPMENT

4 | # of **Goals**
 21 | # of **Strategies**

Status of Strategies



Strategy Highlights

WRK-1d

Ongoing

Develop new resources to provide crucial services to support workforce programs, such as childcare, transportation, stipends, and benefits navigation to program participants.

UPDATE: There is ongoing work at different tables, including the [RochesterWorks](#) one-stop system partners group and the Benefits Project Stakeholders Group, which is convened by Action for a Better Community as a Strengthening Working Families Initiative sustainability effort.



WRK-1f

Ongoing

Use libraries and rec centers as hubs for workforce development, with skills training programs, recruitment locations for workforce development programs, and employment fairs.

UPDATE: Several Rochester Public Library (RPL) branches have hosted agencies looking for workers. For example, the Lyell & Lincoln Branches have offered table space to Elite Home Healthcare Services and Job Corps in 2021 to assist them in recruiting staff.



WRK-3b

Ongoing

Train City staff who regularly interact with the public to recognize signs of joblessness, and promote workforce development programs to residents.

UPDATE: Staff in the [Central Library Technology Center](#) consistently work with patrons to create resumes and assist with job searches. The Technology Center provides access to the Google Voice app on some computers, which allows people without phones to make calls necessary to securing work. All RPL staff have access to a set of training webinars produced by Ryan Dowd, author of *The Librarian's Guide to Homelessness*. These webinars focus on recognizing signs of homelessness, joblessness, and other needs.



WRK-3e

Ongoing

Promote English classes for non-English-speaking residents in order to decrease barriers to participating in the workforce.

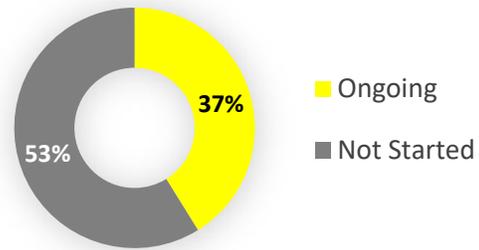
UPDATE: A dedicated New Americans Librarian at the Maplewood Branch offered classes virtually during 2020 and 2021. Attendance was greatly reduced due to lack of access to equipment while the libraries were closed, but attendance has increased now that libraries are open.



TOURISM

3 # of **Goals**
14 # of **Strategies**

Status of Strategies



Strategy Highlights

TOU-1a

Ongoing

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.

UPDATE: [Visit Rochester](#) is the region's official convention and visitor's bureau. The organization collaborates with the City, with businesses, with residents, and with other organizations to strategically promote Rochester to visitors. Flexibility is built into their outreach in order to identify new opportunities to build upon initiatives such as [ROC2025](#) and [ROC the Riverway](#), and encourage new people to come to the City.



TOU-1d

Ongoing

Ensure new investments and developments through the ROC the Riverway project are included in tourism marketing strategies.

UPDATE: The City continues to integrate news around ROC the Riverway into outreach efforts. The past and future projects occurring through this initiative offer opportunities for visitors to enjoy enhanced public spaces and new activities based around the Genesee River.

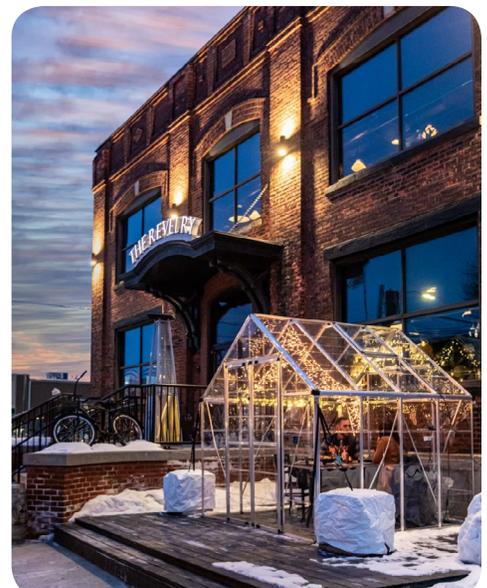


TOU-1f

Ongoing

Develop events and activities during the wintertime, and promote existing wintertime activities, to encourage tourism during cold weather.

UPDATE: Rochester continues to attract visitors during its colder months. The first annual [ROC Holiday Village](#) debuted in 2018 at Martin Luther King Jr. Park, attracting over 100,000 visitors to shop, skate, and play during the month of December. Annual celebrations continued throughout the city, such as [Holidays at the Market](#) and Lakeside Winterfest at [Ontario Beach Park](#). Even during the pandemic, the City came together to encourage visitors to patronize Rochester's businesses. Heated greenhouses were provided to local restaurants in winter of 2020 to encourage visitors to eat out safely.



TOU-3a

Ongoing

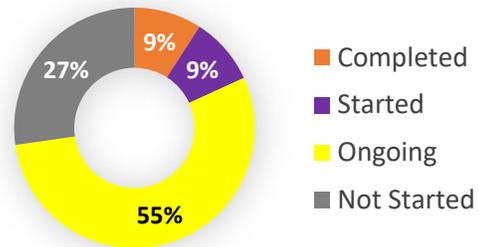
Work with local businesses to help them capture the patronage of the people visiting the many attractions and festivals within the City of Rochester.

UPDATE: Local Businesses and restaurants partnered with organizers to ensure they were part of the many festivals Rochester had to offer. Rochester's annual festivals, such as the [Lilac Festival](#), [Fringe Fest](#), and [Puerto Rican Fest](#) attract thousands of visitors every year, and hundreds of businesses are involved to take advantage of the new customer base.

CITY + NEIGHBORHOOD PROMOTION

3 | # of **Goals**
11 | # of **Strategies**

Status of Strategies



Strategy Highlights

CNP-2f

Completed

Convene a stakeholder group to develop a marketing brand/campaign for the City of Rochester.

UPDATE: The [ROC2025](#) coalition launched the [Greater ROC](#) initiative in 2019, which is a multi-year brand initiative to highlight the 9-county Rochester region's many unique characteristics and collective strengths. It is intended to communicate the essence of Greater Rochester to tourism, business, education, nonprofit, arts/culture, healthcare, and other economic sectors. This is largely done by posting and sharing content on social media (Facebook, Instagram, Twitter, and LinkedIn), and encouraging people to use the hashtag [#GreaterRoc](#) to celebrate the city and region. The City is working with ROC2025 to focus future efforts on the city.



CNP-2a

Started

Create strategies for being more intentional about positive messaging about the city. Actively counter the negative perceptions perpetuated through social media and other channels.

UPDATE: The City, along with organizations like [Visit Rochester](#) and ROC2025, have continuously promoted Rochester and its assets, shining a light on its strong neighborhoods, recreational opportunities, and continued economic growth. As ROC2025's social media strategy has become popular throughout the city, stakeholders continue to look for opportunities to spread positivity about Rochester.



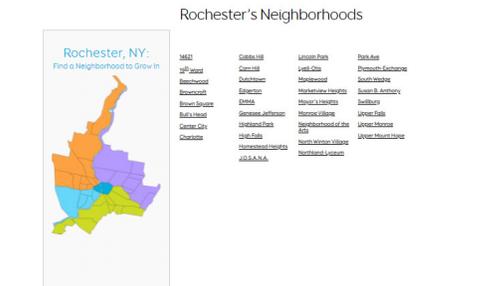
Designed as a comprehensive resource to help people search city neighborhoods for a house or apartment.

CNP-2d

Started

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.

UPDATE: In spring 2021, Rochester Public Library's [Local History Division](#) launched a series of in-person walking tours of downtown areas, intended to provide education about the history of the City. Additionally, the [Landmark Society](#) runs a series of architecture tours of city neighborhoods, including South Wedge and Park Avenue.



CNP-2c

Ongoing

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.

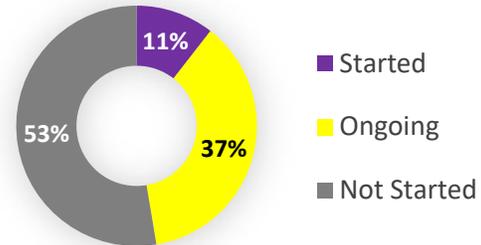
UPDATE: [Celebrate City Living \(CCL\)](#) is a year-round community-wide program designed to encourage city residency and showcase all of Rochester's unique neighborhoods. CCL has created a video series to educate about buying, renting, and financial opportunities, as well as general information to help prospective residents become more in touch with Rochester neighborhoods. CCL also put on an annual Celebrate City Living Expo prior to the pandemic, with an intention of continuing them in the future.



SMART CITY INNOVATIONS

4 | # of **Goals**
 19 | # of **Strategies**

Status of Strategies



Strategy Highlights

SC-2a

Started

Examine internet needs in the community and determine the most effective ways to improve internet accessibility.

UPDATE: The City created a Digital Divide initiative with CARES Act dollars in 2020 that purchased laptops for 2,901 low-income city school students to be able to attend virtual school in the 2021-22 school year. Monroe County has also convened a broadband taskforce that includes the City to look at opportunities to expand internet access in the City. The taskforce is working to identify coverage gaps in the City and region and opportunities to expand internet access into high-need neighborhoods.

SC-2c

Ongoing

Continuously upgrade internet speeds and capabilities in public facilities such as libraries and rec centers.

UPDATE: Rochester's libraries and rec centers are given money through the annual Capital Improvement Project budget to upgrade their facilities, including improving internet speeds. In 2021, the City announced that it would be seeking federal funds through the [American Rescue Plan Act \(ARPA\)](#) to go towards upgrading public facilities.

SC-4a

Ongoing

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.

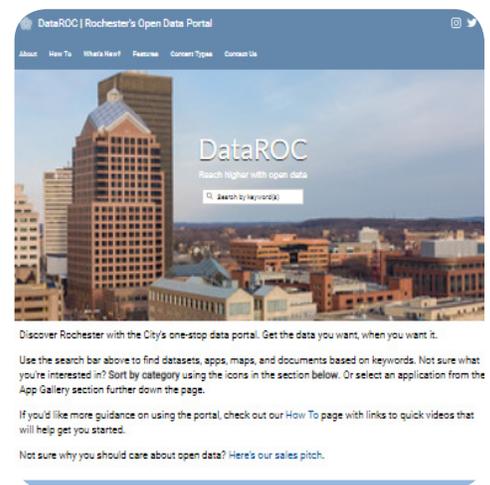
UPDATE: In an effort to increase transparency and community capacity, the City of Rochester released [DataROC](#), an open data portal that features more than 100 datasets produced by analysts and staff across City departments. These include historical assessment records, bikeshare statistics, nuisance points by property and much more. DataROC also centralizes data that is available online, like the [Rochester Police Department's Open Data Portal](#), and provides links to related external public content.

SC-4c

Ongoing

Advance City permitting, inspection, and enforcement operations through digital transformation.

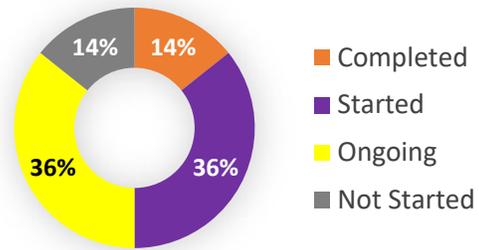
UPDATE: The City has built on its existing online infrastructure to provide additional ways of streamlining customer service processes. In 2021 the City rolled out a [Right-of-Way online permit system](#) and an [online recreation management system](#) that accepts payments and registrations. Additionally, an internal Land Management system is being created, which will enable centralized permitting, licensing, and payments online. IT developed an online process to receive a marriage license during the pandemic. Lastly, the City announced that some of the federal funds from the ARPA will be used to implement a Customer Relationship Management system that will utilize subscription-based public notifications.



IMPLEMENTATION + STEWARDSHIP OF THE PLAN

3 # of **Goals**
14 # of **Strategies**

Status of Strategies



Strategy Highlights

IMP-1a
Completed

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.

UPDATE: In November of 2019, City Council adopted Rochester 2034's Guiding Principles, Goals, and the Placemaking Plan into Chapter 130 of the City Code. The code identifies the Comprehensive plan as the "official statement of the City of Rochester with respect to the existing and developing character of various areas of the City; the proper objectives, standards and direction for the future maintenance, growth and development of the City; the means to be employed to protect existing character or development and to encourage future development that will be in the best interest of the City; and the actions and programs to be undertaken by the City with respect to its future maintenance and development." Because the broader Goals were adopted and not the specific Strategies under each goal, the Action Plan will remain flexible and able to stay up-to-date with the changing times.



IMP-2c
Ongoing

Align the 5-year Consolidated Community Development Plan with Goals of Rochester 2034.

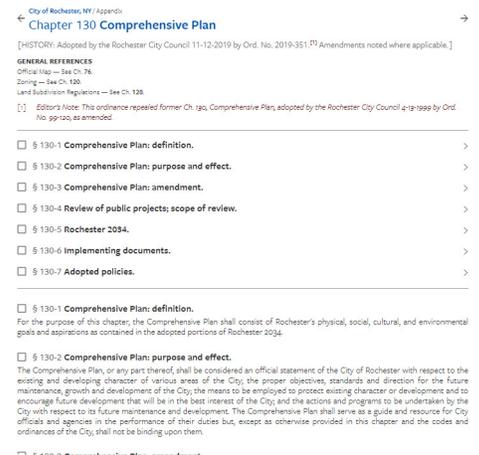
UPDATE: As a jurisdiction that receives funding directly from the U.S. Department of Housing and Urban Development (HUD), the City of Rochester is required to develop a Consolidated Plan to inform use of its annual HUD allocation. Development of the [2020-2024 Consolidated Plan](#) was led by the Planning Office in order to align planning for federal funds with the Goals and Strategies of Rochester 2034.



IMP-3e
Ongoing

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.

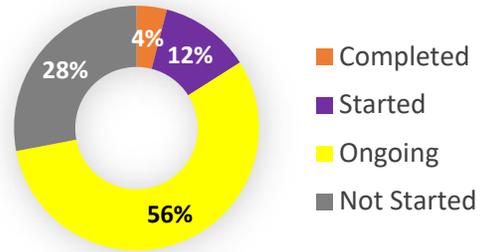
UPDATE: The City's Planning Office is constantly working to ensure that City and community-led initiatives align with Rochester 2034. Key partners throughout the community regularly provide updates on the implementation of specific Strategies, and partner with the City's Planning Office to identify opportunities to implement the Action Plan further. Examples of initiatives that have aligned with the Plan include the [RASE Commission](#), the [American Rescue Plan Act \(ARPA\)](#), and [ROC2025](#).



BUILDING COMMUNITY CAPACITY

5 | # of **Goals**
25 | # of **Strategies**

Status of Strategies



Strategy Highlights

BCC-1b

Create a Neighborhood Toolkit.

Completed

UPDATE: The Mayor's Neighborhood Leadership Training Program (MNLT) launched in Fall of 2020, and is currently in its 3rd semester. This program is open to applicants interested in learning more about how to facilitate change in their community. The program is led by City staff and community leaders, and provides a variety of information including how to navigate City programs, how to lead community projects, and how to manage an organization.



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.

Started

UPDATE: The City launched the [New Americans Advisory Council](#) in spring of 2021. The goal of the group is to provide advice, knowledge, and information to Rochester's leadership so that it can act on issues important to new Americans, including our immigrants and refugees. The organization is seeking applicants to serve on the committee, to be submitted to City Council at the end of 2021.



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

UPDATE: The City's Neighborhood Preservation department works to connect neighborhood associations with their neighbors, through facilitation, marketing, and connection to financial opportunities that assist with outreach efforts. The Mayor's Neighborhood Leadership Training Program also has sessions on inclusive outreach and building community partnerships to ensure that neighborhood associations are fully representative of their neighborhood.



BCC-5b

Engage youth in community organizations, such as Neighborhood Associations.

Ongoing

UPDATE: Organizations such as [Youth Voice One Vision](#) and the [Center for Teen Empowerment](#) continue to provide youth with the tools to become leaders in their community. In order to address the age discrepancy in neighborhood associations, the Mayor's Neighborhood Leadership Training Program offers a session on how to increase youth engagement in organizations.

CONCLUSION

Rochester 2034 is an ambitious and far-reaching comprehensive plan. This first Two-Year Progress Report marks a point that is nearly 15 percent of the way through its 15 year time horizon. Given how fundamentally the world has changed in the last two years, and the severity and scale of unanticipated challenges the community has had to address, we should feel proud of how far we have come with implementing *Rochester 2034*.

Progress is being made on more than 95% of the 88 Goals and nearly two-thirds of the 517 Strategies included in our Plan:

- 4% of strategies are completed
- 22% of strategies have been started
- 39% of strategies are being addressed through ongoing work

Still, work has not yet begun on just over one-third of the Strategies in *Rochester 2034*, and work on the more than 200 Strategies marked as “ongoing” must be supported and sustained. This is a community plan and its implementation must be a true community effort. The City plays an important role in leading or supporting much of this work, but City government cannot do it alone. We must – and we will – join with neighborhood, government, business, not-for-profit, and institutional partners to implement this Plan. That way we will be more effective in reaching our goals and will enjoy the results of getting there together.



Rochester
2034
MOVING FORWARD
