

**City of Rochester**  
Comprehensive Master Plan

**Rochester 4.0**  
Our neighborhoods.  
*Our future.*

**Mayor's Advisory Council**  
**April 27, 2016**

# Mayor's Advisory Council (MAC)

## Meeting Agenda / Power Point Presentation

**1**

- Purpose of a Comprehensive Plan
- Renaissance Plan History and Background
- Plan Update Process, Components and Timeline
- Role of the Mayor's Advisory Council



**15 min.**

**2**

- Role of Consultants
- Plan Update Public Participation Process
- Plans and Studies Summary
- City Data Inventory and Analysis



**15 min.**

**3**

- Questions and Answers
- General Discussion
- Wrap-up



**15 min.**

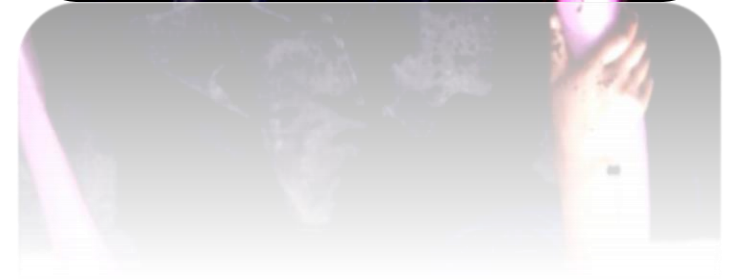


**... Our focus remains, MORE jobs, SAFER more vibrant neighborhoods, and BETTER educational opportunities for ALL of our children ...**

**... “It is easier to build strong children than to repair broken men.”**

**We believe Douglass’s thought is just as powerful when we also apply it to our city itself, because we are working every day to build the strongest possible “FOUNDATION” for our city going forward ...**

**- Mayor Lovely A. Warren**







**WE ARE ROCHESTER ...**  
**and our future is as bright as our past**









# City of Rochester

## Comprehensive Master Plan

Rochester 4.0  
Our neighborhoods.  
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# Comprehensive Plan

One of the most important powers and duties granted to a city and its citizens is the responsibility to develop and undertake a comprehensive plan. A city comprehensive plan is a means to promote and protect the general health, safety and welfare of the people and to lay out a course of action for the future social, physical and political development of the community. The plan serves as the fundamental basis for making public and private decisions on land use regulation and development, future investment and the allocation of critical resources. The plan creates a “blueprint” for the future development and preservation of the city. Often referred to as the “master plan”, it is the policy foundation upon which cities are built.

A good comprehensive plan both guides the specific physical and economic development of the city and also accommodates broader social, environmental and regional concerns.

Section 28-A of New York State General City Law defines a city comprehensive plan as:

“... the materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, reports and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the city. **The city comprehensive plan shall ... serve as a basis for land use regulation, infrastructure development and public and private investment, and any plans which may detail one or more topics of a city comprehensive plan.**”



# Comprehensive Plan

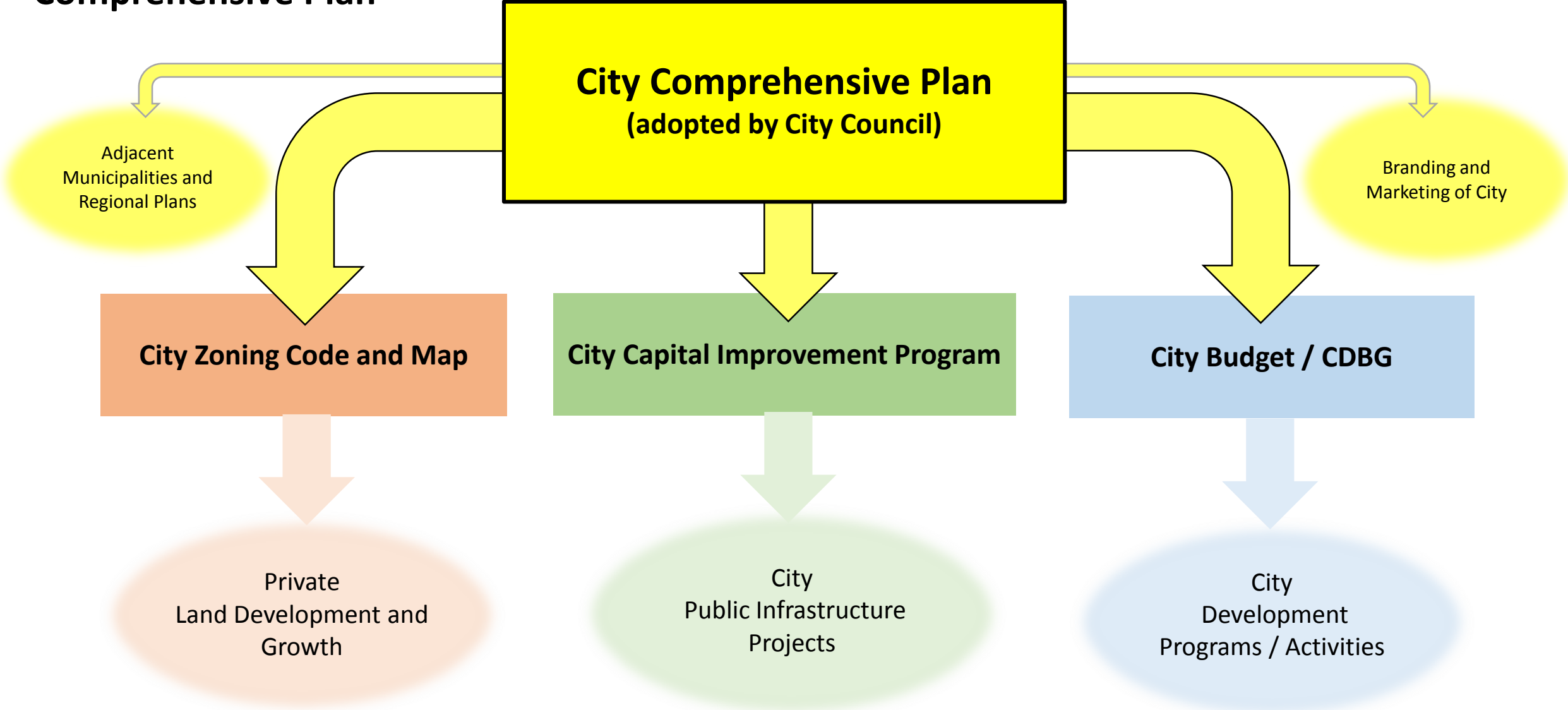
## Benefits of a strong comprehensive plan:

- **Articulates the development vision for the city**
- **Documents city development problems and issues; inventories strengths, weaknesses, opportunities, threats**
- **Identifies implementable policies, goals, objectives and strategies to address city problems and issues**
- **Leverages city assets and mobilizes resources to solve key problems**
- **Prioritizes problems and solutions based on public feedback**
- **Creates benchmarks to measure success and adjust future actions**
- **Provides opportunities for public input on the future direction of the city**
- **Provides a roadmap to allocate funding and resources**
- **Aids in decision-making; provides policy direction for future projects, actions and initiatives**
- **Informs the city zoning code, development review process and future land use and infrastructure decisions**
- **Markets the city to developers, businesses, potential residents, tourists and institutions**
- **Provides a strong basis for justifying and applying for grants and funding to implement important projects**



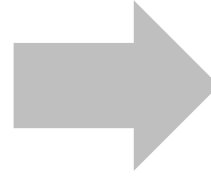


# Comprehensive Plan

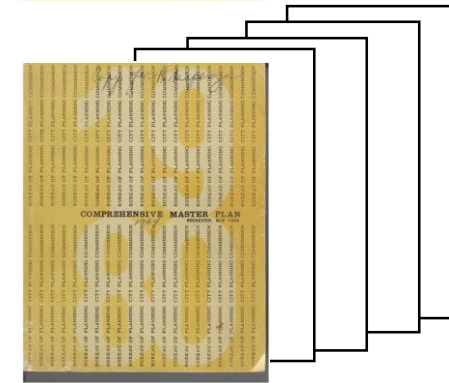
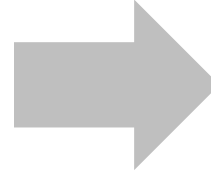


# Comprehensive Plan History

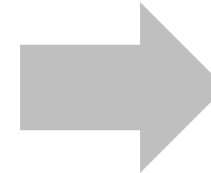
**1928** - City Plan



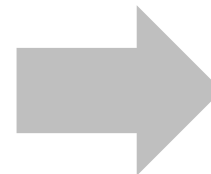
**1964** - City Comprehensive Plan



**1999** – The Renaissance Plan



**2016** – Rochester 4.0



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Our neighborhoods.  
*Our future.*



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## Comprehensive Plan Background

- **35 member Mayor's Stewardship Council**
- **10 neighborhood planning sector committees**
- **11 subject committees**
- **4 city quadrant public meetings**
- **1,000 citizens involved**
- **5 years to complete**
- **10 year horizon**
- **2 APA awards**



## **Comprehensive Plan Background**

# **City Vision Statement**

**3 themes: Responsibility, Opportunity, Community**

**11 campaigns**

**11 policies**

**81 goals**

**179 strategies**

**42 benchmarks**



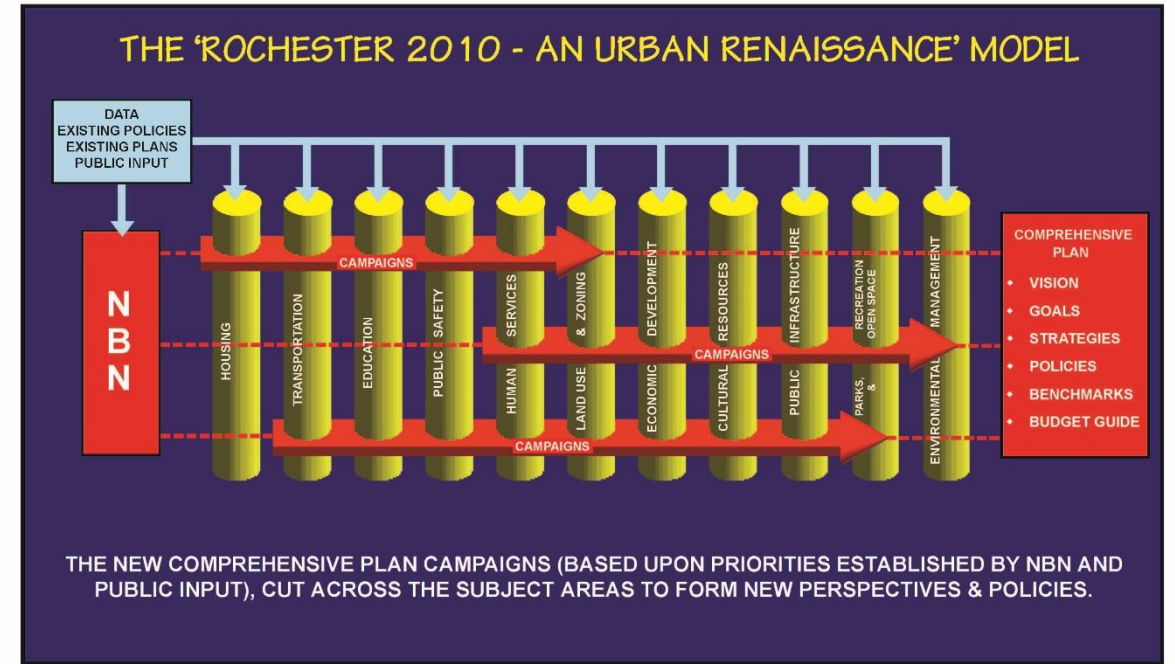
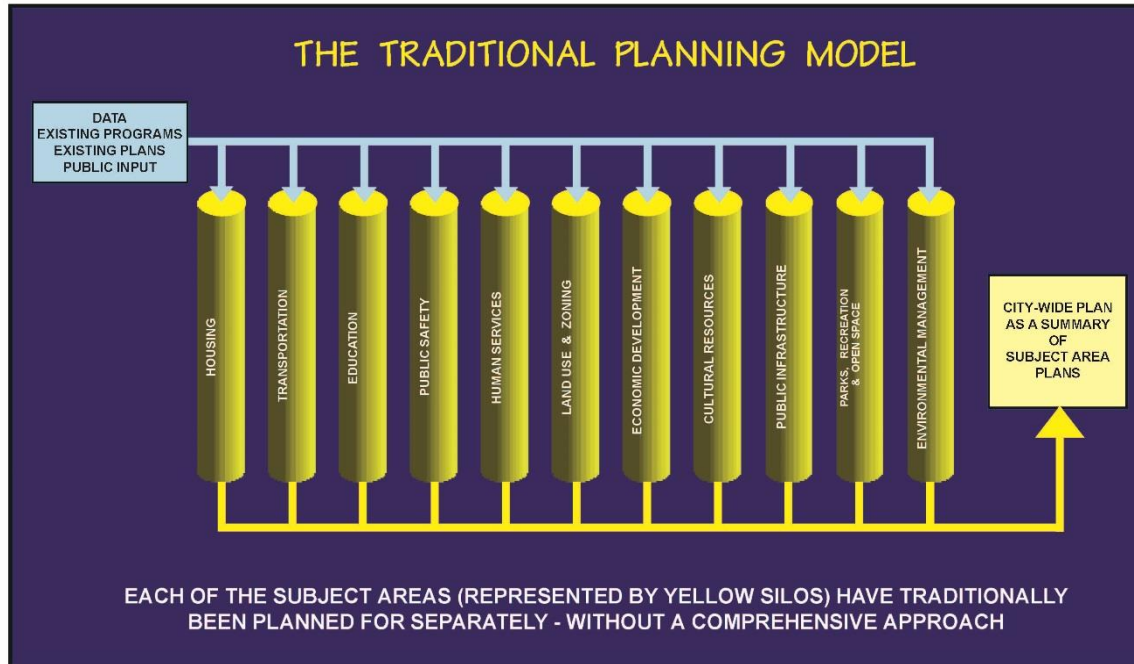


## Comprehensive Plan Background

- **145 strategies** **81%**  
started, on-going or completed
- **20 strategies** **11%**  
started but abandoned
- **14 strategies** **8%**  
not started

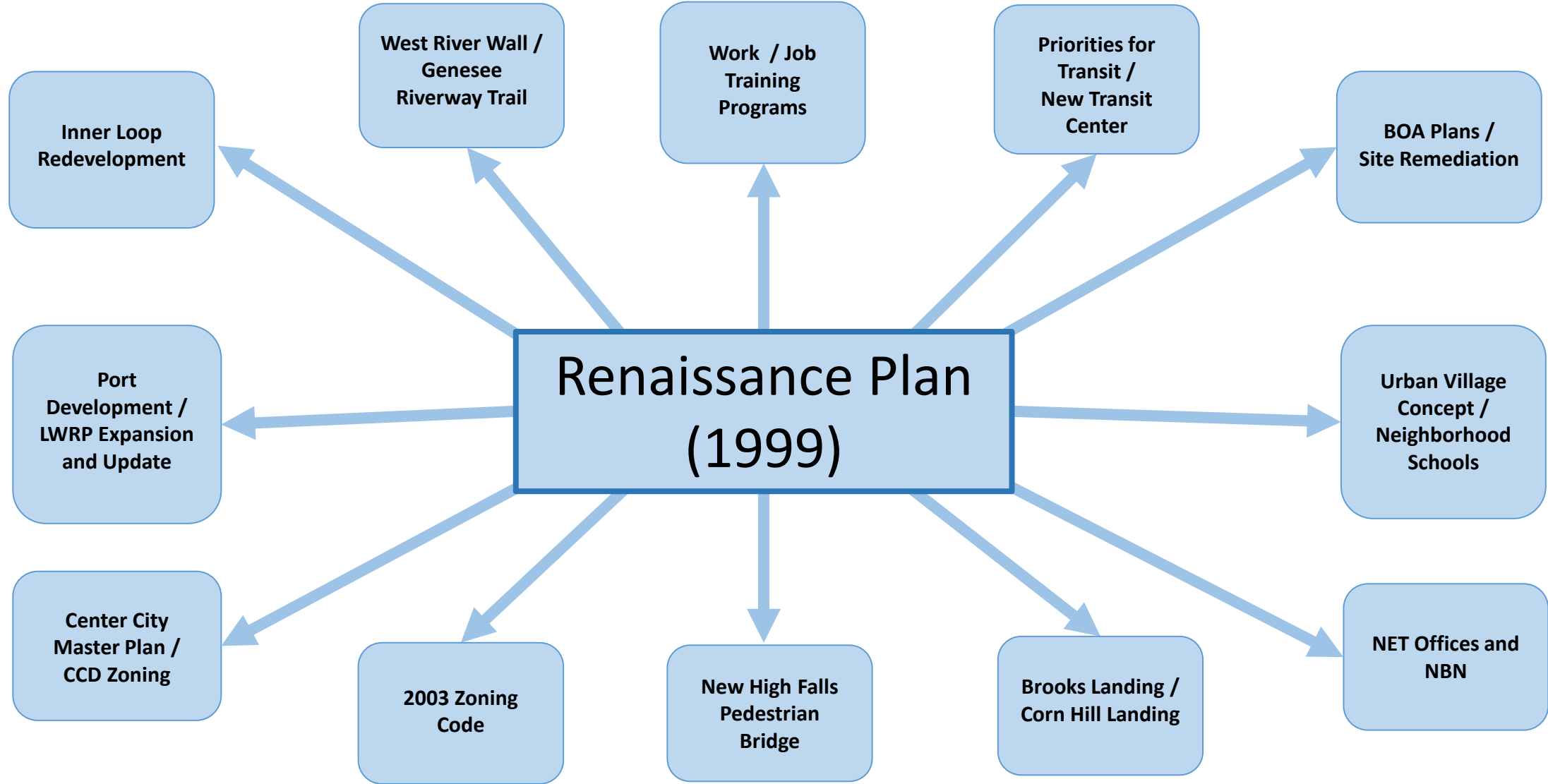


# Comprehensive Plan Background





# Comprehensive Plan Background



# Comprehensive Plan Background

## Mayor Warren’s Priorities





# Comprehensive Plan Background

## The Renaissance Plan - 1999

- Involved Citizens
- Educational Excellence
- Health, Safety and Responsibility
- Environmental Stewardship
- Regional Partnerships
- Economic Vitality
- Quality Service
- Tourism Destination
- Healthy Urban Neighborhoods
- Center City
- Arts and Culture

## Mayor's Priorities - 2016

- Better Schools and Educational Opportunities
- Climate Action Plan
- More Jobs and Economic Opportunity
- LWRP Update
- Safe and Vibrant Neighborhoods
- Main Street Initiative



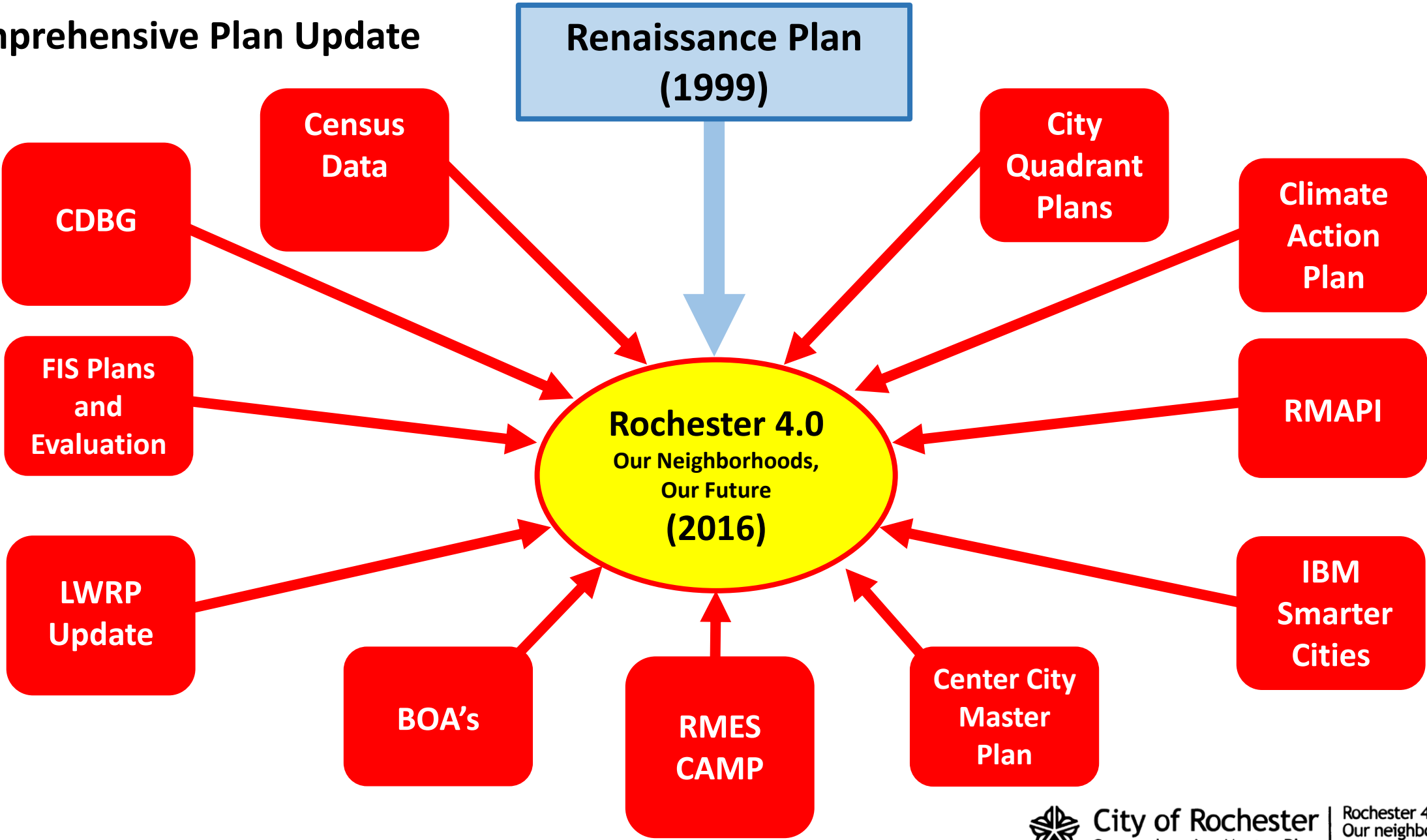
# Comprehensive Plan Update

- Use existing plan format; build off of existing policies, goals, objectives and strategies as well as other recently completed plans, studies and reports
- Update the plan with current demographic and economic data and trends
- Create a flexible, strategic, and implementable plan to help guide future decision making
- Incorporate new innovative planning concepts, ideas and techniques
- Design the plan with a 10-year implementation horizon
- Create a document that includes policy guidance and direction for future land use decisions and zoning code updates
- Create a document that provides direction for future investments and allocation of resources
- Include benchmarks or “indicators of success” in the plan
- Develop the plan using a strong public participation component
- Utilize Bergmann Associates to assist in the plan development process, meeting facilitation and other public outreach components

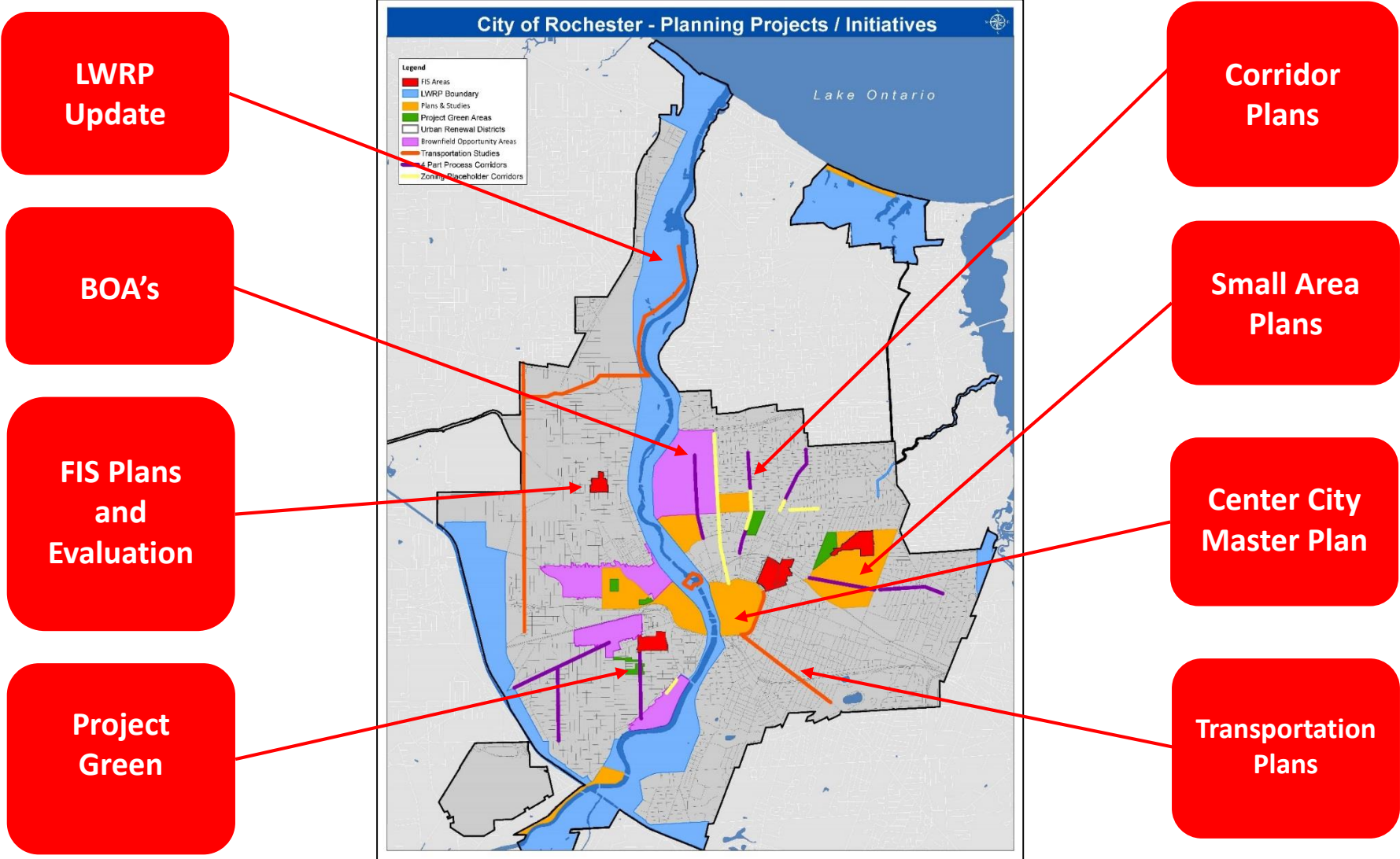




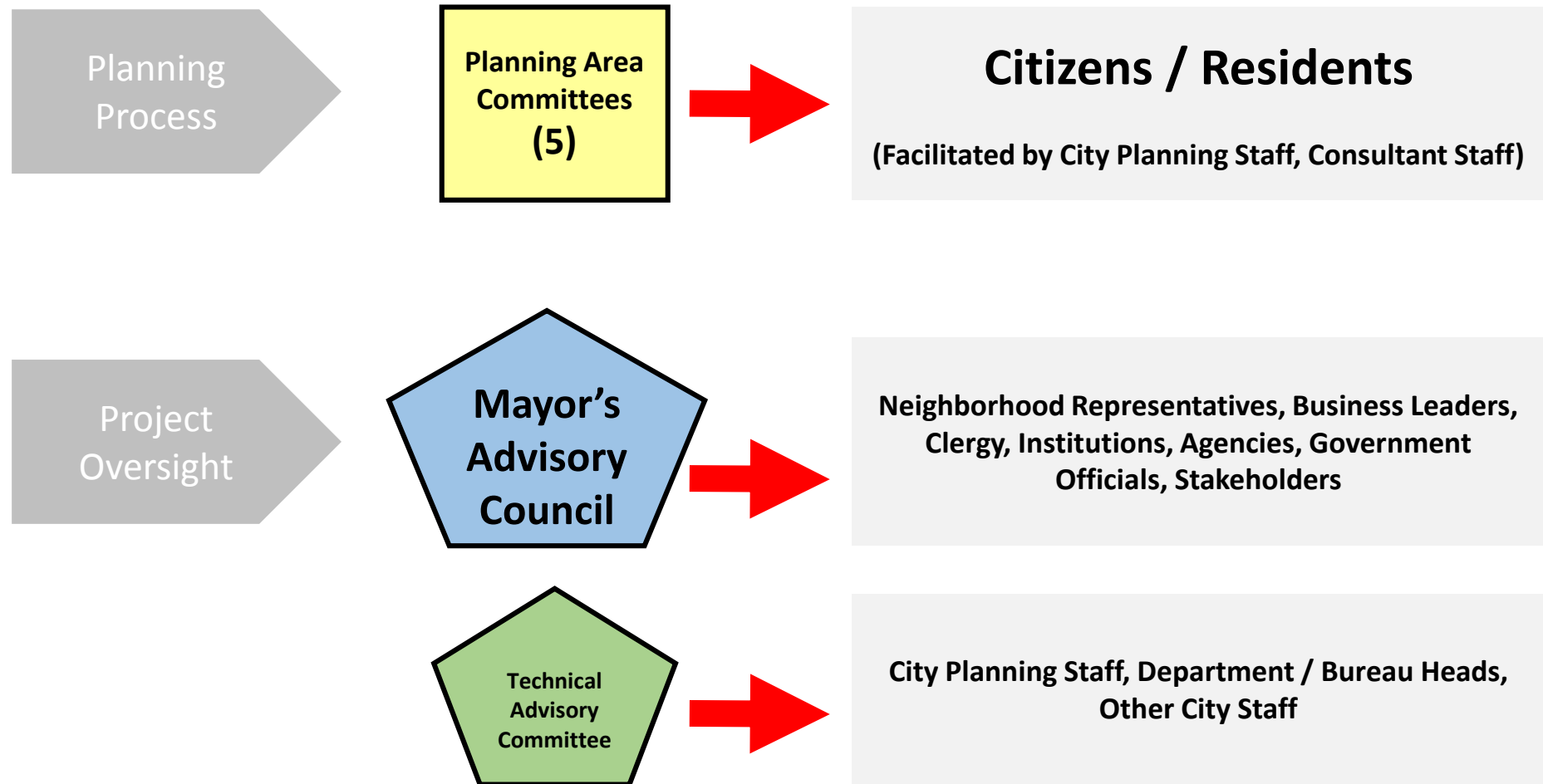
# Comprehensive Plan Update



# Comprehensive Plan Update



# Planning Process Committees





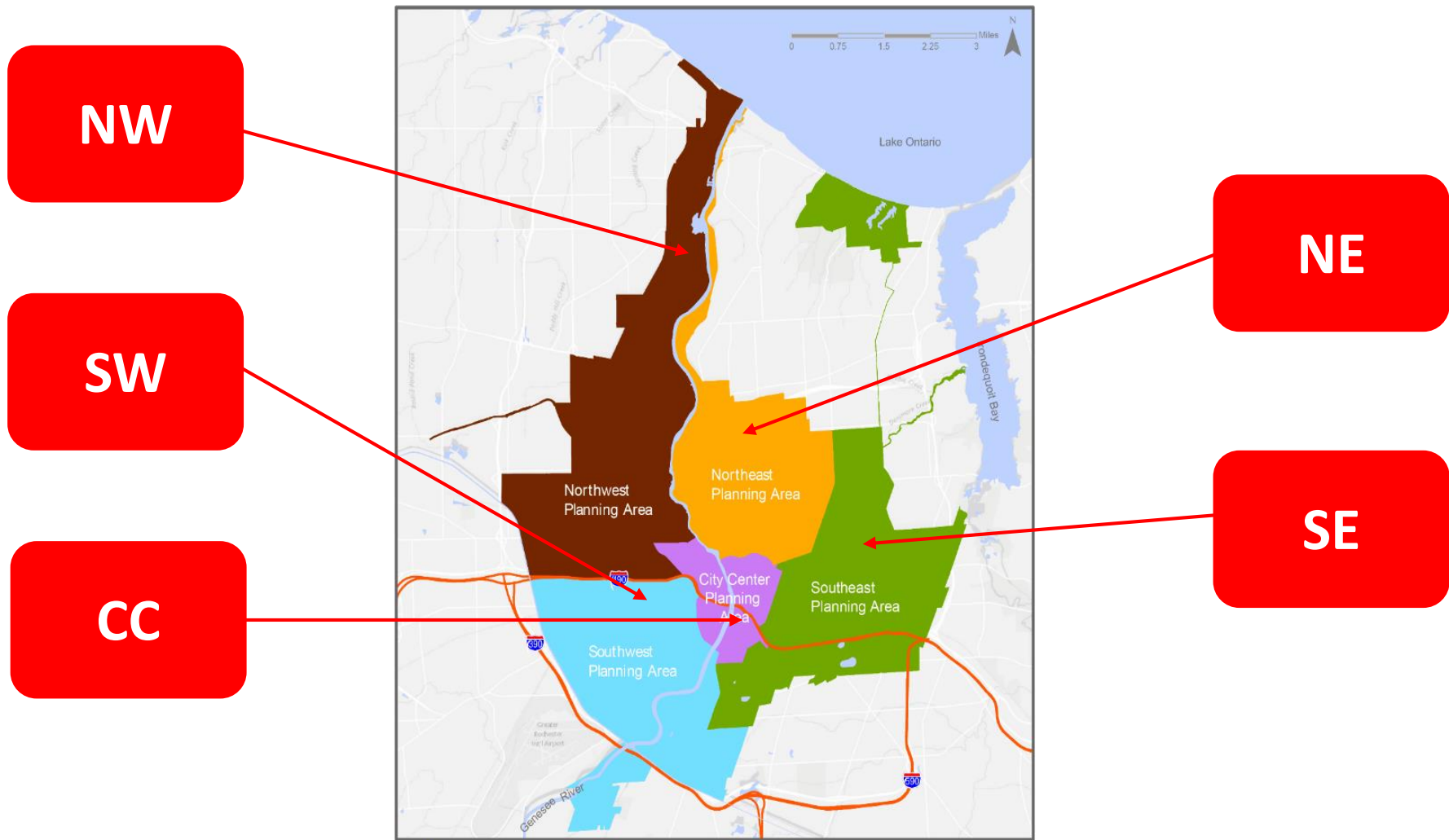
## Planning Area Committees (PAC)

**Role:** To provide the citizen-based perspective for the plan update process; review consultant work material; develop issues, priorities and a conceptual land use plan; develop draft and final recommendations; identify benchmarks; prioritize implementation actions at the smaller geographic level of the planning area.

- **Total of 5 PACs; one within each of the five city planning areas (police sections)**
- **8-12 members each**
- **Diverse representation**
- **Each PAC will meet up to 5 times during the summer and fall, 2016**



# Planning Areas (5)



# Mayor's Advisory Council (MAC)

## Role:

**To provide broad strategic direction and oversight for the plan update process;**

**To oversee and monitor the public engagement process;**

**To provide periodic review, comment and feedback about specific work products and project tasks including the draft and final plan document; and,**

**To develop and articulate an overall city vision as well as specific planning policies, goals, objectives and priorities.**


## Members:

- Elected officials
- Neighborhood representatives
- Business associations
- Business owners
- Real estate developers
- Education representatives
- Arts and culture representatives
- Public safety officials
- Anti-poverty advocates
- Environmental representatives
- Youth
- Health advocates
- Sports & recreation representatives





# Mayor's Advisory Council (MAC)

| <br><b>Mayor's Advisory Council Membership</b> |            |              |  |
|---|------------|--------------|--|
| #   | First Name | Last Name    | Organization / Affiliation                           |
| 1   | Lovely     | Warren       | Mayor  |
| 2   | Leonard    | Redon        | Deputy Mayor   |
| 3   | Loretta    | Scott        | City Council President                               |
| 4   | Dana       | Miller       | City Council Vice President                          |
| 5   | Louis      | Aponte       | Charles Settlement House                             |
| 6   | Dave       | Beinetti     | SWBR Architects                                      |
| 7   | Shirley    | Boone        | North East Area Development (NEAD)                   |
| 8   | Adele      | Bouvard      | Rochester City School District                       |
| 9   | Leonard    | Brock        | Rochester - Monroe Anti-Poverty Initiative           |
| 10  | Myra       | Brown        | Deacon - Spiritus Christi                            |
| 11  | Carlos     | Carballada   | E3 Partners (Charter Schools)                        |
| 12  | Clement    | Chung        | ROC City Coalition                                   |
| 13  | Michael    | Ciminelli    | Rochester Police Department                          |
| 14  | Donald     | Crumb        | Monroe County (County Executive Rep.)                |
| 15  | Sherman    | Dickerson    | Joseph Avenue Business Association                   |
| 16  | David      | Flaum        | Flaum Management                                     |
| 17  | Joel       | Frater       | MCC Damon City Campus                                |
| 18  | Judy       | Hay          | Sector 6   |
| 19  | Tony       | Jackson      | Panther Graphics                                     |
| 20  | Bill       | Johnson      | Thurston Village Merchant's Association              |
| 21  | Chris      | Jones        | BASWA (Business Association of the South Wedge Area) |
| 22  | Glenn      | Kellogg      | Harts Local Grocers                                  |
| 23  | Dwane      | Mahoney      | Boys and Girls Club                                  |
| 24  | Bob        | Morgan       | Morgan Management                                    |
| 25  | Gary       | Rodgers      | Dock Hardware  |
| 26  | Arnie      | Rothschild   | Rochester Broadway Theater League                    |
| 27  | Naomi      | Silver       | Rochester Red Wings                                  |
| 28  | George     | Thomas       | Center for Environmental Initiatives                 |
| 29  | Thomas     | Warfield     | PeaceArt International                               |
| 30  | Marianne   | Warfle       | Charlotte Merchant's Association                     |
| 31  | Diane      | Watkins      | 19th Ward Neighborhood Association                   |
| 32  | Dave       | Watson       | City Planning Commission                             |
| 33  | Heidi      | Zimmer-Meyer | Rochester Downtown Development Corp. (RDDC)          |



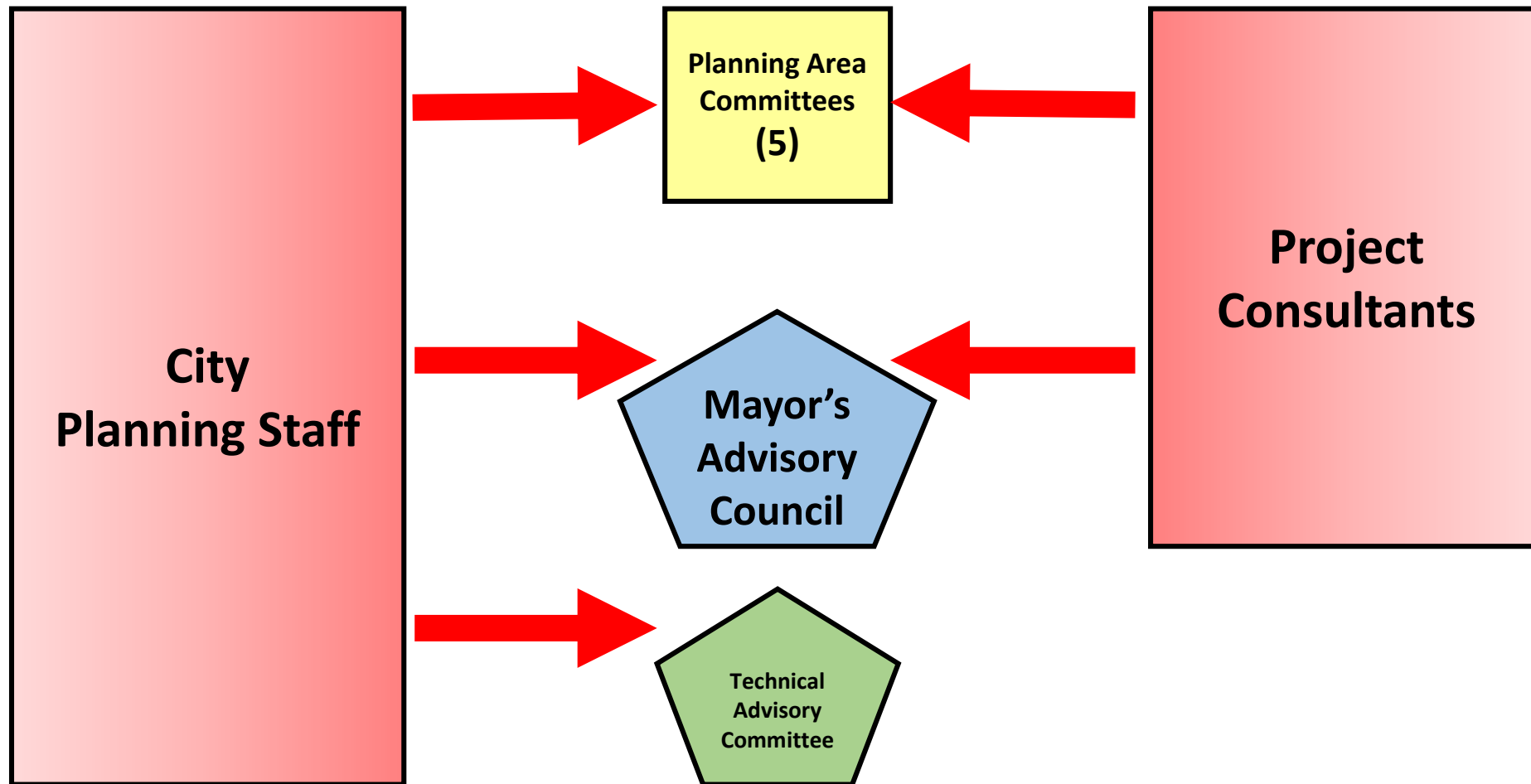
## Technical Advisory Committee (TAC)

**Role:** Daily project administration, oversight and management; oversight of project schedule and timeline; coordination of public outreach activities; assistance in development of work products; review of consultant materials and work products; review of PAC work products; communication and coordination with MAC.

- City planning staff
- Other city staff, including department/bureau heads as needed
- Other planning and design professionals and specialists as needed / appropriate
- Consultants



# Planning Process Committees





# Public Outreach Process

## Engaging

Community Members

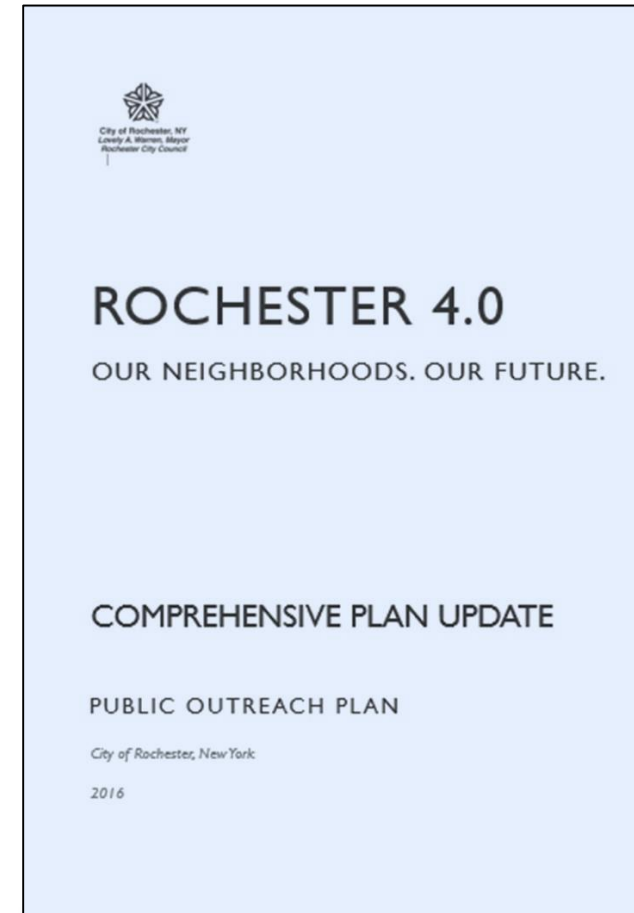
- Residents / Citizens
- Business Owners
- Developers
- Stakeholders / Advocates
- Neighborhood Associations
- Institutions / Agencies
- Visitors
- Students / Youth
- Anyone with an interest in our city's future (Rochester 4.0)



# Public Outreach Process

## Key Elements of the Public Outreach Plan:

- Mayor's Advisory Committee (MAC)
- Planning Area Committees (PAC)
- Project Website
- Public Information Meetings
- Social Media Outreach (Facebook, Twitter, Textizen)
- "Meetings In A Box"
  - Quadrant Team Meetings
  - Neighborhood Association Meetings
- "Future City Rochester" Project



# Public Outreach Process

## Public Workshops





# Public Outreach Process

## Alternative Engagement

- Website
- Surveys
- Facebook
- Twitter
- Textizen
- Meetings in a Box



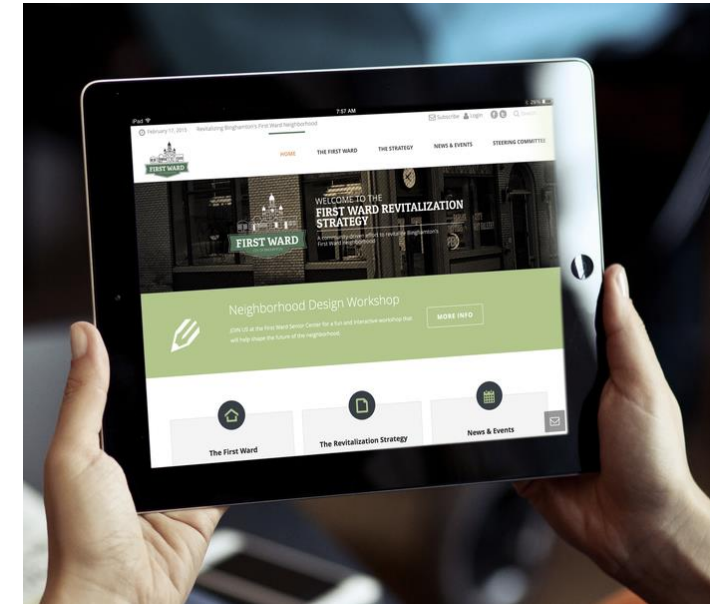
**Charles Carroll Plaza Survey**

"I would like to see more\_\_\_\_\_ at the plaza"

(A) Green Space  
(B) Art  
(C) Events  
(D) Exercise/Recreation  
(E) I have another idea!

**Text the letter of your response to:**  
**(585) 454-8793**

  
City of Rochester, NY  
Lovely A. Warren, Mayor  
Rochester City Council





# Public Outreach Process

## “Future City Rochester”



- Middle School Students
- Fall Semester, 2016
- Classroom Teachers / Professional Mentors
- Students Create and Design Their “Future Rochester”
- Students Build Dioramas
- Schools Hold Competitions
- Winning Team Meets Mayor

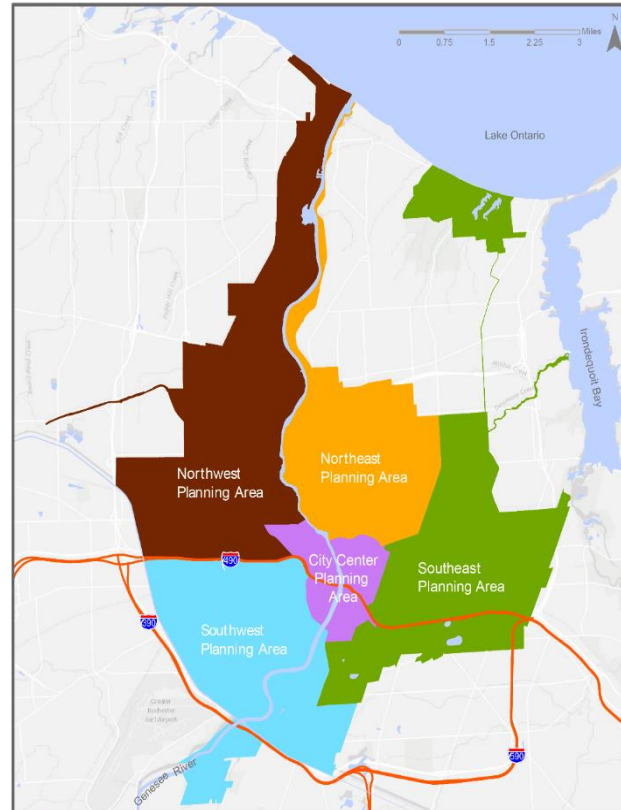


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# Planning Process (Phase I)

Planning  
Process



**5 Planning Areas  
(Police Sections)**

**Inventory and Analysis**

**SWOT Analysis**

**Conceptual Land Use  
Plans**

**Goals, Strategies and  
Benchmarks**

**Draft Recommendations  
and Reports**

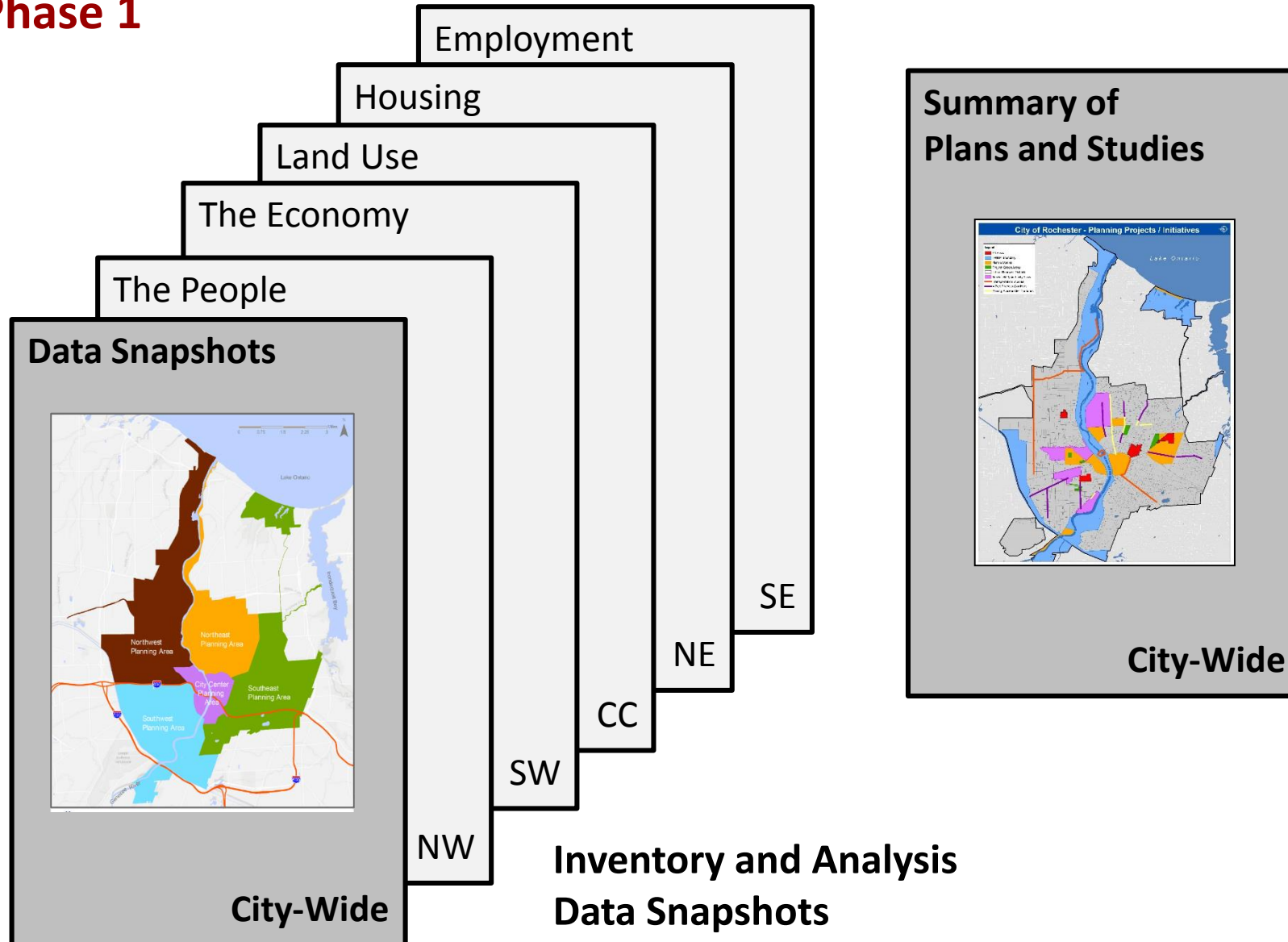


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# Consultant Work Phase I

## Phase 1



**Meeting Facilitation  
(MAC, PAC's and Quad Teams)**

**Public Outreach  
Social Media  
Public Meetings**



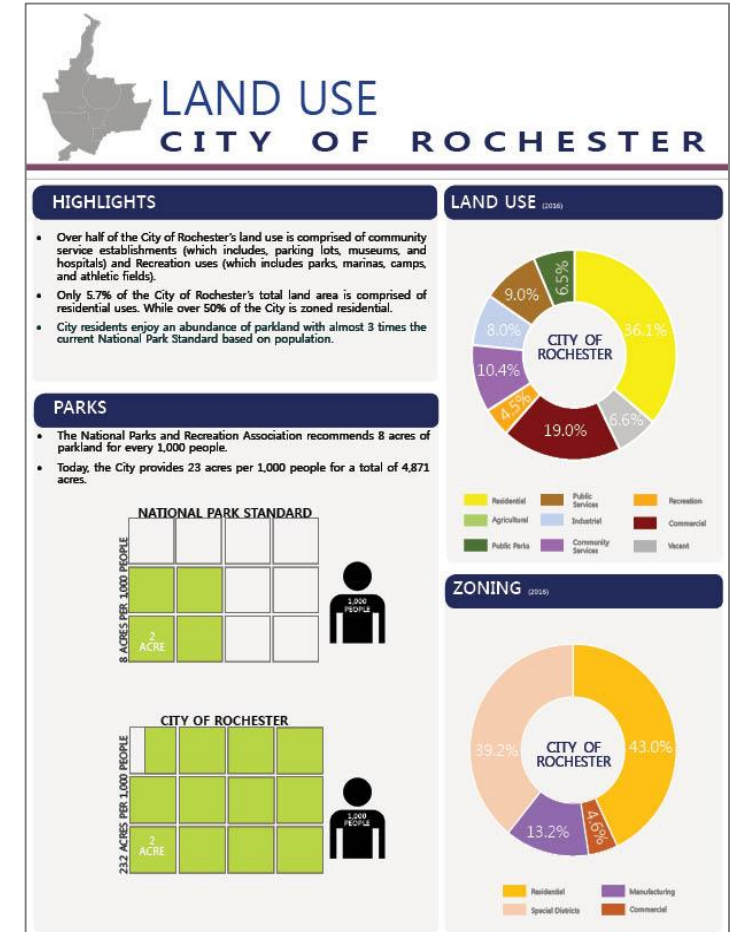
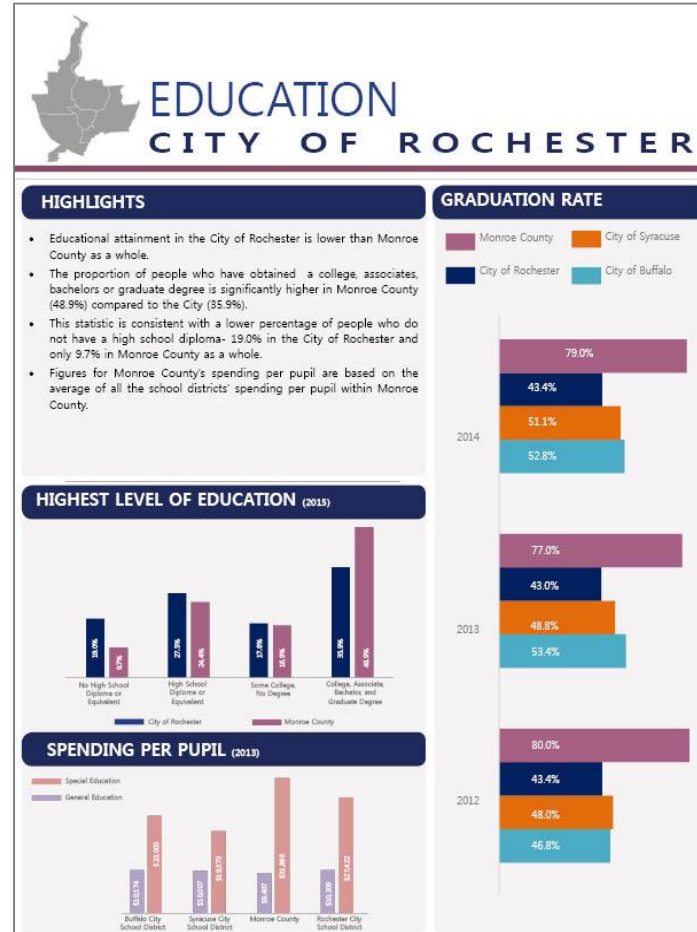
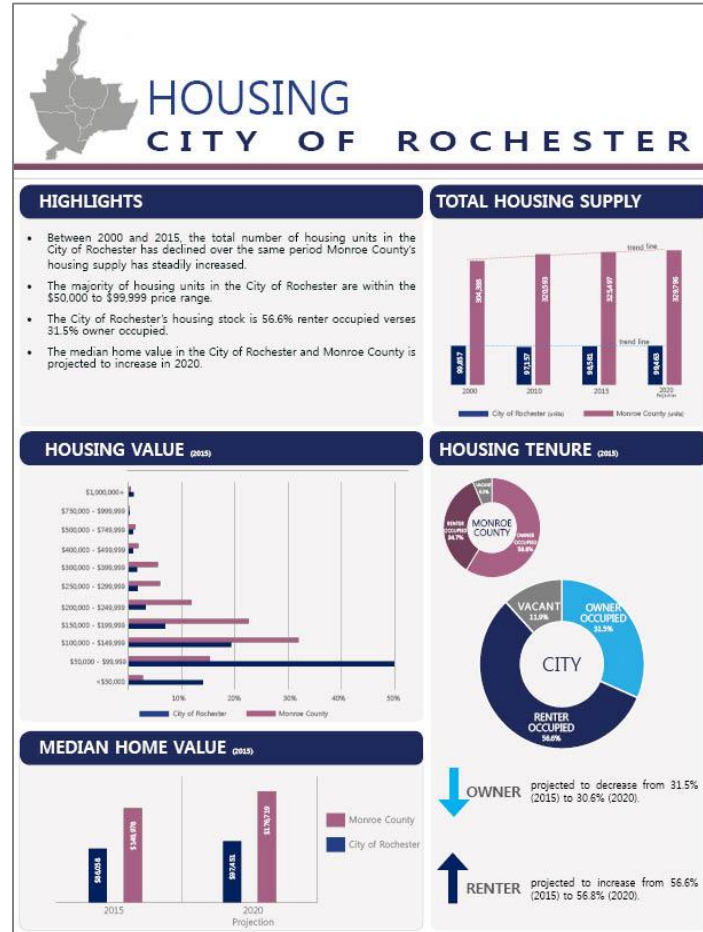
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# Inventory and Analysis

## Existing Conditions Snapshots



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# Inventory and Analysis

## Key “Takeaways”

- The population of the City has been declining, with the rate of decline slowing since 2000. Population rate is projected to remain stable.
- Almost a quarter (25%) of the City’s population is under the age of 18, versus 20% in Monroe County.
- Conversely, the City’s population over the age of 65 is almost half that of the County (7.6% versus 15.9%).
- Rochester is significantly more racially diverse than the region as a whole and is growing more diverse.
- Public safety statistics are improving. Robberies, burglaries and larcenies are at 25-year lows.
- City is experiencing 2<sup>nd</sup> lowest violent crime levels in 10 years.



# Inventory and Analysis

## Key “Takeaways”

- Home values in both the City of Rochester and Monroe County are expected to increase through 2020. In the City the increase is projected to be approximately 13%.
- While graduation rates in the City are lower than Monroe County, they are comparable with regional cities – including Buffalo and Syracuse.
- The City’s poverty rate is 33.9%, lower than the City of Syracuse (36.5%) but higher than Monroe County (15.8%).
- The City provides 23 acres of parkland per 1,000 residents, almost 3 times the recommended national standard of 8 acres per 1,000 residents.
- Total labor force participation in the City is similar to the County as a whole (62% City, 64% County). Majority of City workers (60%) are employed in the Services Industry.



# Inventory and Analysis

## Plans and Studies



### PLANNING DOCUMENTS IN THE SOUTHWEST PLANNING AREA

| Plan Name  | Year | Description  |
|--|------|--|
| FIS Jefferson Avenue   | 2008 | One of four Focused Investment Strategy (FIS) areas in the City. The FIS model invests in local and neighborhood vitality. The purposes is to increase property values, attract new investment, impact for federal funds, empower neighborhood stakeholders, and broaden the impact of investment to more low income families.   |
| Susan B. Anthony Neighborhood Community Vision Plan          | 2008 | This plan was prepared as a means of having a written and visual account of the ideas the community members developed as it pertains to the revitalization of their neighborhood and the commercial district.  |
| Southwest Quadrant Strategic Plan                            | 2010 | The City Department of Neighborhood and Business Development (NBD) established teams of City Staff for each of the City's four quadrants. Each quadrant is charged with creating a strategic plan that develops an annual work program to engage residents, businesses, neighborhood groups and community stakeholders as partners in community, economic and business development efforts. The Strategic Plan outlines 11 Key Result Areas (KRAs) which focus on developing strategies that improve public safety, living standards, public engagement, and housing development, among other topic areas. |
| College Town Planned Development District                    | 2012 | Overall plan for the development of College Town, an urban village destination, that features a mix of restaurants, hotels, retail, office and residential uses.   |
| Susan B. Anthony Circulation, Access and Parking (CAP) Study | 2012 | The study examined pedestrian and vehicular circulation, access, and parking patterns within the neighborhood.   |



### PLANNING DOCUMENTS IN THE NORTHEAST PLANNING AREA

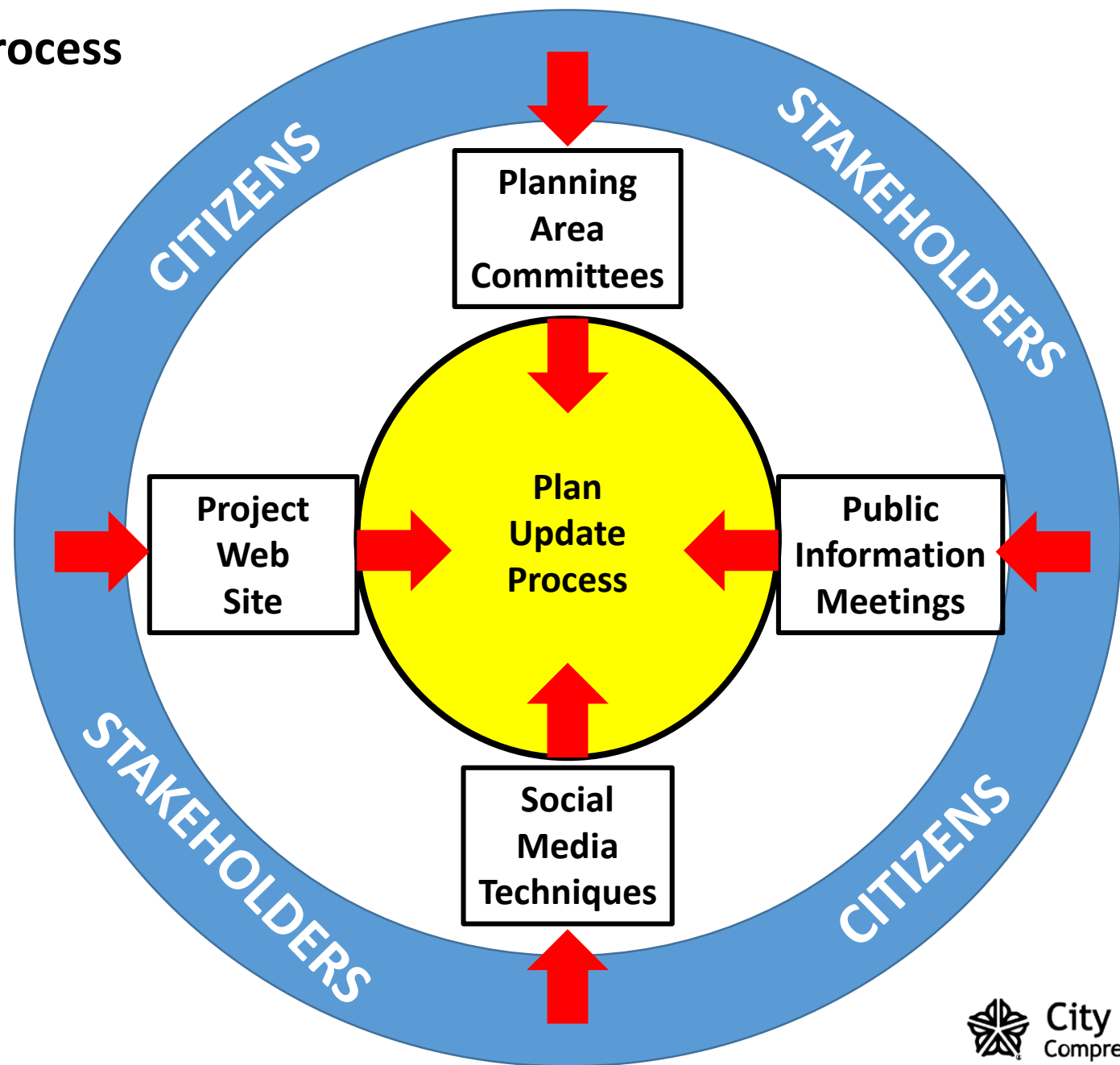
| Plan Name  | Year | Description  |
|--|------|--|
| North Clinton Avenue Revitalization Project                            | 2000 | In 2000, the City's Economic Development Department began a four phase process for the revitalization of the Clinton Avenue Neighborhood's commercial area. The North Clinton Avenue Revitalization Project consists of three main components including a major commercial development site, public improvements and commercial infill/redevelopment along the corridor. |
| FIS South Marketview Heights   | 2008 | One of four Focused Investment Strategy (FIS) areas in the City. The FIS model invests in local housing markets and neighborhood vitality. The purposes is to increase property values, attract new investment, maximize the impact for federal funds, empower neighborhood stakeholders, and broaden the impact of investment to more low income families.              |
| RRCDC Market View Heights North Union Street Corridor Vision Plan      | 2008 | This plan incorporated ideas and recommendations developed during the Marketview Heights Mini-Charette, held in 2007. The plan includes a Neighborhood Revitalization Strategy that leverages the Public Market, including and improved pedestrian realm, gateway elements, demolition of vacant homes, more on-street parking, better lighting, more street trees.      |
| North Clinton Avenue Conditions Analysis Report                        | 2010 | In tandem with a recent \$2 million streetscape improvement project, the City undertook this study to identify complementary revitalization opportunities, such as improved code enforcement efforts, strategic demolition, facade improvements, and locations for future redevelopment.   |
| RRCDC Joseph Avenue Business Association Business District Vision Plan | 2013 | This plan incorporates ideas and goals suggested at the community design visioning session held on April 15, 2013. The plan recommends development of a branding identity/logo, strengthened gateways, parking improvements, opportunities for multi-modal transportation, focused strategic site enhancements, more green space, and improved streetscapes.             |



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# Public Outreach Process





## Planning Process (Phase I and II)

- Data Analysis and Key Findings
- SWOT Analysis and Key Issues
- Conceptual Planning and Land Use Strategy
- Benchmarks
- Recommendations / Implementation Items
- Planning Area Reports
- Draft Comprehensive Plan Update Document
- Final Comprehensive Plan Update Document



**Community  
Engagement  
Process**

**MAC, PACs, TAC**

**City Council**

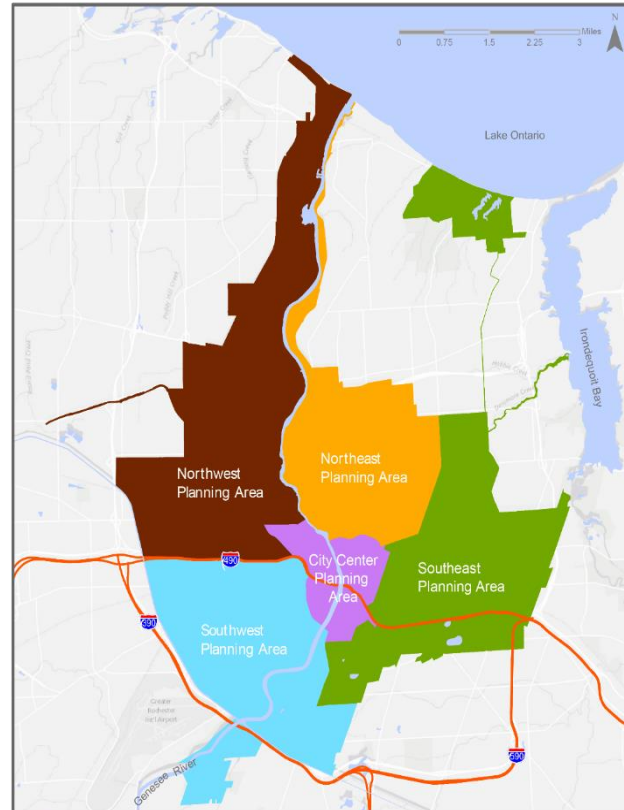


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# Planning Process (Phase I)

Planning  
Process



**5 Planning Areas  
(Police Sections)**

**Inventory and Analysis**

**SWOT Analysis**

**Conceptual Land Use Plans**

**Goals, Strategies and  
Benchmarks**

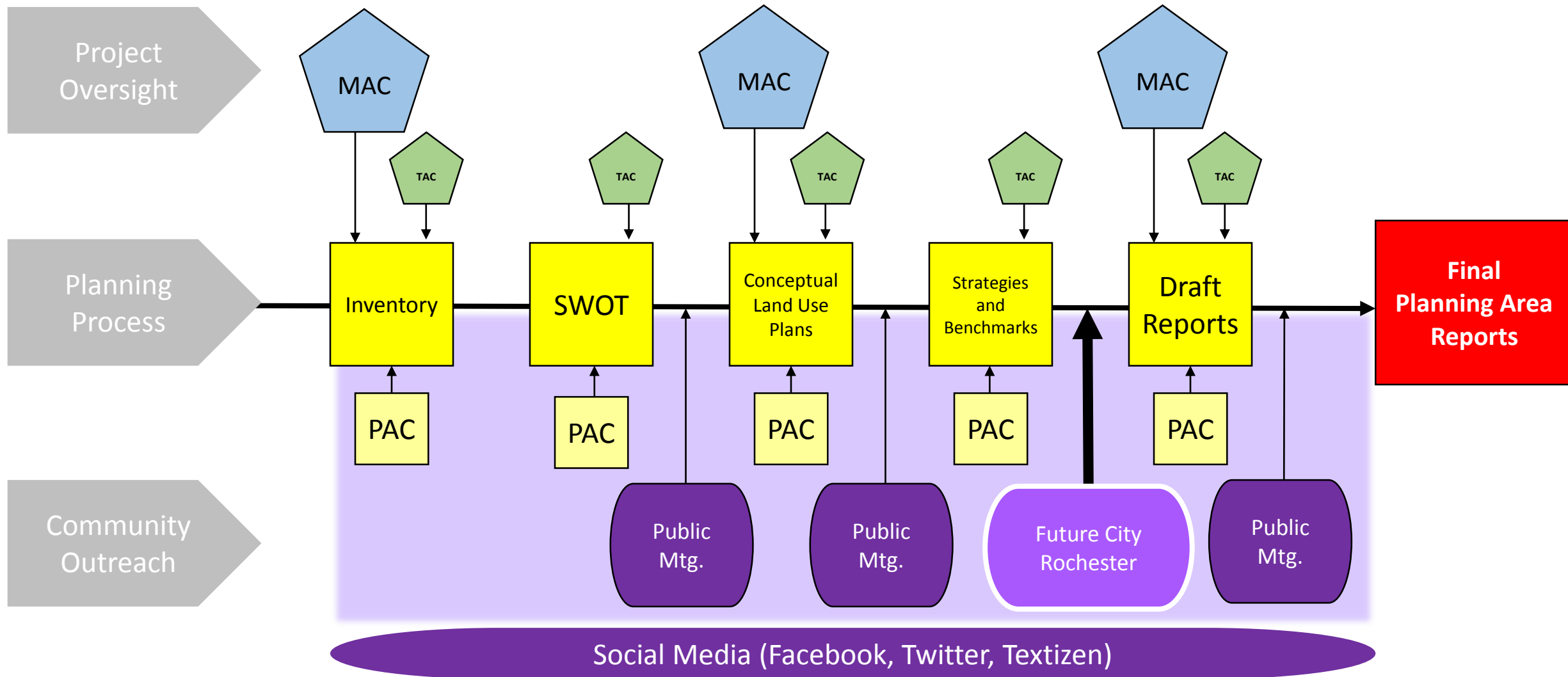
**Draft Recommendations  
and Reports**



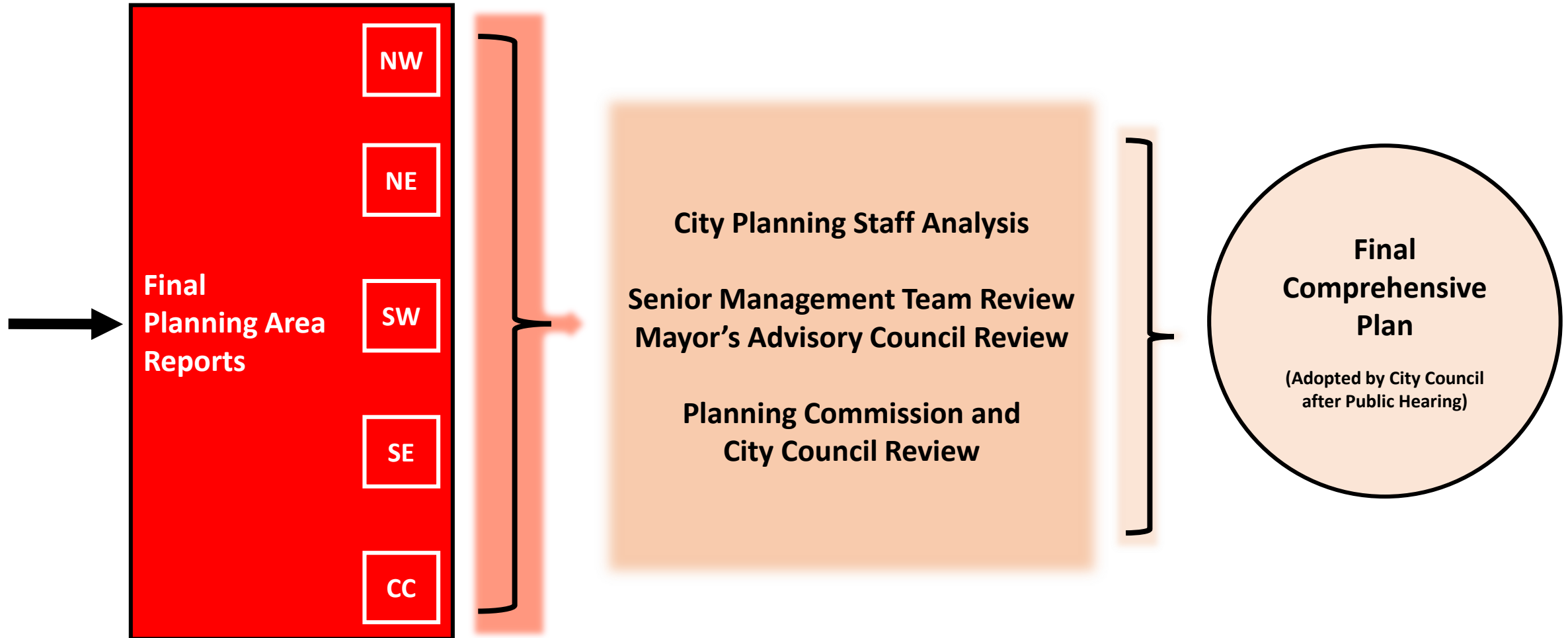
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# Planning Process (Phase I)



## Planning Process (Phase II)





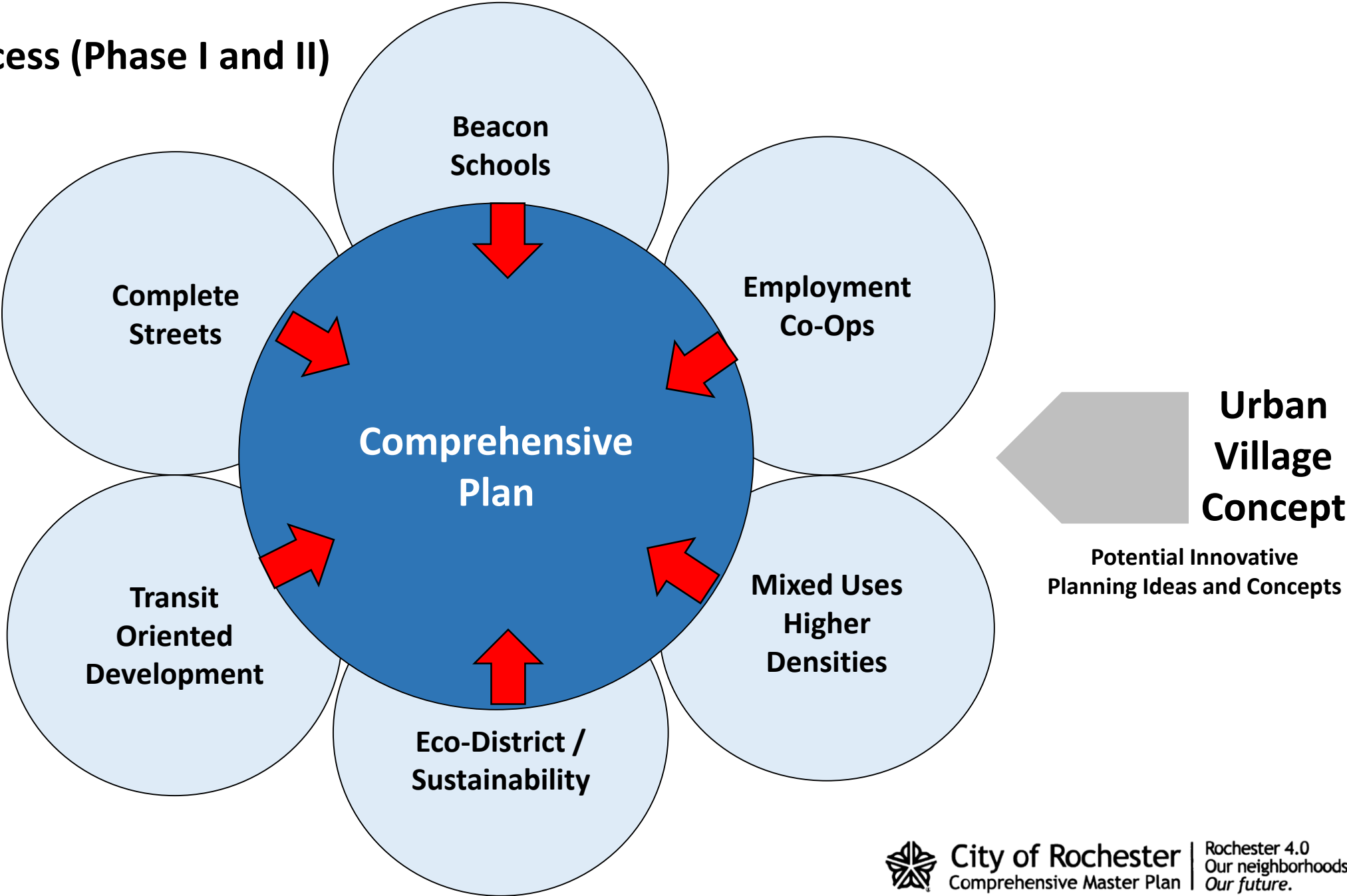
# Planning Process (Phase I and II)

## Potential Innovative Planning Ideas and Concepts

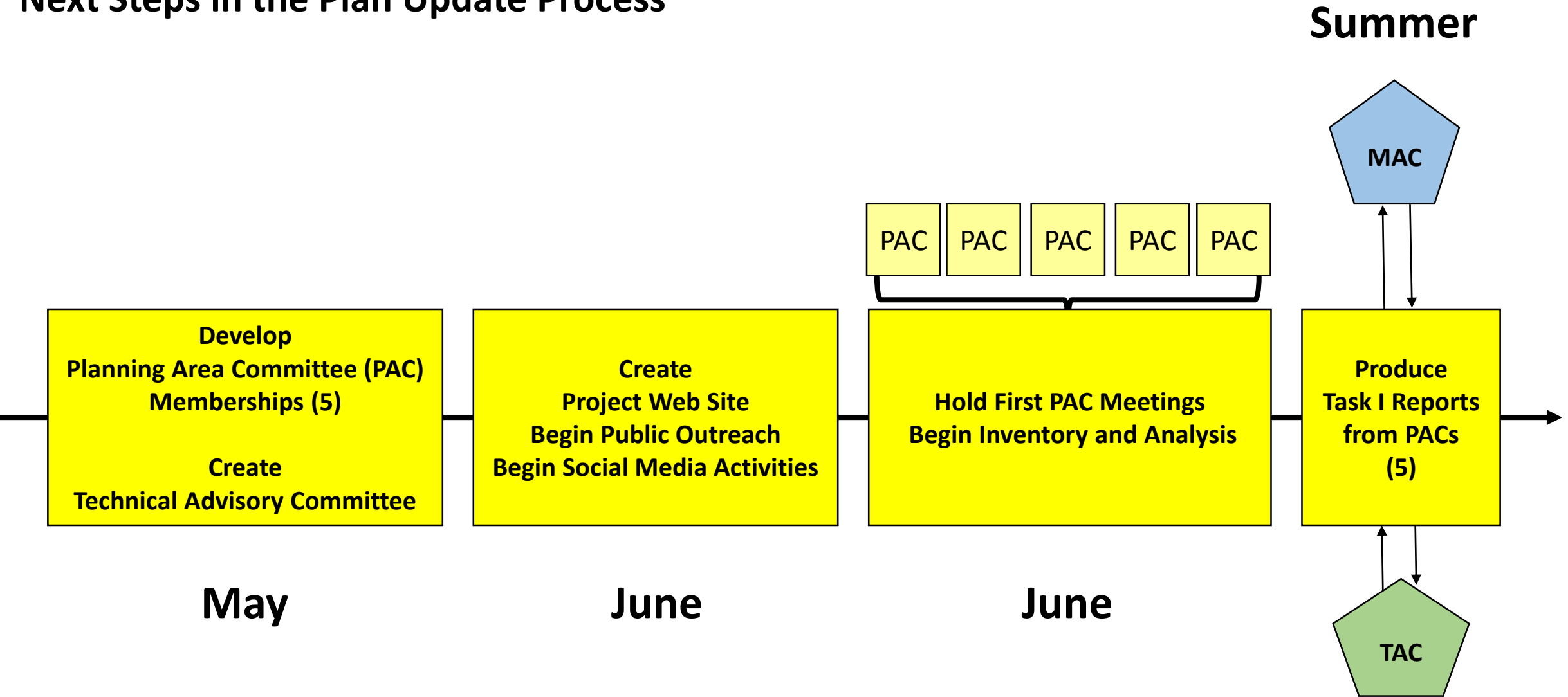
- **Urban Villages**
- **Transit Oriented Development**
- **Complete Streets**
- **Performance Zoning**
- **Eco-Districts / Innovation Zone**
- **Regional Partnerships**
- **Transportation / Mobility Choices**
- **LEED Building Design**
- **Environmental Remediation**
- **“Beacon Schools” / Neighborhood Schools**
- **Climate Action / Sustainability**
- **De-concentration of Poverty**
- **Employment Co-ops**



# Planning Process (Phase I and II)

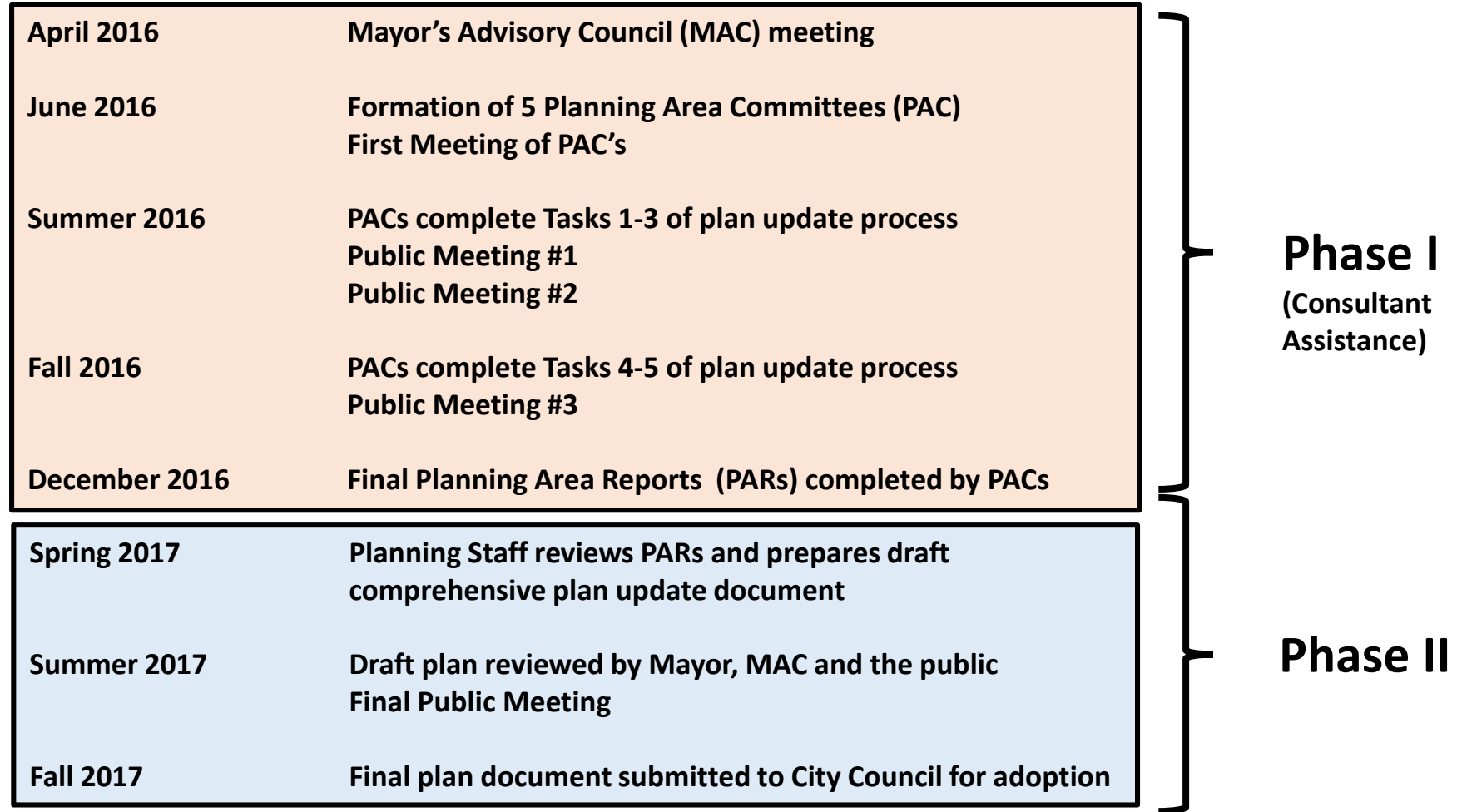


# Next Steps in the Plan Update Process



# Next Steps in the Plan Update Process

## Process Calendar







# City of Rochester

## Comprehensive Master Plan

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# Questions and Discussion





Thank you for your participation this evening...  
See you at the next MAC Meeting!



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