

ROCHESTER 2010



THE RENAISSANCE PLAN

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THE RENAISSANCE PLAN

a Vision and Program for Rochester, New York - a 21st Century Community

prepared by the City of Rochester Department of Community Development, Bureau of Planning
January, 1999



rochester 2010: the renaissance plan

a Vision and Program for Rochester, New York - a 21st Century Community

"This is OUR CITY - and it is OUR FUTURE that we have been entrusted with.

What will it take to make sure we sow a successful future for our city?

What will it take to ensure that Rochester becomes a RENAISSANCE CITY?

What will it take to ensure that we have a RENAISSANCE OF RESPONSIBILITY;

a RENAISSANCE OF OPPORTUNITY;

a RENAISSANCE OF COMMUNITY?

It will take commitment.

It will take consistency.

It will take collective responsibility.

It will take courage.

It will take all of us, working together toward the common goal of making Rochester a desirable city for everyone who lives, works or visits here.

It will take NEIGHBORS BUILDING NEIGHBORHOODS -

It will take CITIZENS BUILDING COMMUNITY.

Our work will be done when the City of Rochester has reached its full potential - when we are recognized as the "Number 1 Mid-Sized Community" in the country;

when we compete effectively in the world economy;

when all of our citizens are enjoying the same high quality of life;

when all of our schools produce students that excel academically;

when all people are trained with the job skills they need to gain meaningful employment;

and, when all families and individuals feel safe in their homes, schools and in every city neighborhood.

Only then can we accurately state that our labors have come to fruition.

Only then will we be able to say that our community has indeed sown its seeds well.

Only then will we be able to say that Rochester has experienced AN URBAN RENAISSANCE."

- Mayor William A. Johnson, Jr., January, 1999



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▲ INTRODUCTION

Our Planning Process, Our Plan's Format

▲ Our Planning Process

BACKGROUND

Among 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. A comprehensive 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. 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."

New York State law also provides the following examples of what a city comprehensive plan may cover:

- Goals, objectives, principles, policies, and standards upon which proposals for the immediate and long-range enhancement, growth and development of a city are based.
- Consideration of regional needs and the official plans of other government units and agencies.
- Existing and proposed location and intensity of land uses.
- Consideration of agricultural uses, historic and cultural resources, coastal and natural resources and sensitive environmental areas.
- Consideration of population, demographic and socio-economic trends and future projections.
- Location and types of transportation facilities.
- Existing and proposed locations of public and private utilities and infrastructure.

THE 1964 PLAN

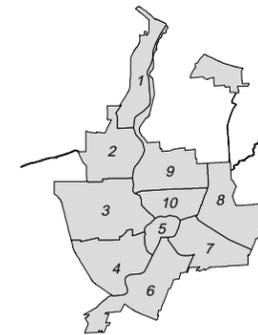
The City of Rochester's Comprehensive Master Plan was written and adopted in 1964. Since that time, the city and surrounding region have changed enormously, as has the external "environment" within which Rochester exists. The plan has been updated through the years on a piecemeal basis with the adoption of numerous amendments, many of which were based on extensive but very localized planning studies. However, there has been no comprehensive attempt since 1964 to examine the problems, issues and

condition of the city as a whole, and to then plan for its future development based on a rational and on-going planning process. In addition, the 1964 plan was only adopted as a policy guide; its proposals and recommendations never carried any real weight in terms of the day-to-day decision-making processes of the city.

In July of 1993, the city Department of Community Development's Bureau of Planning completed a study entitled: "City of Rochester Comprehensive Master Plan Update Project". This study looked at the history, status and issues associated with the city's 1964 Comprehensive Plan and its many amendments. It also examined a variety of generic planning processes and techniques as well as specific plans from around the country that could be used as models to update the 1964 plan. As a result of this analysis, the report recommended that a "grass-roots", neighborhood-based, strategic planning approach be used to prepare such a plan. The report detailed how such an approach could incorporate the very best elements of neighborhood, comprehensive and strategic planning.

"NEIGHBORS BUILDING NEIGHBORHOODS"

As a direct result of that report, the city realized that it needed to seriously address the issue of its incomplete and outdated master plan, and embarked, in early 1994, on a new neighborhood planning process entitled "Neighbors Building Neighborhoods" or "NBN". The process was designed to produce a series of neighborhood vision statements, goals and action steps that would help guide the city's future and would ultimately be incorporated into a new city comprehensive plan. As a part of NBN, the city was divided into ten planning sectors (as shown below) and citizen-run planning committees were formed in each sector. Ultimately, over four hundred citizens became involved in a two-year long process. With assistance from city planning staff, all ten sectors completed their action plans during the Fall of 1995.



Ten NBN Planning Sectors

THE COMPREHENSIVE PLAN UPDATE PROCESS

It was clearly intended, from the beginning, that the NBN Sector Plans would form the basis of a new city comprehensive plan. A city task force was organized to identify exactly how those plans could be incorporated into a larger city-wide comprehensive plan. A process was developed that was based on the Bureau of Planning's original 1993 report, that mirrored the process used in NBN and that provided a way to examine NBN recommendations from a city-wide perspective. The City of Rochester, in conjunction with its residents, institutions and business community, began that process in the Fall of 1995. Working together throughout the process, these groups intended to accomplish the following desired end state:

- A city where a shared vision of the future guides the tough choices which must be made in the face of a rapidly changing world.
- A city where decision makers and the public have collaborated in establishing policies, programs and actions to reach the Vision.
- A city where feedback on results helps to determine where to allocate future public and private funds and forms a basis for effective voluntary community action.

Reaching this desired end state would require some fundamental changes in the way the city approached it's future. These shifts included:

- Developing a shared vision for our city's new direction.
- Developing desirable outcomes and a system for setting measurable benchmarks and tracking progress toward them.
- Restructuring our decision making processes to be results-focused and to fully involve the community in goal setting and implementation.

As a result of the task force work, nine principles were also identified that would guide the nature, content and scope of a new comprehensive plan. These principles included:

- BEYOND LAND USE** The plan should include issues or elements other than land use and zoning.
- STRATEGIC** The plan should be strategic in nature and deal with critical issues within the context of fiscal realities.
- NEIGHBORHOOD PLANNING** The NBN Sector Action Plans should be integrated into the new city comprehensive plan in a way that reflects a citywide perspective and guides sector and citywide decision-making.
- LARGER CONTEXT** The plan should recognize and address the "external environment" within which the city operates and exists including the city's role in the surrounding community.
- CITY TAX BASE** The plan should foster the preservation and

enhancement of the city's tax base.

- ECONOMIC GROWTH**

The plan should foster an environment conducive to business growth, job creation and capital investment in the community.

- EVALUATION**

The plan should provide a means by which we can determine how well we are doing in terms of implementation.

- RENEWABLE**

The plan should have a built-in update process.

- FLEXIBILITY**

The plan should incorporate flexibility and acknowledge the need for future modification and interpretation. It shouldn't be cast in stone.

There were several generic planning approaches that were investigated for their use in preparing a new city comprehensive plan. These included: comprehensive planning, strategic planning, policy planning and neighborhood planning. The approach that was recommended by the task force was developed by city planning staff and was originally recommended in the planning bureau's 1993 planning report. It involved a "hybrid" or "combination" planning approach which incorporated the best elements or features of each of the types of processes that were examined. Accordingly, the task force determined that the new comprehensive plan should:

- Acknowledge and incorporate the Neighbors Building Neighborhoods process, phases and products to the maximum extent possible. The plan should utilize the phases of that process as its foundation and should be the vehicle whereby the 10 Action Plans produced as part of that process are tied together into a single, unifying description of the City's future development. The plan should reflect a city-wide and neighborhood planning sector perspective for each of the major phases of the NBN process.
- Be strategic in nature, identify critical issues and develop policies and/or action plans within a 10-year time frame. The plan should clearly state those issues and actions that have a high priority and how implementation relates to current and projected future fiscal realities.
- Examine and describe the future development of the city within the context of the larger regional environment. The plan should discuss the roles that the city can and does play in the metropolitan or regional context as well as assess how changing metropolitan, state and national priorities could affect the city.
- Have a strong monitoring and implementation component. Monitoring of the plan should be based on a regular cycle that includes additional neighborhood-focused updates or "status checks" which are prepared periodically. Implementation of the plan should be directly linked to existing city planning and budgetary processes such as the zoning ordinance, Capital Improvement Program (CIP), Community Development Block Grant Program (CDBG) and city operating budget.

- ❑ Include, as much as possible, measurable standards or criteria that can be used to judge implementation success.
- ❑ Incorporate, as much as possible, recent, significant development policies that have been adopted or amendments that have been made to the existing city comprehensive plan.

- ❑ *City residents share common community values and a spirit of pride and optimism, and act on collective personal responsibilities.*
- ❑ *City residents are employed and employable, and have access to decent paying jobs in manufacturing, business or services.*
- ❑ *Our children are happy, motivated, hopeful and actively supported by all adults.*

The task force also determined that eleven subject areas were to be examined as part of the new comprehensive plan. These subject areas are listed below in alphabetical order:

- ❑ Cultural Resources
- ❑ Economic Development
- ❑ Education
- ❑ Environmental Management
- ❑ Housing
- ❑ Human Services
- ❑ Land Use / Zoning
- ❑ Parks / Recreation / Open Space
- ❑ Public Infrastructure
- ❑ Public Safety
- ❑ Transportation

These ideas, along with others identified at the event and the sector vision statements developed in the NBN Process, became the foundation for the development of an overall city vision statement by the Stewardship Council that was included in the new comprehensive plan.

After review of the task force report and the results of the kick-off event, a 35-member Stewardship Council was formed by Mayor William A. Johnson, Jr. to guide the development of the plan. The Mayor's Stewardship Council had an important oversight and coordination role throughout the entire process. The Stewardship Council guided the process and directed the work of the various subject-committees and planning staff. The Stewardship Council was the principal forum whereby critical policies, formats, contents and major recommendations were decided for each phase of the process. The Stewardship Council consisted of representatives from a variety of agencies, businesses, neighborhood organizations, interest groups and citizens. Mayor Johnson served as chairperson. (SEE DIAGRAM OF PROCESS ON PAGE 12)

The initial, neighborhood-based phase of the process which involved developing neighborhood sector plans, was completed in 1995 with the publication of action plans for each of the ten NBN planning sectors. The second or "city-wide" phase of the project began on November 18, 1995 with a kick-off event at the Center at High Falls entitled: "Our City, Our Future". The event was convened by Mayor Johnson and was attended by over 50 participants who represented a cross-section of our community. During the event, participants referenced the need for a broad, intergovernmental, collaborative approach to the city's problems and needs. Regional cooperation/collaboration was cited repeatedly as the element providing the greatest potential for enhancing the city's future development. "Parochial" and "partisan" thinking were the elements cited most as threats to achieving optimal success. The following are highlights of some of the city visioning work of the event participants:

Eleven subject committees were also organized around the topics or elements to be dealt with in the new plan. Subject committee members included stakeholder organization and interest group representatives, as well as city planning and departmental staff. City departments were asked to provide staff to these subject committees in order to ensure that staff with operational responsibility associated with a particular issue or plan element were actually working on that issue or element. Planning Bureau staff were assigned to act as liaisons to the subject committees, in much the same way as they did for the various NBN sector committees. The bulk of work on specific plan elements was completed and processed, in draft form, by the subject committees and Planning Bureau staff. Summaries of NBN sector work, outlines of desired products as well as additional research and analyses that the Council and subject committees deemed important to each particular phase were also provided to the committees. In addition, planning staff coordinated the work of the Council and subject committees with other on-going city strategic planning efforts including:

- ❑ *City neighborhoods are strong and vibrant and provide a unique "sense of place" for residents, but also form a "tapestry" of cooperation and inter-dependency across the city.*
- ❑ *The city is recognized as a diverse community in terms of its residents, work and housing opportunities and recreational and cultural resources.*
- ❑ *The city is seen as the "core" of business, culture and recreation activities for the region. The downtown area functions as the "Center City" with a vibrant, 24-hour street life and diverse mix of uses and activities.*

- "Living Within Our Means: A Blueprint for Change"
(Mayor William A. Johnson, Jr. / 1993)
- "Making It Happen" - A Strategic Framework for the City of Rochester
(1994 to present)
- "Rochester - A Renaissance City: A Vision For The Present"
(Mayor William A. Johnson, Jr. / 1997)

During the plan update process, considerable time and effort was devoted to the development of the plan's overall themes. This work centered around the need to create a strong vision for Rochester's future and ideas or concepts that would capture that vision in simple, understandable terms. As a result of this work, the following overall plan theme and three sub-themes were developed:

Rochester 2010: An Urban Renaissance

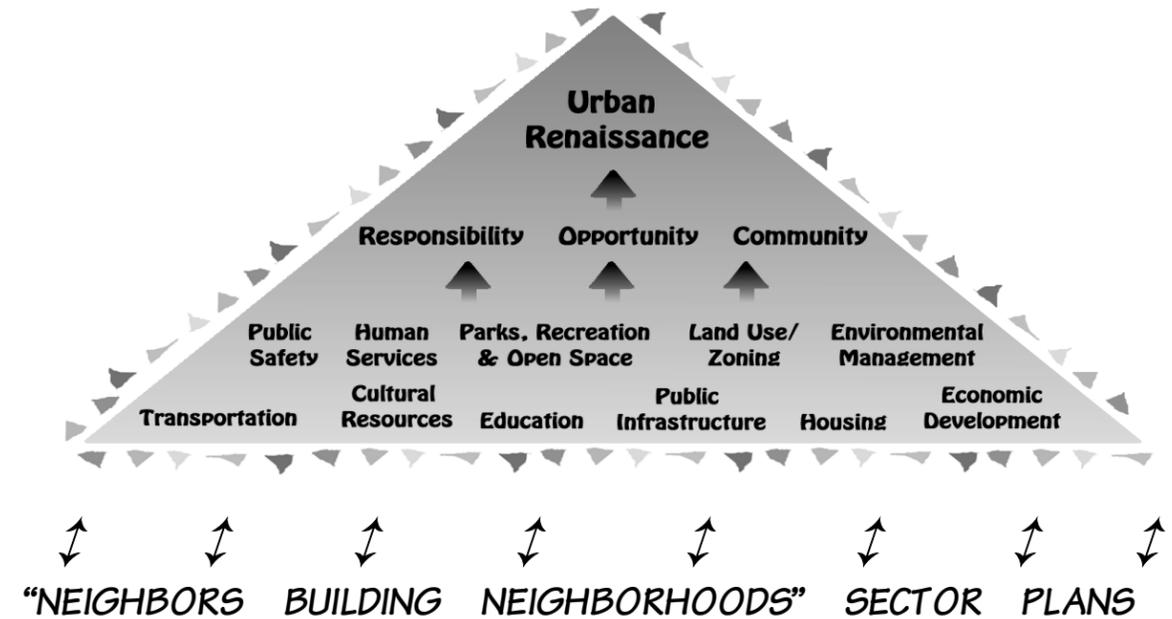
- ▲ A Renaissance of Responsibility
- ▲ A Renaissance of Opportunity
- ▲ A Renaissance of Community

The phrase "An Urban Renaissance" was chosen as our overall theme because it symbolizes a "movement or period of vigorous intellectual, social and artistic activity and growth - a rebirth, renewal or revival". The year 2010 was used because it represents several watershed events for our city: children entering grade school in 1996-1997 when this plan was being developed will be graduating from our city's high schools in 2010; baby boomers will be retiring in record numbers by the year 2010; retirees will be selling their businesses and homes to a new generation of Rochesterians in 2010; and, it will be the end of the first decade of the 21st century in 2010.

All of the work of the eleven subject committees was organized and reviewed based on the three sub-themes listed above (SEE DIAGRAMS ON PAGES 9-10). Traditional planning models would view the work of the eleven subject committees as isolated "silos" of information or recommendations and would produce a plan that included a section for each of those individual elements (i.e., transportation, housing, public infrastructure, parks/open space, etc.) (SEE DIAGRAM ON PAGE 13). **The Stewardship Council utilized a new and significantly different planning paradigm that examined each subject committee planning element or "silo" of data, information and recommendations for major "cross-cutting" ideas, implications and solutions. This resulted in broader understandings and newer perspectives that were conceptualized and identified as "renaissance campaigns".** These fundamental concepts or campaigns formed the core of our community plan and were also categorized within the three sub-themes (SEE DIAGRAM ON PAGE 14).

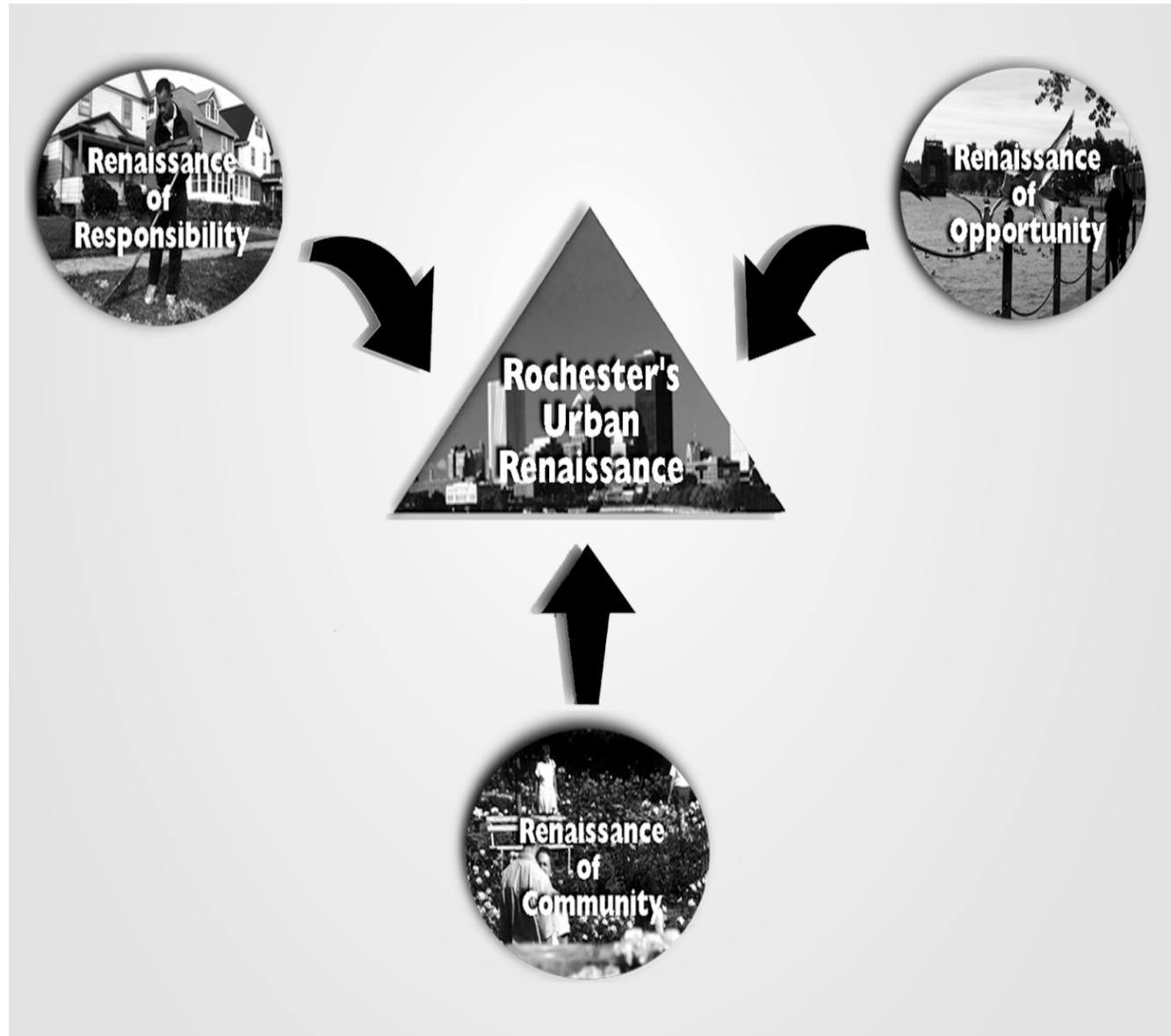
A draft plan was completed in April, 1998. An intense, public review process began at that time that included informational meetings, presentations and neighborhood festival displays. Focus group meetings were also held with a variety of interest groups throughout the community to review the plan's recommendations and its implications for the future of the city. The primary role of the City Planning Commission in the plan preparation process (in addition to representation on the Stewardship Council) was to conduct public hearings and evaluate input and comments received at those and other public meetings associated with the process. The City Planning Commission made final recommendations to Rochester City Council regarding approval and adoption of the plan.

**Comprehensive Plan Update
Topic/Theme Development**



**THEME DEVELOPMENT FOR THE COMPREHENSIVE PLAN:
FROM "NBN PLANS"
TO "SUBJECT COMMITTEE TOPICS"
TO "RENAISSANCE THEMES"
TO "URBAN RENAISSANCE"**

**“URBAN RENAISSANCE” THEME AND SUB-THEME RELATIONSHIPS
FOR THE COMPREHENSIVE PLAN**



▲ Our Plan's Format

This plan was developed from and is organized around the fundamental theme of “Rochester 2010: An Urban Renaissance” and the related sub-themes of “A Renaissance of Responsibility”, “A Renaissance of Opportunity” and “A Renaissance of Community”. The plan’s themes and sub-themes are graphically represented in the triangular logo illustrated on the cover of this document. This delta shape, which traditionally has symbolized “change”, is made up of three distinct sides or “legs”, each representing one of the three renaissance sub-themes. Together, these form a triangle (the strongest structure in nature) and symbolize the plan’s overall theme of “Rochester’s Urban Renaissance”. As noted earlier, the phrase “urban renaissance” was specifically chosen because it captures a compelling vision for our city; a vision which is based on continuously strengthening and enhancing the benefits of an URBAN lifestyle for our citizens through an on-going renaissance or “period of vigorous intellectual, social and artistic activity and growth” - in other words, “a rebirth, renewal or revival”.

The concepts, ideas and recommendations developed for this document are presented in six major sections. The first section, INTRODUCTION, summarizes how and why this plan was developed and describes the important role that the “Neighbors Building Neighborhoods” (NBN) planning process played in the creation of this plan. The second section, THEME DEVELOPMENT, describes how and why the themes of our plan were developed and their relationship to each other. The third section, OUR COMMUNITY AND REGION: CONDITIONS AND TRENDS, outlines some of the important trends and statistics, from a local, regional and national perspective, that characterize our city and region at the current time. These trends and statistics help illustrate, explain and support the work that was developed by the eleven plan subject committees and that evolved into the renaissance campaigns. The fourth section, OUR COMMUNITY VISION, is a vision statement for Rochester that was developed by the Mayor’s Stewardship Council. It reflects the major theme and sub-themes of this plan and lays out a compelling future for our city. This vision will drive the development and implementation of specific goals, strategies, action steps and benchmarks that will take us to that future.

The fifth section of this plan is entitled OUR COMMUNITY PLAN and includes background information, vision statements and renaissance campaigns for each of the plan’s three sub-themes: “A Renaissance of Responsibility”, “A Renaissance of Opportunity” and “A Renaissance of Community”. A total of eleven campaigns for “Rochester’s Urban Renaissance” are summarized and, when taken together, outline the major directions that our city should be headed in during the next decade and beyond that will help us realize our urban renaissance vision. Each campaign includes an outcome and policy statement along with goals, strategies and benchmarks (indicators of success) related to that policy. The campaign benchmarks will be used to monitor our progress and measure movement towards our campaign goals. Campaign policies, benchmarks and implementation entities are summarized in a chart at the end of the section. It should be noted that the planning process used by the Mayor’s Stewardship Council to develop the eleven campaigns was modeled after the process used by the sector planning committees in the development of the ten NBN sector plans.

The eleven campaigns include:

Theme: A Renaissance of Responsibility

- (1) ▲ *Involved Citizens*
- (2) ▲ *Educational Excellence*
- (3) ▲ *Health, Safety and Responsibility*
- (4) ▲ *Environmental Stewardship*

Theme: A Renaissance of Opportunity

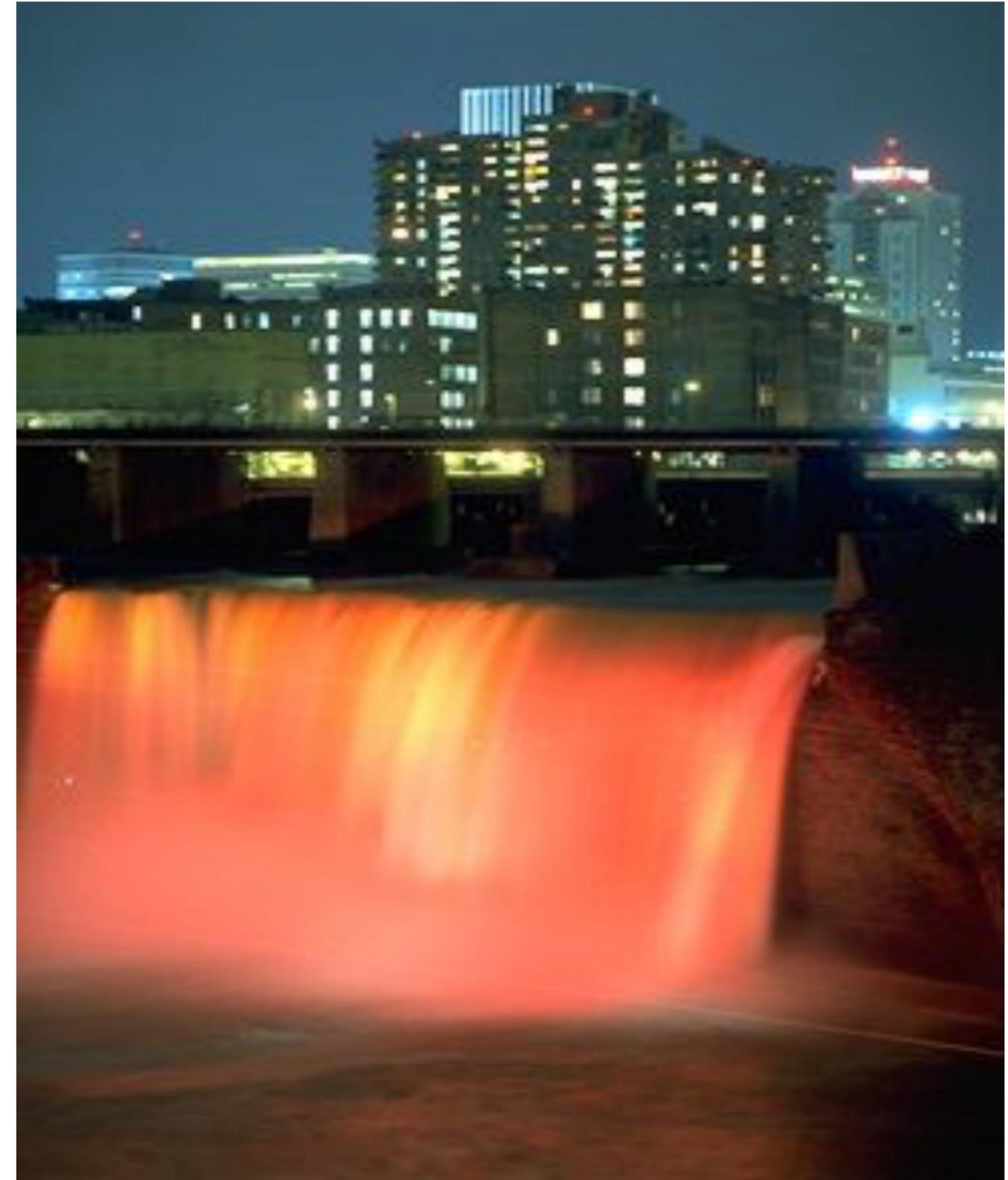
- (5) ▲ *Regional Partnerships*
- (6) ▲ *Economic Vitality*
- (7) ▲ *Quality Service*
- (8) ▲ *Tourism Destination*

Theme: A Renaissance of Community

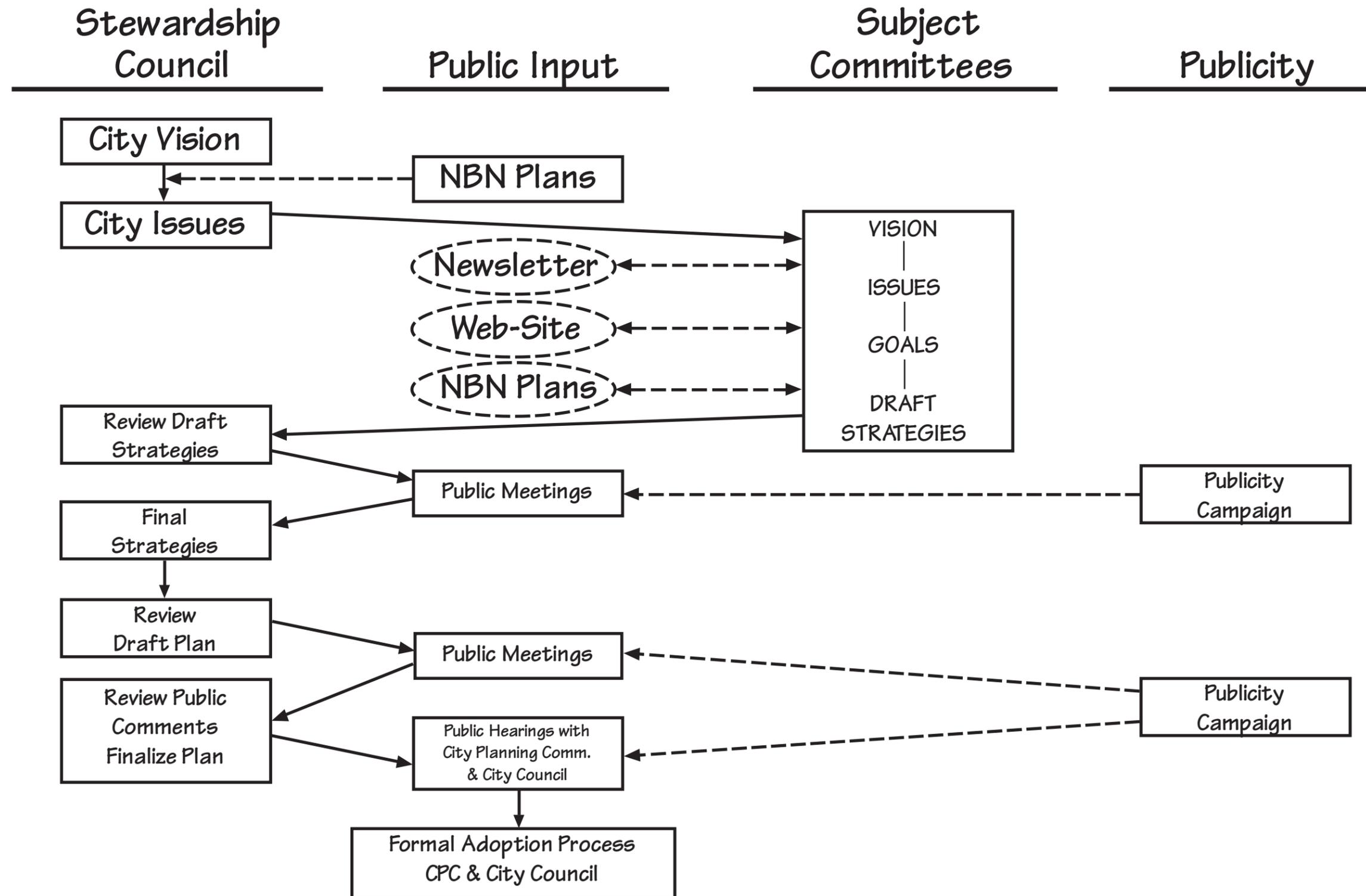
- (9) ▲ *Vital Urban Villages*
- (10) ▲ *Center City*
- (11) ▲ *Arts and Culture*

The sixth section of the plan, *OUR PLAN IMPLEMENTATION PROCESS*, includes a description of our plan's monitoring and update process and describes how our indicators of success or benchmarks will be used to measure implementation success. This plan will be continuously updated or changed based on yearly accounting of progress towards the achievement of plan goals. This process will involve Rochester City Council, the City Department of Community Development and Planning Bureau as well as other city departments or administrative groups.

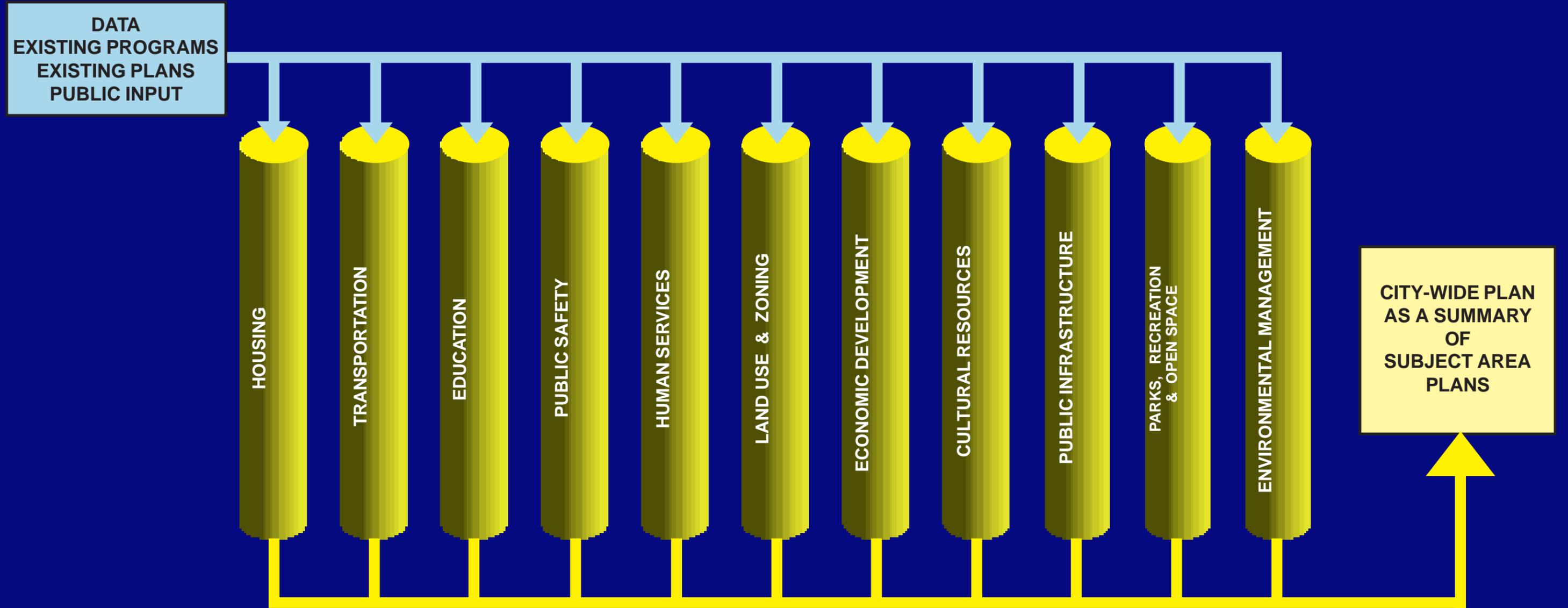
The plan's *APPENDICES* includes a list of committee members (Stewardship Council and subject committees) and city planning staff who worked on the preparation of this plan, a list of document information sources and other credits.



COMPREHENSIVE PLAN UPDATE PROCESS FLOWCHART

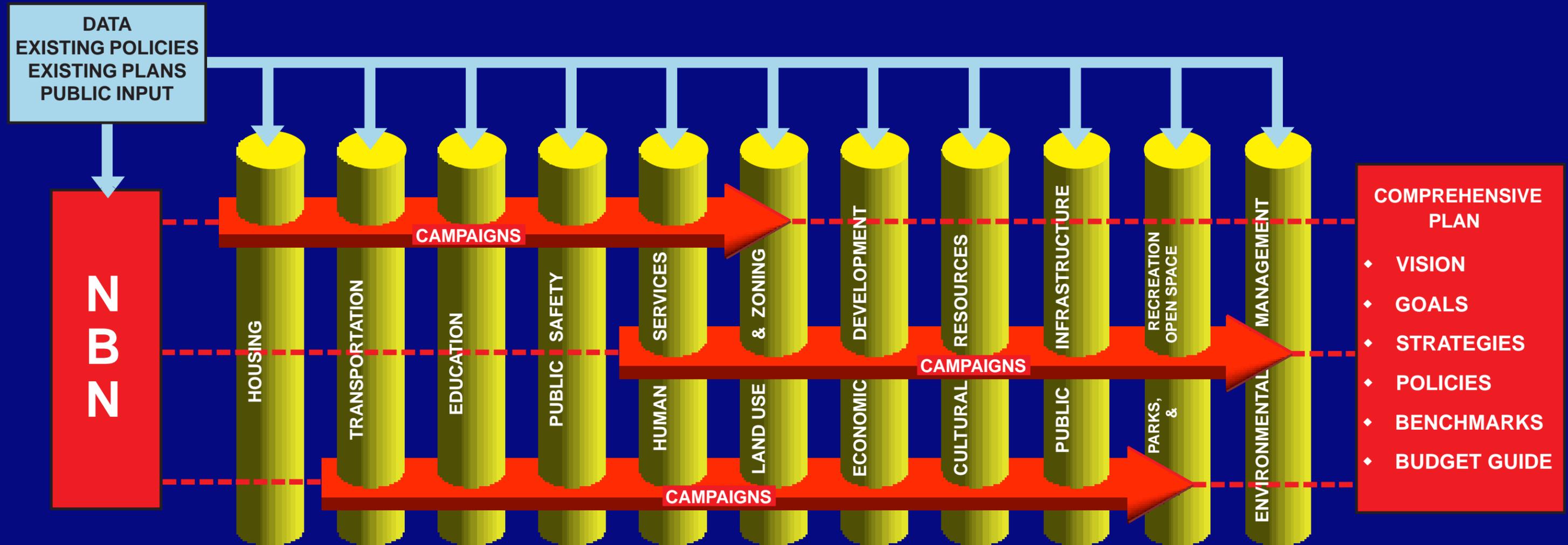


THE TRADITIONAL PLANNING MODEL



EACH OF THE SUBJECT AREAS (REPRESENTED BY YELLOW SILOS) HAVE TRADITIONALLY BEEN PLANNED FOR SEPARATELY - WITHOUT A COMPREHENSIVE APPROACH

THE 'ROCHESTER 2010 - AN URBAN RENAISSANCE' MODEL



THE NEW COMPREHENSIVE PLAN CAMPAIGNS (BASED UPON PRIORITIES ESTABLISHED BY NBN AND PUBLIC INPUT), CUT ACROSS THE SUBJECT AREAS TO FORM NEW PERSPECTIVES & POLICIES.

▲ *THEME DEVELOPMENT*

Responsibility, Opportunity, Community

▲ THEME INTRODUCTION

During our planning process, the Mayor's Stewardship Council along with planning staff devoted considerable time and effort to the development of the plan's overall themes. This work centered around the need to create a strong vision for Rochester's future and to identify ideas or concepts that would capture that vision in simple, understandable terms. From the beginning, the council wanted to convey within the plan a strong message of renewal, rebirth and revival of our city. The phrase "urban renaissance" was chosen for that reason. In addition, ideas or concepts which flowed from that fundamental image of a city becoming reborn needed to be included as part of the plan's thematic message. As a result, three additional sub-themes were developed:

- ▲ A Renaissance of Responsibility
- ▲ A Renaissance of Opportunity
- ▲ A Renaissance of Community

These sub-themes have their genesis in the powerful history of our city and the lives, spirit and determination of the many people who became its citizens through the years. The historical connections of the sub-themes, from our past, through the present and into our future are described below.

▲ A CITY OF COMPASSION AND CARING ... "RESPONSIBILITY"

During the nineteenth century, as Rochester was emerging as a major agricultural region, port and industrial power, it was also gaining a reputation for having very active, civic-minded and outspoken citizens. One such citizen, **Susan B. Anthony**, arrived in Rochester with her family in 1845. She made her residence at 17 Madison Street, a house that still stands today as a museum and testament to her life. The Susan B. Anthony House was the first building in Rochester to be on the National Register of Historic Places. It was designated as a National Historic Landmark in 1966.

Soon after she arrived, Susan B. Anthony began her 50 year crusade to gain voting rights for woman. She met Elizabeth Cady Stanton in Seneca Falls in the spring of 1851. It was here that the two women began their historic friendship. In 1866 Anthony and Stanton founded the American Equal Rights Association, and in 1868, they started publishing the newspaper "The Revolution" here in Rochester with the masthead "Men, their rights, and nothing more; woman, their rights, and nothing less," with the aim of establishing "justice for all." Anthony and her sister, Mary, worked on many of these suffragist activities in the attic of their home on Madison Street. It was in 1872 when Anthony, three of her sisters and several other women were arrested in Rochester for voting. Anthony was also an avid woman rights campaigner. In 1853 she began to campaign for women's property rights in New York State, speaking at meetings, collecting signatures for petitions and lobbying the state legislature. In 1860, largely as a result of her efforts, the New York State Married Women's Property Bill became law, allowing married women to own

property, keep their own wages and have custody of their children.

Not only was Anthony an avid suffragist, she was also a dedicated abolitionist, and Rochester was a strong abolitionist center. It was in 1848 when Anthony first met another of Rochester's historic citizens, **Frederick Douglass**. Douglass, a former slave who became a world renowned lecturer and author, moved to Rochester with his family in 1847. He and his family made their home in what is now known as the South Wedge. It was in Rochester where Douglass began to publish his historic newspaper, the North Star, from the basement of what is now the African Methodist Episcopal Zion Church at 40 Favor Street. The paper's masthead read, "Right is of no sex - Truth is of no color - God is the Father of us all, and we are all Brethren." Douglass was grateful for all of the help the women abolitionists had given, and in 1848, he showed support for his cause by attending the first women's rights convention in Seneca Falls. He and Anthony would be lifelong friends, and they continued to work together to the benefit of both causes.



Susan B. Anthony and Elizabeth Cady Stanton

In addition to the above activities, both Anthony and Douglass were proponents of educational reform. In 1846, at the age of 26, Anthony became the head of the girls' department at Canajoharie Academy, her

first paid position. She taught there for two years, earning \$110 a year. In 1853 at the state teachers' convention, Anthony called for women to be admitted to the profession and for better pay for women teachers. She also asked for women to have a voice at the convention and to assume committee positions. In 1859 Anthony spoke before the state teachers' convention at Troy, N.Y. and at the Massachusetts teachers' convention, arguing for coeducation and claiming that there were no differences between the minds of men and women. Anthony called for equal educational opportunities for all regardless of race, and for all schools, colleges, and universities to open their doors to women and ex-slaves. She also campaigned for the right of children of ex-slaves to attend public schools.



Frederick Douglass

During this same time, Douglass, too, was fighting to make changes in Rochester's educational system. In 1849 Rochester's public schools would not admit black students so Douglass enrolled his oldest child, Rosetta, into a private school. However, even there Rosetta was segregated from white students, and Douglass finally hired a woman to teach his children at home. Never one to let racial discrimination go

unchallenged, Douglass campaigned to end legal segregation in Rochester's school system, and in 1857, his efforts succeeded.

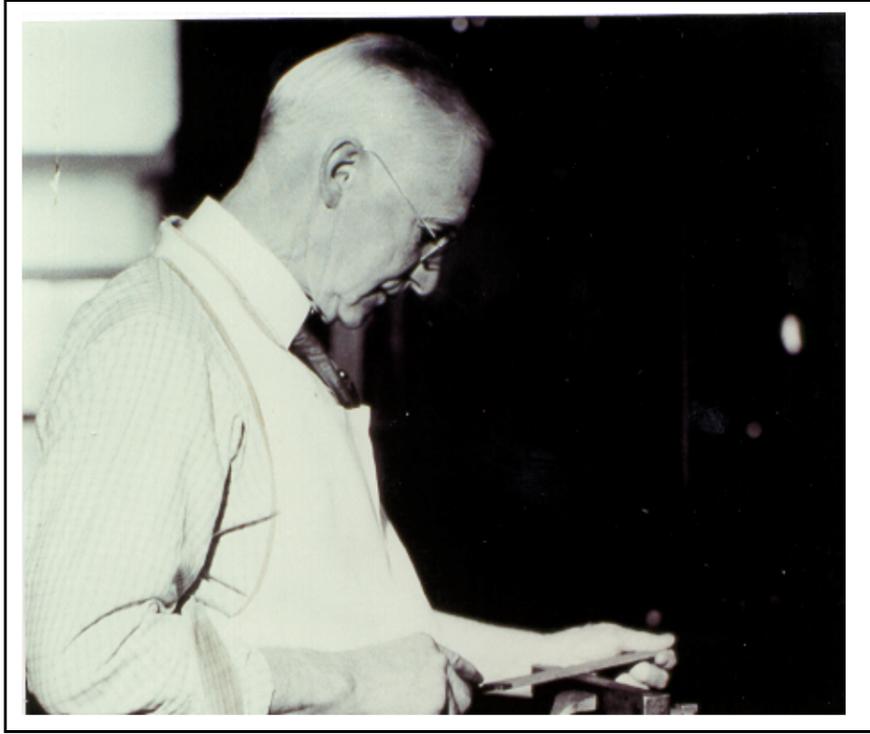
Susan B. Anthony and Frederick Douglass were not the only famous citizens of Rochester who worked to make their community a better place to live. In 1850, **George Ellwanger** and **Patrick Barry** established the Mt. Hope Nurseries. The success and national fame of the nurseries prompted the change of Rochester's nickname from "Flour City" to "Flower City". Forty years later, Ellwanger and Barry became the driving force behind the establishment of Highland Park by donating 20 acres of their nursery for its creation. Today, Highland Park is one of the oldest "tree gardens" in the country. As Rochester's first public park, it's considered a living work of art. Internationally famous for its collection of over 500 varieties of flowering lilacs, it is home to Rochester's world-renown Lilac Festival each May.

Perhaps the greatest legacy of compassion and caring was left by our the city's most famous citizen, **George Eastman**. Although known to most as one of the nation's most important industrialists, he was also one of our country's most giving philanthropists. He began giving to nonprofit institutions when his salary was only \$60 a week - with a donation of \$50 to the young and struggling mechanics Institute of Rochester, now the Rochester Institute of Technology. He also donated approximately \$20 million to the Massachusetts Institute of Technology because he had hired some its graduates who had become his best assistants. Dental clinics were also of great interest to Eastman. He devised complete plans and financial backing for a \$2.5 million dental clinic for Rochester. He then started a large-scale remedial dental program for children. Dental clinics were also given to London, Paris, Rome, Brussels and Stockholm. Eastman also loved music and wanted others to enjoy its pleasures too. He established and supported the Eastman School of Music, a theater, and a symphony orchestra. He promoted and brought to fruition a program to develop a medical school and hospital at the University of Rochester, which became as nationally prominent as the university's music school.

As the New York Times stated in an editorial following his death:

"Eastman was a stupendous factor in the education of the modern world ... seeking to promote health and lessen human ills, helping the lowliest in their struggle toward the light, making his own city a center of the arts and glorifying his own country in the eyes of the world."

▲ It is this rich heritage of involvement and giving that formed the basis for our city. Civic activism, giving, compassion and caring are what we mean by **RESPONSIBILITY** - taking ownership of your life, your neighborhood and your community. The essence of this term is also captured in our concepts of "Neighbors Building Neighborhoods" and "Citizens Building Community". Because these values were and are such an integral part of what shapes our city, **RESPONSIBILITY** is the first of three themes on which our plan is based.



George Eastman

successful, and they were soon filling orders for Europe. Bausch and Lomb then began to produce photographic lenses, microscopes, binoculars and telescopes. During World War I the company increased its production and included range-finders and searchlights. At this time, Bausch and Lomb employed 6,000 people. During World War II, the company won recognition for its ability to produce mass quantities with such high quality. For more than a century now, Bausch and Lomb has continued to produce quality eye care products and has expanded its production to include contact lenses and eye examination computers.

Many companies helped to make Rochester's industrial base strong: Gleason Works which manufactures gears; Rochester Button Company; Stromberg-Carlson which produced telephone equipment and later television and radio equipment; and Sybron corporation, an amalgamation of Ritter Dental Equipment Company, Pfaudler, Taylor Instruments, Wilmot-Castle, and Nagle. Sybron now manufactures health products, instruments and chemicals. Other men who helped establish Rochester's economic base include **Jeremiah Hickey** and **Jacob Freeman** who opened their first men's clothing store in 1899; **Hiram Sibley** who opened a seed store (later Sibley's Department Stores) after he made a fortune with his consolidation of telegraph lines into the Western Union Telegraph Company headquartered in Rochester; and the founders of Genesee Brewery which opened in 1878. Genesee Brewery is America's largest family-operated, regional brewery. While only being sold in half the country, it is ranked as the 7th largest brewery in the United States.

Xerox is another world-renowned company that originated in Rochester. In 1938, **Chester Carlson**, a patent attorney and part-time inventor, made the first xerographic image in his makeshift laboratory in Queens, New York. He spent years trying to sell his invention without success. Business executives and entrepreneurs did not believe there was a market for a copier when carbon paper worked just fine, and the prototype for the copier was quite messy. About 20 companies, IBM and General Electric among them, met his invention with what Carlson himself called, "an enthusiastic lack of interest." Then, in 1944, the Battelle Memorial Institute in Columbus, Ohio, contracted with Carlson to refine his new process, which Carlson called "electrophotography." Three years later, The Haloid Company, a maker of photographic paper here in Rochester, approached Battelle and obtained a license to develop and market a copying machine based on Carlson's technology. Haloid later obtained all rights to Carlson's invention. Carlson and Haloid agreed that the word "electrophotography" was too cumbersome. A professor from Ohio State suggested "xerography", derived from the Greek words for "dry" and "writing." Haloid coined the word "Xerox" as the trademark for the new copiers in 1948. Inspired by the early success of its Xerox copiers, Haloid changed its name to Haloid Xerox Inc. in 1958. The company became the Xerox Corporation in 1961 after the wide acceptance of the Xerox 914, the first automatic office copier to use ordinary paper. Then, in 1994, Xerox became "The Document Company, Xerox", and the partially digitized, red "X" was introduced as the new corporate symbol.

Without question, the most famous business to originate in Rochester is the Eastman Kodak Company. The company was founded by **George Eastman** in 1880. He moved to Rochester with his family in 1859 when he was five years old and began experimenting with photography when he was 24. After three years of experiments, he had invented and patented not only a dry plate formula, but also a machine for preparing large numbers of plates. Eastman quickly recognized the possibilities of making dry plates for sale to other photographers. In April of 1880, Eastman leased the third floor of a building on State Street

▲ A CITY OF ENTREPRENEURIAL SPIRIT ... "OPPORTUNITY"

In the 19th and early 20th centuries, Rochester was home to several famous Americans who made their name as astute businessmen and who took advantage of life's opportunities and truly embodied the entrepreneurial spirit. One such man was **George Ellwanger** who first visited America in 1835. He was traveling along the Erie Canal on his way to Ohio when he passed through Rochester and was "impressed" with what he saw. Ellwanger himself wrote, "...the then infant city whose appearance impressed me, especially its luxuriant vegetation and its favorable location for horticultural establishment. The Erie Canal, moreover, made it a highway to the west." Ellwanger soon returned to Rochester and took over Michael Bateham's Rochester Seed Store and Horticultural Repository. Even though there were many nurserymen and seedsmen who were successful in their own right, it was George Ellwanger and Patrick Barry who made horticulture successful. Patrick Barry had worked for the large, successful William Prince Nursery in Flushing, New York. Barry brought the skill of this nursery to the partnership in 1840 when the two opened the Mount Hope Nursery. During the 1850's, Ellwanger and Barry had 500 acres in their nursery, more than any other seedsman. As the industry began to decline, much of Ellwanger and Barry's old nursery was given to the city in 1888 (now Highland Park).

In the mid 19th century, Rochester became internationally known for its production of eyeglass lenses, thanks to the efforts of **John Jacob Bausch** and **Henry Lomb**. It was in 1852 when Bausch and Lomb began producing eyeglasses and other optical products and selling them from their store in the Reynolds Arcade Building. Bausch's development of hard rubber frames for eyeglasses helped to make the company

and began to manufacture dry plates for sale. As his young company grew, it faced total collapse at least once when an entire shipment of dry plates went bad after being delivered to the dealers. Eastman recalled them and replaced them with a good product. "Making good on those plates took our last dollar," he said; "But what we had left was more important - reputation." Eastman then set out to make photography an everyday affair, "to make the camera as convenient as the pencil." He began experimenting with the use of a lighter more flexible material to replace the dry glass plates that he was using. In 1885, he introduced a new sensitive film that was more convenient and economical which became immediately successful. It was in 1888, when he introduced the Kodak Camera to the public that the word "Kodak" was first registered as a trademark. Eastman invented the word himself and it came to be mainly because he liked the letter "K." Kodak's distinctive yellow symbol, which Eastman selected, is widely known throughout the world and is one of the company's more valued assets. In 1885, Eastman opened a sales office in London, and by 1900, distribution outlets had been established throughout Europe. Today, Kodak has manufacturing operations and subsidiary companies in more than 150 countries. Plagued by a progressive disability affecting his spinal cord, Eastman became increasingly frustrated at his inability to lead an active life. Eastman died on March 14, 1932 at the age of 77.

▲ The "entrepreneurial spirit" of these great Rochesterians is what we hope to embody in our theme of **OPPORTUNITY**. It is at the very heart of what shaped our city over a hundred years ago. For this reason, **OPPORTUNITY** is the second of the three themes on which our plan is based. It is the legacy of these great minds - their innovative thoughts, inventions and techniques - that we hope to nurture and continue into the 21st century.

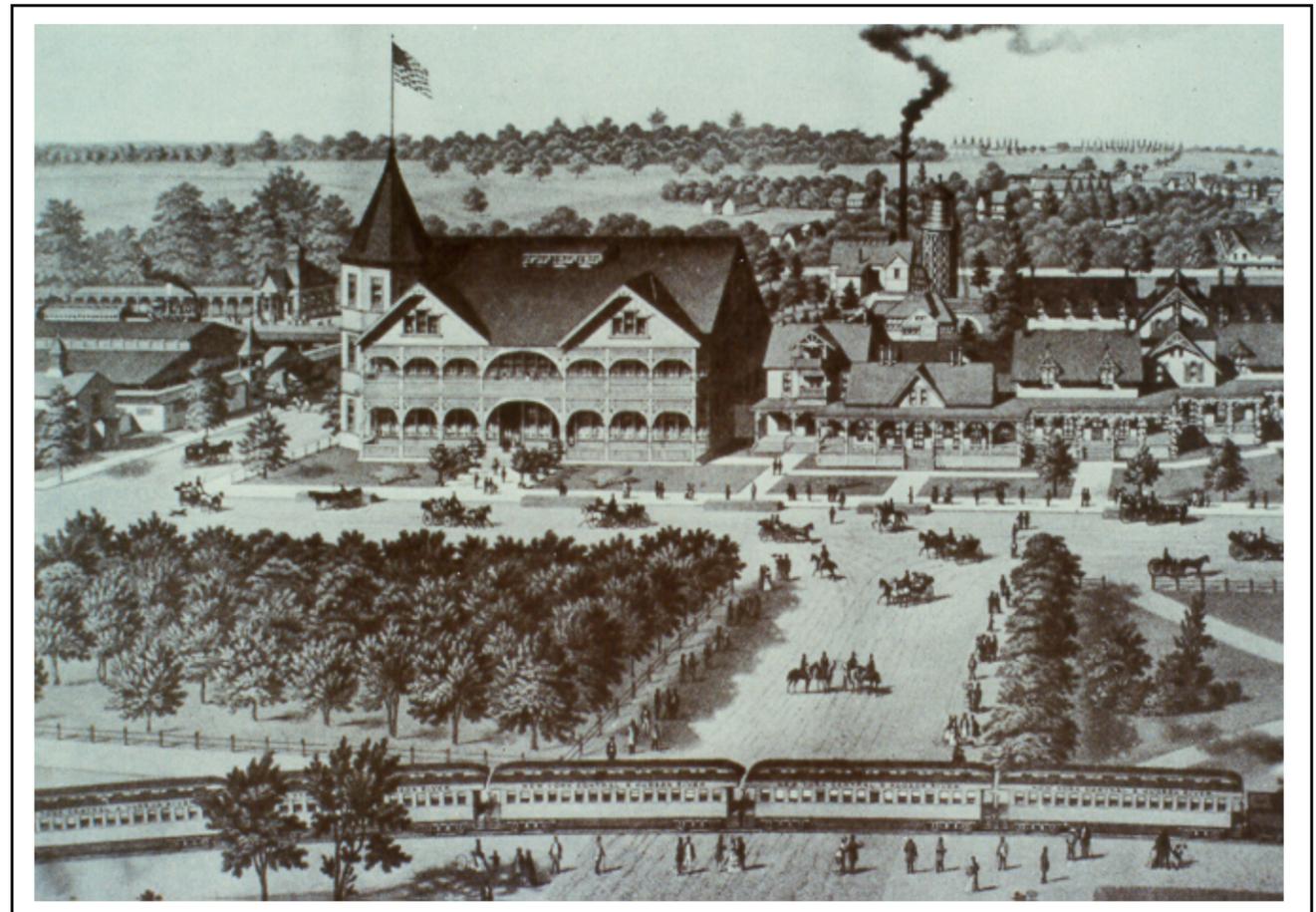
▲ **A CITY OF RIVER VILLAGES ... "COMMUNITY"**

Before Rochester became a city of neighborhoods, it was a neighborhood of cities. Downriver from Rochesterville were the settlements of **McCrackenville**, **Carthage** and **Charlotte**. To the east lay the city of **Tryon** on Irondequoit Bay. In the early 1800's Rochester, or "Rochesterville" as it was known then, was not the only or even primary settlement on the Lower Genesee; there were, in fact, a number of villages, all within the present-day boundaries of Rochester. These settlements vied with one another for control of the region's shipping trade. The shipping trade itself was fueled by the commercial needs of a bustling metropolis to the south: Canandaigua. The situation was to change, however, with the construction of the Erie Canal in 1823 right through the heart of Rochesterville, ushering in a period of enormous growth.

One by one the neighboring settlements were absorbed by the expanding city which could provide them with basic amenities such as sewers, running water and streets. With the exception of McCrackenville, remnants of these early settlements and villages are with us today. The city of Tryon became the site for a city park in the Browncroft neighborhood in Sector 8; Carthage survived as a street name and commercial area in the 14621 neighborhood near the National Institute for the Deaf in Sector 9; and Charlotte, of course, remains to this day a vital and identifiable neighborhood in the northern part of Rochester.

These early settlements were small, and yet they possessed many of the traits that we associate today with the largest, most vibrant cities of our country -- diversity, vitality, and identity. Because most people walked from place to place, the distances between homes, workplaces, and shopping were necessarily short.

Using today's zoning language, these places would have been termed "multi-use," meaning that a variety of activities (shopping, living, working, playing) occurred within close proximity of one another, sometimes even in the same building. The proximity of these varied activities brought diverse groups of people together on a daily basis. It allowed people such as children, the elderly and/or the poor to actively participate in the civic life of the community. Virtually all of the community's resources were within a short walk from each other. The wealthiest citizen never lived more than a few blocks from the poorest. Because virtually every citizen had access to the public realm, it was difficult to forget about any one segment of the population. This is one of the building blocks of community and civic life, the ability of all members of a community to casually and safely interact in a public environment. And these "village-like" neighborhoods did not exist in isolation. First, they were more like satellites which depended on the dense, compact downtown area for jobs and services. Secondly, the neighborhoods were interconnected by a system of trolleys, and beginning in the 1920s, subways and buses as well. Service was frequent along clearly marked routes and transit stops were within walking distance of homes and businesses.



The Village of Charlotte

As Rochester grew, its neighborhoods retained some of the characteristics of the small towns they had replaced. Early residential neighborhoods were often built around public squares, some of which still exist today, including Jones Square in Sector 3's Edgerton neighborhood; Brown Square, also in Sector 3, a few blocks from the Eastman Kodak headquarters; and Wadsworth Square located in Sector 7. The squares

served as the focal points of their neighborhoods, helping to give them a sense of identity. They also provided a place where members of the neighborhood could interact. The Rochester Public Market, for example, is one of our most well known “small town” features that is just as popular today as it was 90 years ago. Since 1905, the Public Market has been drawing thousands of people to its outdoor market. Today, it remains an active, thriving part of Sector 10. From July through October, its open-sided covered walkways are bursting with fresh produce, seafood, meats and baked goods, as well as plants flowers, clothing, tools and gadgets. The market is a wonderful blend of smells, tastes, sounds and sights, a wonderful reminder of the people and cultures that came before us.

During the 19th century, most neighborhoods had an elementary school within walking distance of its students. The schools, and the children they served, must have been a source of pride to the surrounding neighborhood, judging from the rich architectural detailing that went into many of these buildings. Many of them stand today, and a number of them have been converted into offices or condominiums. Commercial areas developed along the main thoroughfares of a neighborhood, such as Thurston Road in Sector 4 and Monroe Avenue in Sector 7. Like all of the other amenities, shopping was within walking distance of the customers it served, and many of the shopkeepers lived in the same neighborhood as their shops.

▲ Building on the characteristics of the “river village” that were so evident a hundred years ago is what we are trying to accomplish through our theme of **COMMUNITY**. Our Comprehensive Plan seeks to describe policies and strategies for how a system of new River Villages or “Urban Villages” can be developed based on this historical framework. The term “urban village” is a metaphor for how we want our city to feel. The phrase sums up our coexisting desires to have tree-lined streets and intimate neighborhoods with the vitality and excitement of a big city; to have diversity, choice and independence along with a feeling of closeness and “home.” Our plan seeks to include all of these aspects of a community when planning for its future. We realize that how we “feel” about our neighborhoods and how we identify with them and our neighbors are just as important as how well our neighborhoods are maintained or how efficiently our resources are used. This feeling and identity are what we mean by **COMMUNITY**, and it is the last of the three themes on which our Comprehensive Plan is based.



Early Villages at Rochester's High Falls

▲ *OUR COMMUNITY AND REGION:
CONDITIONS AND TRENDS*

▲ Our Community Profile

OUR LOCATION

Rochester is located in Monroe County, midway between Buffalo and Syracuse, on the southern shore of beautiful Lake Ontario. It is unique in that it contains approximately 22 miles of shoreline along Lake Ontario, the Genesee River and the Erie Canal. The Genesee River flows northward through the center of the city to the lake providing our city with a distinctive urban waterfront environment.

Our city encompasses 36.44 square miles. According to the 1990 Census, it is the third largest city in New York State with a population of 231,636. Based on Census figures, Rochester is the 69th largest city in the country when ranked against all cities with populations over 200,000 people. We are at the center of a larger metropolitan region which includes Monroe County and the counties of Wayne, Ontario, Livingston, Orleans and Genesee. Over the last decade, our city has dropped approximately 10,000 persons in population, while Monroe County has gained about 15,000. During this same time period, the Rochester Metropolitan Statistical Area (MSA) has increased by almost 100,000 people.

OUR GOVERNMENT

Rochester is governed by a Mayor who is directly elected by popular vote to a four-year term of office. As the chief executive officer and the administrative head of government, the Mayor is responsible for the administration of all city affairs including the appointment of all department heads. Our city also has a nine-member City Council which is responsible for the legislative affairs of the city government. Each Council member is elected to a four-year term, four by districts representing approximately one-quarter of the City's area and five by a city-wide vote. Council members elect a President who presides at meetings and ceremonial occasions, and who provides the Council with leadership in the drafting and passing of legislation. The City Administration includes the Departments of Finance, Community Development, Parks, Recreation and Human Services, Economic Development and Environmental Services, as well as Police, Fire and Libraries. Recent major city initiatives have moved more governmental services from City Hall out into the neighborhoods and closer to citizens through the implementation of the Neighborhood Empowerment Teams (NET).

OUR HISTORY

Rochester grew from a series of early settlements or "villages" along the Genesee River that included Charlotte, Carthage, McCrackenville, Castletown, Rochesterville and others. Woven together by road, river and rail, this tapestry of inter-dependent villages eventually became incorporated as the City of Rochester. The city was also known as the "Flour City" - an agricultural and industrial center that was fueled by the power of the river and the nearness of Lake Ontario and that helped drive westward expansion during the early years of our country's history. The construction of the Erie Canal through the city in 1825 ensured Rochester's preeminence and its important role in the growth of our region and of New York State.

Rochester has been home to several extraordinary and compassionate historical figures including George Eastman (founder of Eastman Kodak Co.), Susan B. Anthony (leader of the woman's rights movement) and

Frederick Douglass (an African-American statesman and presidential advisor in civil rights). George Eastman made his home at 900 East Avenue, in the heart of the city, where it still stands today. Susan B. Anthony lived at 17 Madison Street, and she and Harriet Tubman often spoke at the Methodist Episcopal Zion Church at 40 Favor Street. Frederick Douglass also used the basement of this church to begin publishing his North Star paper in 1847. In the mid-19th century, the areas of Madison Street and West Main Street served as the center for the abolitionist and women's rights movement.

OUR AMENITIES AND ATTRACTIONS

Rochester is blessed with about 22 miles of waterfront that include three great waterways: Lake Ontario, the Genesee River and Gorge and the Erie Canal. Our city's Lake Ontario waterfront at the mouth of the Genesee River is marked by relatively good water quality, private marinas and yacht clubs, a large county-maintained public beach and other numerous recreational amenities. The Genesee River (which actually begins in Pennsylvania) runs through the heart of our city and includes three major waterfalls, all within a short travel distance of our downtown. The main falls or "High Falls" is over 90 feet high and has been the center of recent development interest as a unique urban entertainment district. North of the High Falls is one of the most unique natural resources found in any city. Referred to as "The Gorge", this section of the Genesee has two waterfalls, a series of unique geologic rock formations, river islands and numerous adjacent public parks that are partially connected through a river trail system. The Erie Canal runs in an east-west direction along the southern and western portions of our city. It is one of our city's and New York State's most important and under-utilized recreational assets.

Rochester is home to an extensive and nationally renowned parks and recreation system designed around our unique waterfront resources including the Genesee River, Lake Ontario and the Erie Canal. Major city parks include Durand-Eastman Park, Ontario Beach Park, Turning Point Park, Seneca Park, Maplewood Park, Genesee Valley Park and Highland Park. The city's formal parks system originated in 1888 with the donation of twenty acres of land to the city from Ellwanger and Barry's Mount Hope Nursery. That first park is now part of Highland Park. Over the years, other park lands were purchased by or dedicated to the city. Many were designed by the noted landscape architect Frederick Law Olmstead. During the 1920's George Eastman donated a vast amount of land to the city which would eventually become Durand-Eastman Park along the shoreline of Lake Ontario.

Our city has eleven public libraries, two daily and several weekly newspapers and is served by three bus lines, the New York Thruway and several airlines at the Greater Rochester International Airport. Our airport also offers air and freight support facilities for private aircraft. Rail passenger service is provided by Amtrak, and railway freight service is provided by the Conrail and Chessie System. Our city also maintains a port on Lake Ontario and continues to use the Erie Canal to provide water transportation and recreation.

Rochester is also home to several Universities and Colleges including the University of Rochester which is well known for its Medical Center, the Eastman Dental Center, the Eastman School of Music and the Institute of Optics/New York State Center for Advanced Optical Technology. Also located within or near our city's borders are Colgate Rochester Divinity School, Finger Lakes Community College, Monroe Community College, Nazareth College, Roberts Wesleyan College, Rochester Institute of Technology, St. John Fisher College, the State University College at Brockport, and the State University College of Arts and

Science at Geneseo.

Rochester is host to various seasonal festivals and neighborhood celebrations, including the nationally known Lilac Festival and Corn Hill Arts Festival, that attract hundreds of thousands of visitors to our city each year. Our city also hosts over 65 visual and performing arts groups including the internationally-acclaimed Garth Fagan Dance Company. Our city is home to four professional sports teams: the Rochester Red Wings, AAA farm team of the Baltimore Orioles; the Rochester Americans (Amerks), American Hockey League farm team for the Buffalo Sabres; the Rochester Knighthawks of the Major Indoor Lacrosse League; the Rochester Raging Rhinos of the American Professional Soccer League (A-League). Frontier Field, a new \$35.3 million, 12,330 seat stadium was just completed in the center of the city and is home to the Red Wings and the Raging Rhinos. The Amerks and the Knighthawks are using a newly renovated and expanded downtown Community War Memorial Auditorium.

Rochester is also home to several premier museums including the George Eastman House and International Museum of Photography, the Strong Museum, the Memorial Art Gallery, the Susan B. Anthony House, the Rochester Museum and Science Center and the Strasenburgh Planetarium. For a city its size, Rochester is also one of the greatest centers for music in America - our community includes the Eastman School of Music, Eastman Theater, the renowned Rochester Philharmonic Orchestra and the Hochstein Music School.

OUR INDUSTRIAL STRENGTH AND HERITAGE

Throughout our city's history, Rochester's industrial strength and heritage have been driven by a rich tradition of personal initiative, creativity, imagination and entrepreneurial spirit. In its early years, Rochester was an agricultural, trading, milling and transportation center. Our economy turned to manufacturing in the early twentieth century primarily through the development and manufacture of photographic, optical and precision equipment by Eastman Kodak Company, Xerox Corporation and Bausch & Lomb. Kodak and Bausch and Lomb both have their world headquarters located in our city's downtown. Over ninety optics and imaging firms, plus the imaging-related divisions of several other large firms, are located in the Rochester area; our city has become nationally recognized as "The World's Image Center". We continue to have a strong concentration of manufacturing employment. Manufacturing accounts for 29% of total nonagricultural employment in the Rochester Metropolitan Statistical Area, as compared to the national level of 17%. Total employment in the Rochester Area was estimated to be 530,000 in 1997.

Our city also enjoys a reputation as a "high technology" city. Approximately 60% of the manufacturing work force and over 20% of all employees are employed in high technology industries. Employment of scientists and engineers as a percentage of total employment is four percent - twice the national average of two percent. Fifty percent of all persons employed nationally in the manufacture of photographic equipment and supplies are in the Rochester area. Other major research, development and manufacturing activities in the area include optics, automotive products, dental equipment, office duplicating and computing equipment, electrical equipment, measuring and controlling devices, heavy machinery, pharmaceuticals, bio-technology and polymers. Economic growth is expected to continue in this dynamic "second-tier" of smaller, technology-based firms doing business in Rochester.

Development of readily buildable industrial land has been a goal of our city for several years. Four industrial

parks have been developed throughout the city that draw new industries and ideas to Rochester. These parks include The Cumberland Industrial Park, the Erie Canal Industrial Park, the Rochester Science Park and the Holleder Technology Park. Since 1981, total public and private investment in industrial and commercial projects in our city totals over \$1 billion. Areas of our city have also been designated as an Economic Development Zone by New York State and an Enterprise Community Zone by the federal government.

OUR DOWNTOWN

Rochester's downtown straddles the Genesee River and is the center of business, government, cultural, sports, entertainment and educational activity for our entire metropolitan region. Over \$700 million in public and private funds has been invested in our downtown since 1982. Important buildings or development areas in downtown include Midtown Plaza (the first enclosed downtown shopping mall built in the United States), the Rochester Riverside Convention Center, the Cultural District (including the Eastman Theater, Metro Y.M.C.A. and east-end entertainment and residential districts), the High Falls Entertainment District, the Community War Memorial, Frontier Field, three major hotels, a second-level skyway system for pedestrian circulation, new corporate offices, new parking garages, a public library expansion and the Damon Center Campus of Monroe Community College. Approximately 40,000 people work daily in downtown Rochester.

The continued strong investment in the central core of Rochester being made by corporations such as Eastman Kodak Company, Xerox Corporation, Bausch & Lomb, Frontier Corporation, Chase Bank, Marine Midland Bank, IBM, Blue Cross and Blue Shield, and many other firms indicates that the business community believes that Downtown Rochester is the best place to conduct business within the Rochester region.

OUR CITIZEN INVOLVEMENT

Rochester boasts the nation's highest rate of volunteerism, prompting magazines such as Readers Digest and American Demographics to call our community "America's Kindest City." This sense of compassion and caring is also evident in our community's United Way contributions. We have the largest endowment and highest annual per capita contribution rate of any comparably-sized community in the nation. Other community initiatives such as the Big Brother-Big Sister program and "Make A Difference Day" campaign have strong community wide support and participation. Citizen participation is strong in the business of government, as well. Over 2,000 people from all walks of life have participated in the "Neighbors Building Neighborhoods" (NBN) planning process. These citizens helped prepare neighborhood plans for our city's ten planning sectors. Over 300 volunteers took part, in community meetings and as members of eleven subject committees, in the development of our city's new comprehensive plan, writing vision statements, goals and strategies to address our community's problems. In addition, 35 other citizens participated in Mayor William A. Johnson Jr.'s Stewardship Council which coordinated and oversaw the entire planning process.

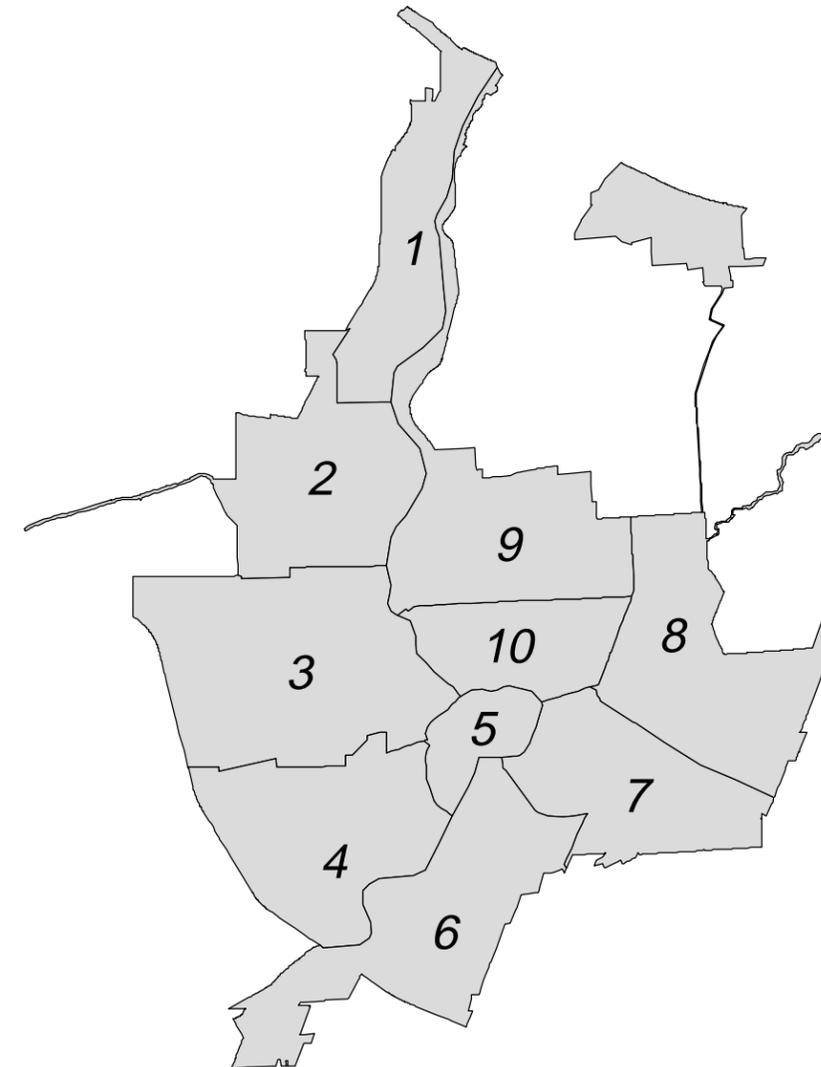
OUR PEOPLE AND NEIGHBORHOODS

Rochester boasts 36 strong, unique and vital residential neighborhoods. Each contains active

neighborhood organizations, community groups and block clubs. A rich, inter-dependent tapestry of cultures, ethnicities and peoples lives together in these neighborhoods and makes our city a unique urban living experience. During our city's "Neighbors Building Neighborhoods" (NBN) planning process, these many and diverse neighborhood areas were categorized or collected into ten broad planning sectors that covered the entire city.

NBN PLANNING SECTORS

Summary of NBN Sector 1990 Census Data				
Sector	Population	# of Housing Units	# Households on Public Assistance	Neighborhoods
1	8,746	3,985	335 (2.10%)	Charlotte
2	18,644	8,530	885 (5.50%)	Maplewood
3	30,622	14,469	3,439 (21.50%)	Brown Square, Charles House Area Council, Edgerton, Lyell-Otis, People of Dutchtown, Susan B. Anthony, U.N.I.T.
4	36,349	15,490	2,475 (15.50%)	Genesee-Jefferson, Mayor's Heights, 19th Ward, Plymouth-Exchange
5	5,468	3,290	487 (3.10%)	Corn Hill, Central Business District
6	22,124	9,669	914 (5.70%)	Ellwanger-Barry, Highland, South Wedge, Strong, Swillburg
7	21,613	16,427	754 (4.70%)	Atlantic-University, Cobb's Hill, East Avenue, Park Avenue, Pearl-Meigs-Monroe, Upper Monroe
8	32,570	15,441	1,517 (9.50%)	Beechwood, Browncroft, Culver-Winton, Homestead Heights, Northland-Lyceum
9	37,411	15,782	2,926 (18.30%)	Group 14621
10	17,126	6,854	2,248 (14.10%)	N. Marketview Heights, S. Marketview Heights, Upper Falls
TOTAL	230,673	109,937	15,980 (100.0%)	



▲ CITY DATA SUMMARY

LAND									
Total Area	23,473 Acres		State Roads	25 Miles	Distance to Buffalo	88 Miles			
	37 Sq. Miles		County Roads	5 Miles	Distance to Syracuse	101 Miles			
Length of Shoreline	22 Miles		City Streets	535 Miles	Distance to Albany	267 Miles			
PEOPLE									
Year	1950	1960	1970	1980	1990	2000	2010	2020	2030
Persons	332,488	318,611	296,233	241,741	231,636	226,307	222,381	219,554	217,490
ECONOMY									
Year	1950	1960	1970	1980	1990				
Labor Force	151,167	138,013	127,074	111,199	111,918				
MEDIAN FAMILY INCOME IN 1990: \$27,675									
AVERAGE SALE PRICE FOR A HOME IN 1997: \$54,000									
PERCENT POPULATION BELOW POVERTY LEVEL IN 1990: 23.5%									
EMPLOYMENT RATE IN 1996: 93.8%									
GOVERNMENT									
Year	1960	1970	1980	1990	1998	NOTE: These figures do not include school district expenditures.			
Budgeted Expenditures	\$38,189,210	\$61,669,220	\$150,505,000	\$235,465,800	\$309,676,600				
In Current Dollars	\$210,804,500	\$263,635,900	\$312,598,900	\$298,570,600	\$309,676,600				
TOTAL NUMBER OF EMPLOYEES IN 1997: 8,409 (Includes City School District employees)									
TOTAL REVENUES & EXPENDITURES IN 1998: \$643,047,000 (Includes City School District figures)									
EDUCATION	\$324,661,000			SOCIAL SECURITY	\$10,125,000				
PUBLIC SAFETY	\$85,872,000			RETIREMENT	\$5,328,000				
GOVERNMENT SUPPORT	\$54,585,000			DEBT SERVICE	\$27,722,000				
PUBLIC WORKS	\$110,891,000			SURPLUS	\$23,863,000				
1998 TAX RATE FOR A HOMESTEAD: \$18.13 per \$1,000									
1998 TAX RATE FOR A NON-HOMESTEAD: \$42.64 per \$1,000									



▲ Population Trends

Summary...

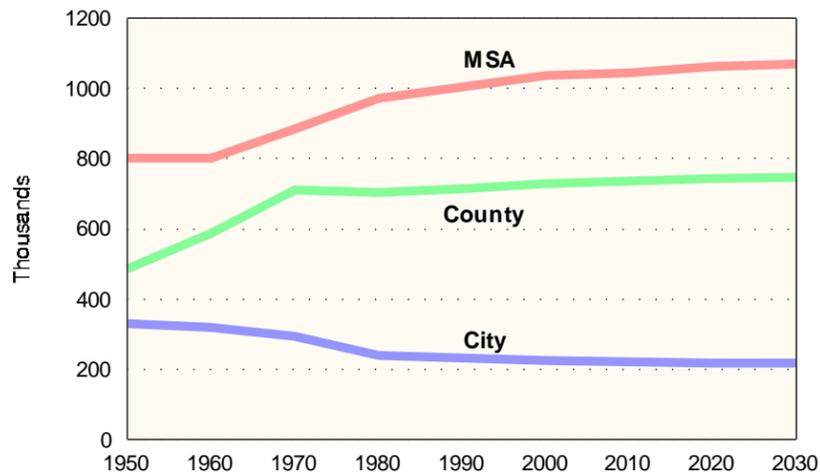
The population of the region is not expected to significantly increase over the next three decades. Therefore, most of the growth experienced by one municipality will be at the expense of another. The impact of this phenomenon can already be seen within Rochester. Since 1950, the population of the community has shifted outward from the City to the towns. This out-migration of people has led to a declining tax base, vacant housing, empty commercial space, and underutilized infrastructure within the City.

According to the Department of Housing and Urban Development, 19 of the nation's 30 largest cities have experienced a decline in population since 1970. This trend is most common in Northeastern and Midwestern cities such as Philadelphia, Washington, Detroit, and Chicago. Although smaller in size than these cities, Rochester is experiencing a similar decline in its population.

The United States Census Bureau describes the five county region of Monroe, Ontario, Wayne, Livingston and Orleans as the Rochester Metropolitan Statistical Area (MSA). As shown in the chart entitled "Population Growth Within the Region," the Rochester MSA has grown steadily in population since 1960 and is projected to continue this trend through the year 2030. It is estimated that the MSA will increase by almost 65,000 people between 1990 and 2030; approximately half of these new comers will reside in Monroe County. However, the rate at which this growth has occurred has declined since 1980 and is not projected to dramatically change in the future.

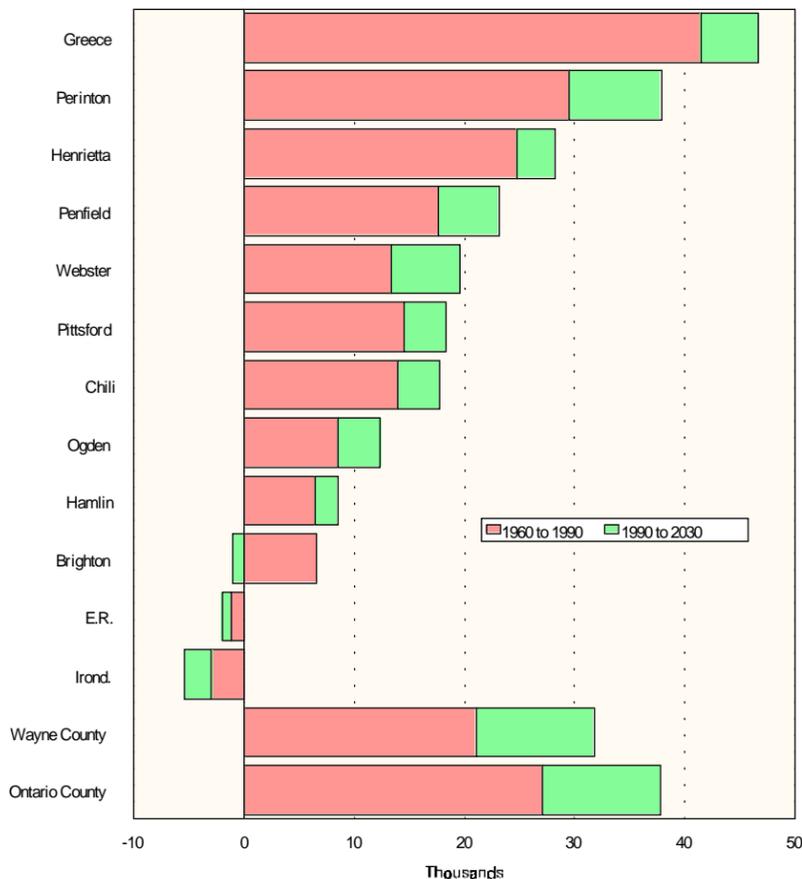
In addition to the growth within the region, there has been considerable shifts in the location of the existing population. Monroe County has experienced a 22% increase of 127,581 residents in its population between

Population Growth Within The Region 1950 to 1990



SOURCE: Genesee Finger Lakes Planning Council

Change In Population Within The Region 1960 to 2030



SOURCE: Genesee Finger Lakes Planning Council

1960 and 1990. During this same time period the City lost 27% of its population or 86,975 residents. This migration to the towns is expected to continue but at a slower rate over the next thirty years.

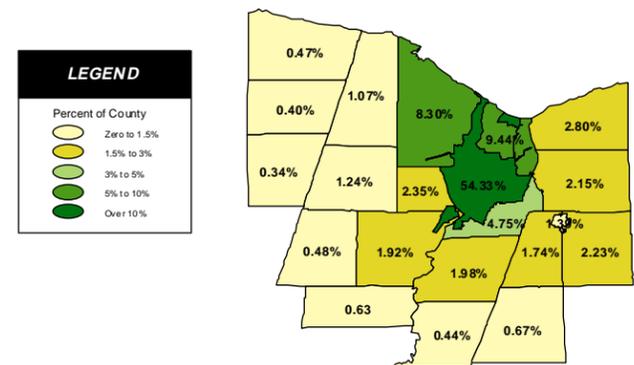
The out-migration of the region's population is beginning to occur in the County as well. Over the last decade, more people have moved out of Monroe County than have moved in. The increase in population is primarily due to a greater number of births than deaths in Monroe County.

Most of the growth in Monroe County has occurred in the towns of Greece, Perinton, Henrietta, and Penfield. Over the next three decades, the towns of Perinton, Webster, and Penfield are expected to experience the greatest influx of new residents. However, the greatest competition for population among towns within Monroe County will not be from each other but from Wayne County and Ontario County. These areas are expected to be the "high growth" areas within the region. (See chart entitled "Change In Population Within The Region.")

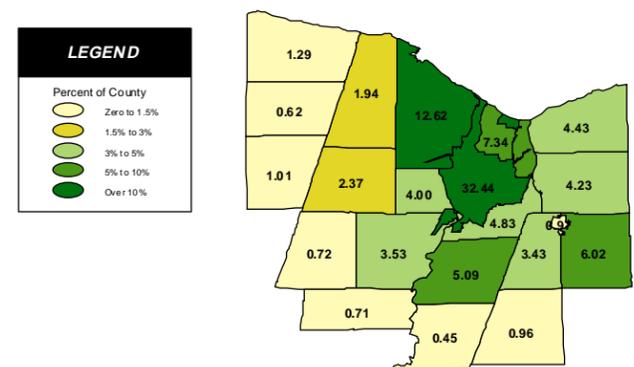
The inner ring towns, adjacent to the City have begun to experience a decline in their populations. Irondequoit and Brighton are expected to lose a combined total of 3,506 residents to the outer ring towns. This can be attributed to the continued out migration of the County's population.

At its peak, the population of the City of Rochester reached 332,488 according to the 1950 Census. This constituted over half of the entire population for Monroe County. As the series of maps to the right show, the City's share of the County's population has dropped to 32%. Assuming the current social, economic, and political trends, this migration of people to the suburbs is projected to continue over the next three decades.

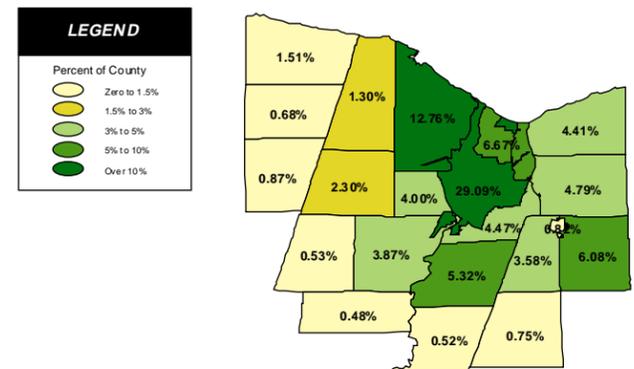
Local Share Of County Population 1960



Local Share Of County Population 1990



Local Share Of County Population 2030



SOURCE: Genesee Finger Lakes Planning Council

▲ Social & Economic Trends

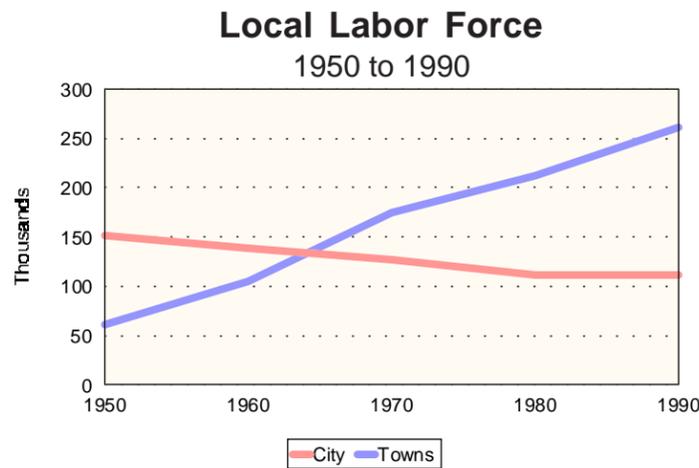
Summary...

Over the past four decades, the racial diversity within the city has increased at a much higher rate than the county. The median family income hit its peak in 1970 in both the city and the towns, but has continued to decline since then. Although the median family income for the towns rose slightly in 1990, it was still below its peak in 1970. In addition, the gap in median family income between the city and the towns has widened over the past 40 years.

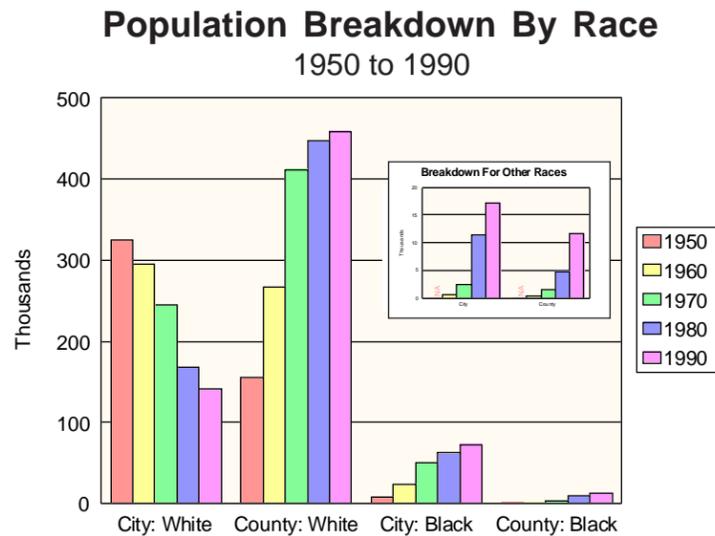
According to HUD, the income disparity between whites and African Americans across the country has widened over the past 20 years. Over the past two decades, the gap in earnings has widened as the inflation-adjusted wages of low-skilled workers declined and the wages of high-skilled workers increased. Looking at the "Labor Force" chart to the right, the number of workers declined in the city since 1950 and leveled off in the mid-1980s. However, the number of workers has continually increased in the towns and shows no signs of having reached a plateau.

The racial makeup of the city has changed significantly since 1950. As the chart to the right entitled "Population Breakdown By Race" shows, the city was 98% white, 2% African-American, and 0% "other" in 1950. In 1990, these percentages had changed to 61%, 32%, and 7%, respectively. The County in 1950 consisted of 99% white, 1% African-American and 0% "other". In 1990, the County percentages had changed to 84% white, 12% African-American and 4% "other".

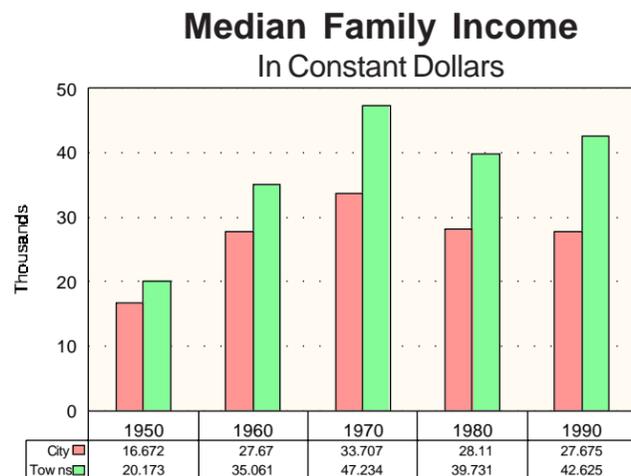
Over the past four decades, as the region's population has shifted from the city to the suburbs, the economic makeup of our region has experienced a similar shift in wealth and commercial opportunities. As the graph la-



SOURCE: United States Census



SOURCE: United States Census



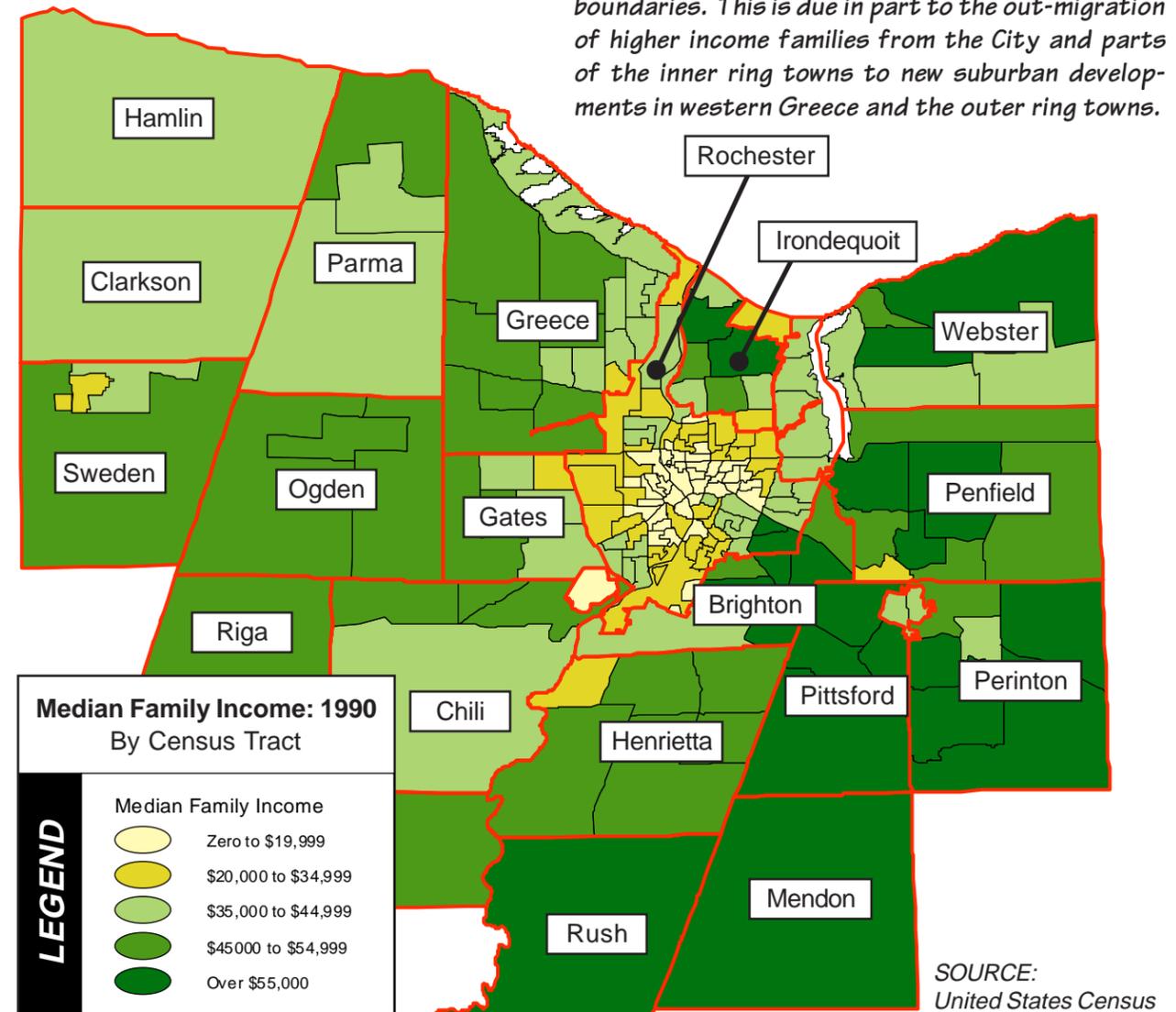
SOURCE: United States Census

beled "Median Family Income" illustrates, in 1950 the Median Income within the County (\$3,722) was 21% greater than the City's (3,076). In 1990, this disparity had increased to 54%. Another way of interpreting this data is to say that over the past four decades the City's Median Income has increased 9 times versus the County's increase of 11 times. (These figures are not adjusted for inflation.)

As individuals and families prosper financially they often choose to relocate to an area that can offer them a perceived higher standard of housing, shopping, and recreation. Historically, the surrounding

towns have been the recipient of many of these upwardly mobile families.

As the map below illustrates, the areas with the lowest median incomes in the region are concentrated in two roughly concentric rings or "horse shoes" surrounding the central business district. The incomes within the City tend to increase near the City boundary. It is noteworthy that many of the census tracts within the inner ring towns that are in close proximity to the City boundary have comparable median incomes to adjacent tracts within the City. In other words, the regional settlement patterns seem to be based more on economic status than on political boundaries. This is due in part to the out-migration of higher income families from the City and parts of the inner ring towns to new suburban developments in western Greece and the outer ring towns.



SOURCE: United States Census

▲ Social & Economic Trends (Con't)

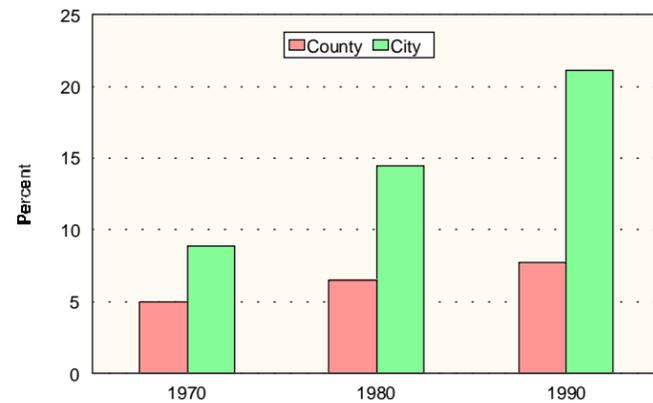
Summary...

The percentage of the number of families living in poverty within the community has increased over the past three decades. However, this increase has not been evenly distributed throughout the region. The disparity in the number of families living in poverty between Rochester and the surrounding towns has more than doubled since 1970. Some of the impacts associated with the high levels of poverty in the City include an increase in crime, an increase in the cost of human service delivery, and a decrease in scholastic performance of school aged children.

According to the United States Census Bureau, the City's poverty rate for families has increased from just below 9% in 1970 to over 20% in 1990. By comparison, the County's poverty rate increased from 5% to just over 7½%. In other words, one out of every five families within the City was living in poverty in 1990. By comparison, in Monroe County, one out of every fourteen families was living in poverty. (See chart entitled "Families Living In Poverty")

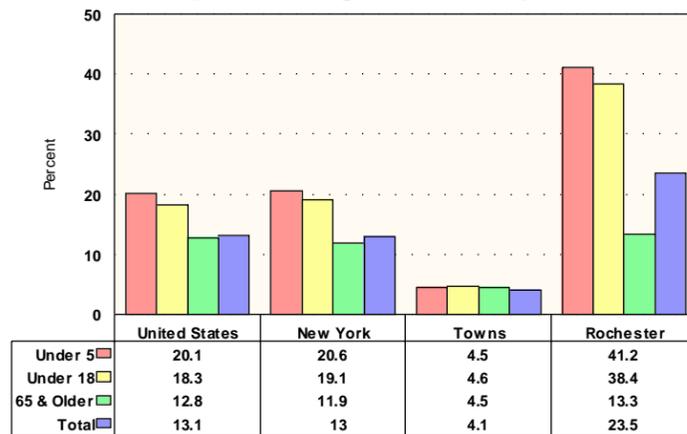
Rochester has a poverty rate that is comparable to other central cities across the country. However, as the chart entitled "Population Living In Poverty" shows, the overall poverty rate for the City was significantly higher than state and national levels. A more stark disparity can be seen between the towns in Monroe County and the City of Rochester. The City's overall poverty rate is six times greater than that of the towns. More importantly, the City has almost 10 times the percentage of school aged children living in poverty compared to Monroe County.

Families In Poverty 1970 to 1990



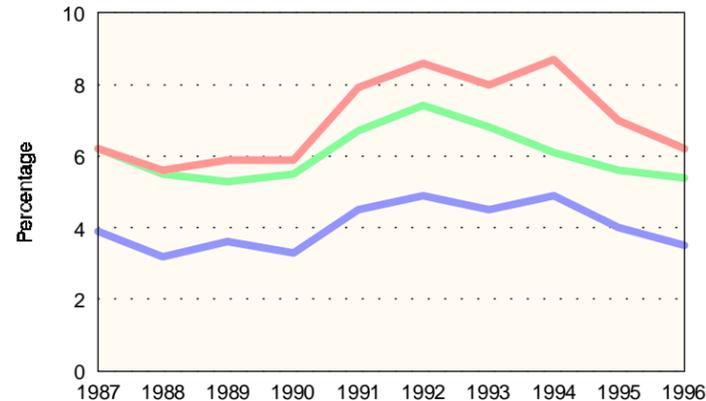
SOURCE: United States Census

People Living In Poverty: 1990



SOURCE: City of Rochester

Unemployment Rate 1987 to 1996

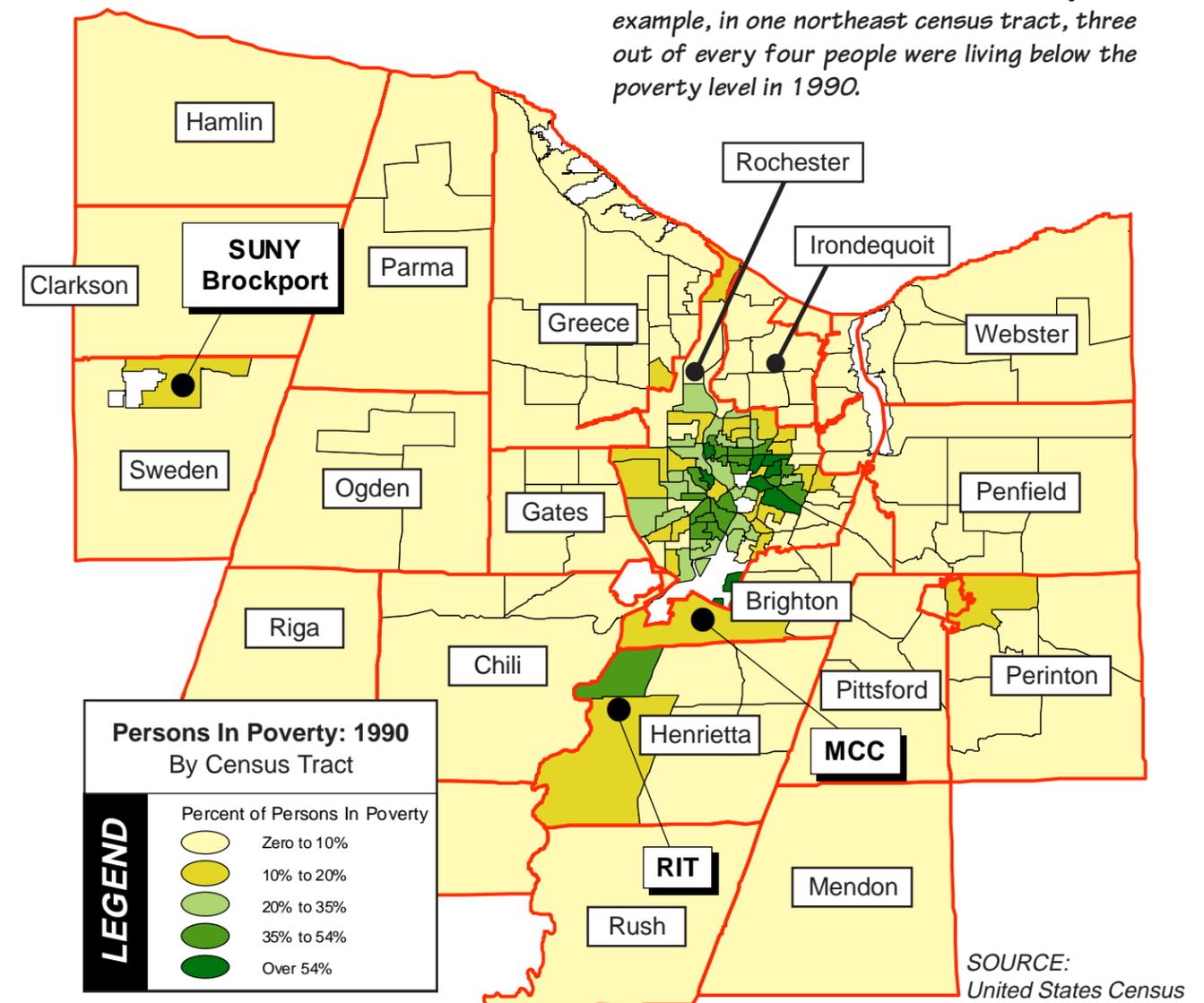


SOURCE: New York State Department of Labor

The City's high level of poverty cannot be attributed to any single phenomenon but is the result of many socio-economic factors. One factor is the decline in employment opportunities within the community. Over the past ten years, the County's unemployment rate has been well below the national average. However, the City has been consistently above the national average. (See chart entitled "Unemployment Rate") This is partially due to the fact that as time passes, the job opportunities that are accessible to City residents have become less numerous. This decrease in employment opportunities is a result of the relocation of

businesses out of the City, insufficient skills of many City residents to take advantage of emerging opportunities, and the lack of reliable transportation to and from work.

As the map below illustrates, the highest percentage of poverty is concentrated within the City. The towns are relatively free of poverty. Many of the darker, shaded portions in the towns are areas in which college students live. These students are commonly considered to be below the poverty level because many of them have only part-time jobs or no jobs at all. The highest concentration of poverty is located within the northeast section of the City. For example, in one northeast census tract, three out of every four people were living below the poverty level in 1990.



SOURCE: United States Census

▲ Housing Trends

Summary...

The number of households in our City has been declining over the past three decades, however, not as quickly as our population has been. Given these and other facts, it is reasonable to assume that our vacancy rate for housing will continue to increase. Historically, as the vacancy rate has increased, home ownership has decreased, and the City's housing values have deteriorated.

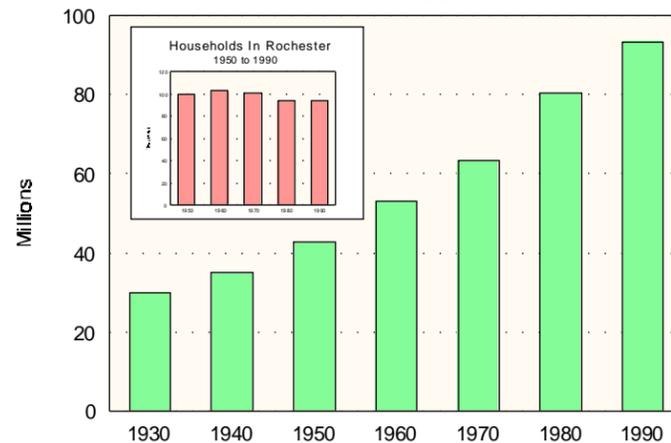
According to the Department of Housing and Urban Development, the nation's affordable housing crisis has reached record levels, especially in central cities. At the same time, while home ownership is at its highest level ever, the central city home ownership rate continues to lag significantly behind the suburbs. Evidence of this can be seen in Rochester. While Monroe County has a ratio of 64% homeowners and 35% renters, the city's ratio is 44% homeowners and 56% renters.

As the chart labeled "Households In The United States" shows, the number of households is growing at a steady rate nationally, however, the number of households in Rochester is decreasing. At the same time, the number of persons per household is decreasing both nationally and in Rochester, as shown in the chart labeled "Person Per Household." In addition, Rochester's population is decreasing at a much faster rate than the number of housing units. (See chart entitled, "City Population & Housing")

Based on this data, it is not surprising that Rochester had a vacancy rate of 7.46% in 1990. (A vacancy rate of 5% is considered normal.) Although still below the national average of 10.1%, Rochester's vacancy rate has continued to climb for the past four decades.

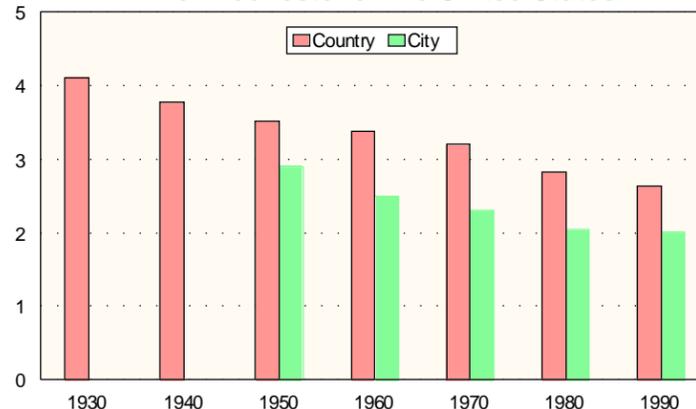
Within the region, the average single family

Households In The United States 1930 to 1990



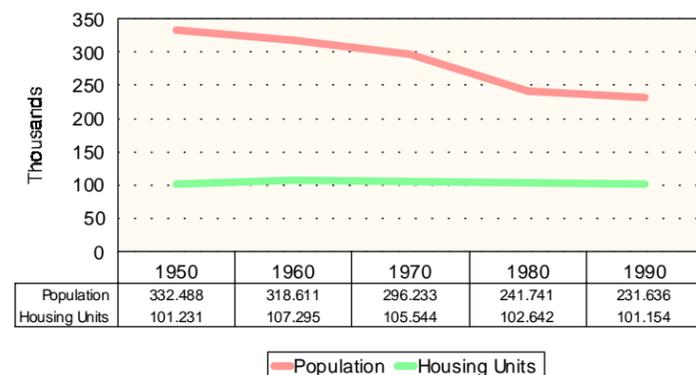
SOURCE: United States Census

Persons Per Household For Rochester & The United States



SOURCE: United States Census

City Population & Housing 1930 to 1990



SOURCE: United States Census

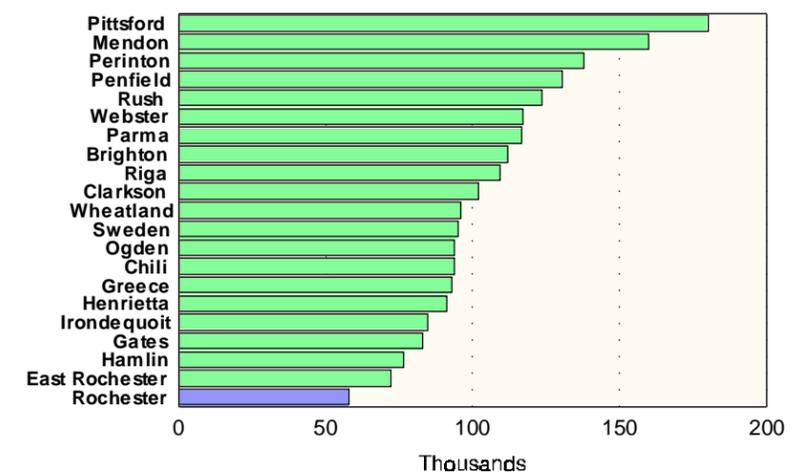
home price rose steadily from 1987 to 1994. In 1995, home prices dropped to 1987 levels. This drop in value was more pronounced in the county than in the city. However, single family home prices within the towns remain approximately 40% higher than their city counterparts.

As the chart to the right shows, the towns with the highest median home value were the southeastern towns of Pittsford (\$180k), Mendon (\$160k), and Perinton (\$138k). The city (\$58k) has the lowest median home value within Monroe County. The median home value in the towns is approximately \$102,000. In addition, the median home value has decreased within the city over the past 30 years, but it has increased in the county. In the city, the median home value dropped from \$67,344 in 1960 to \$57,500 in 1998; and in the county, the value went from \$82,248 in 1960 to \$97,500 in 1998. (All values are in 1998 dollars)

By comparison, the chart to the right entitled "Current Assessed Value" shows that only 54% of the city's single family housing stock is assessed at over \$100,000. The largest percentage of single family homes is assessed between \$40,000 and \$60,000. Almost 87% of the single family homes within the city are valued between \$20,000 and \$80,000.

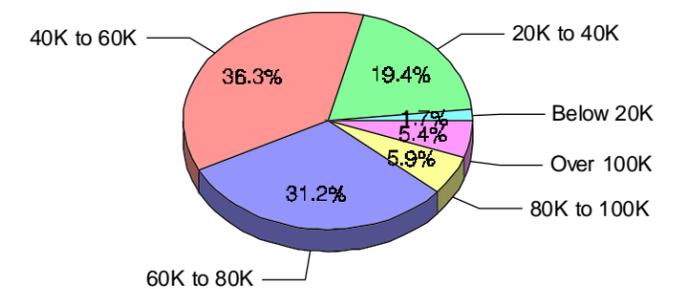
The depressed value of some city housing can be partly attributed to the condition and age of the housing stock. Almost half of the single family homes within the city were built between 1910 and 1930, as shown in the chart to the right entitled "Housing Age Distribution" show. Additionally, almost 85% of the single family housing stock was built before 1950. In 1996, the city ranked fifth (behind the towns of Webster, Greece, Perinton and Penfield) in the number of building permits issued for new single family home construction within the city.

Median Home Value: 1990



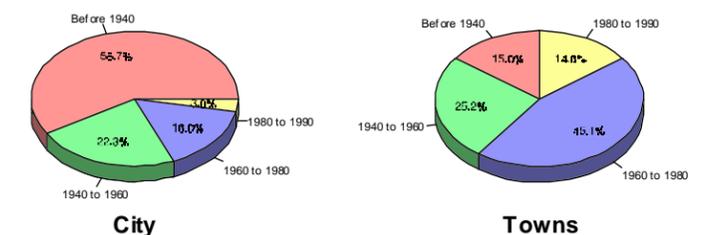
SOURCE: Democrat & Chronicle

Current Assessed Value Single Family Homes



SOURCE: City of Rochester

Housing Age Distribution Single Family Homes



SOURCE: City of Rochester

▲ Land Use Trends

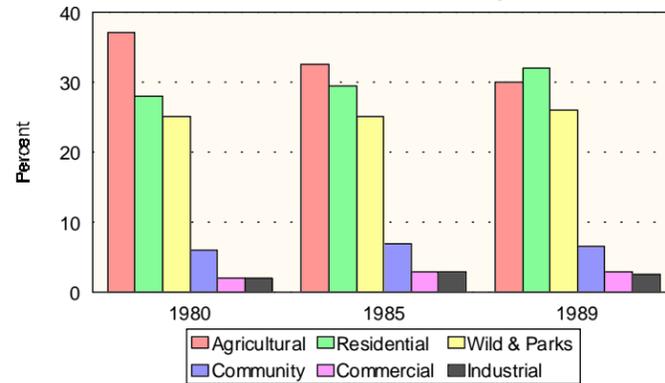
Summary...

Our community is not effectively managing one of its most valuable natural resources; its land. "Between 1960 and 1990, the population of the urbanized area of Rochester (the City and the most developed parts of the county) grew by 26%, from 493,000 to 620,000 people, while the land those people occupied expanded by 93%, from 114 square miles to 220 square miles" (Rusk, 1993). This "sprawling" development pattern is contributing to the diminished use of the City's land and built environment, meanwhile the consumption of our community's vacant and agricultural land continues.

As the chart entitled "Land by Type of Use" shows, the expansion of residential, commercial, and industrial uses has been at the expense of farmland in Monroe County. In 1980, our County consisted of approximately 37% agricultural land. In 1989 this percentage had dropped to almost 30%. During the same decade, residential land use replaced agriculture as the dominant land use within the County, increasing from 28% to 32%. The residential expansion was fueled by the dramatic increase (67,104) in Monroe County's number of households from 1970 to 1990. However, during this same time period the City lost approximately 7,338 households. It is projected that despite the relatively flat population growth within the county over the next two decades, the number of households will continue to increase within the County and decrease within the City. In order to accommodate the new households in the County, more vacant land and farmland will be developed into housing at the expense of existing City residential development.

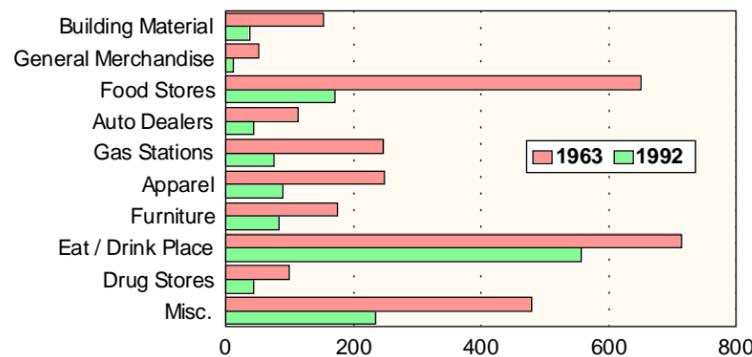
As the towns become the primary recipient of population growth within the County, the businesses that service these persons have opened new establishments or relocated existing ones

Amount Of Land By Type Of Use Within Monroe County



SOURCE: Center For Governmental Research

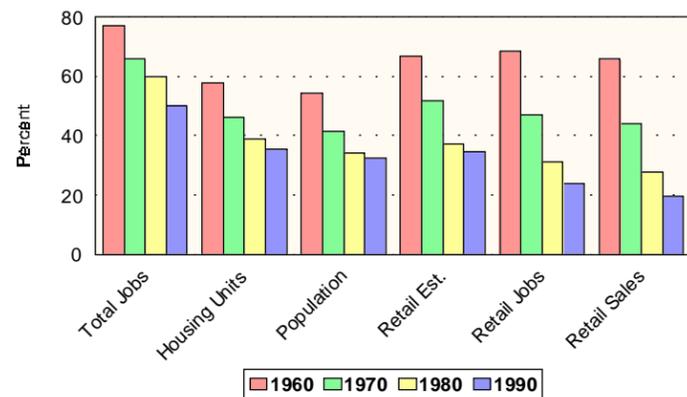
City Retail Establishments & Sales 1963 to 1992



	1963	1992
Retail Trade Total	3,055	1,348
Retail Sales (In Constant Dollars)	\$2,736,438,000	\$1,095,051,000

SOURCE: United States Census Bureau

Economic Development Indicators City As A Percent Of The County Total

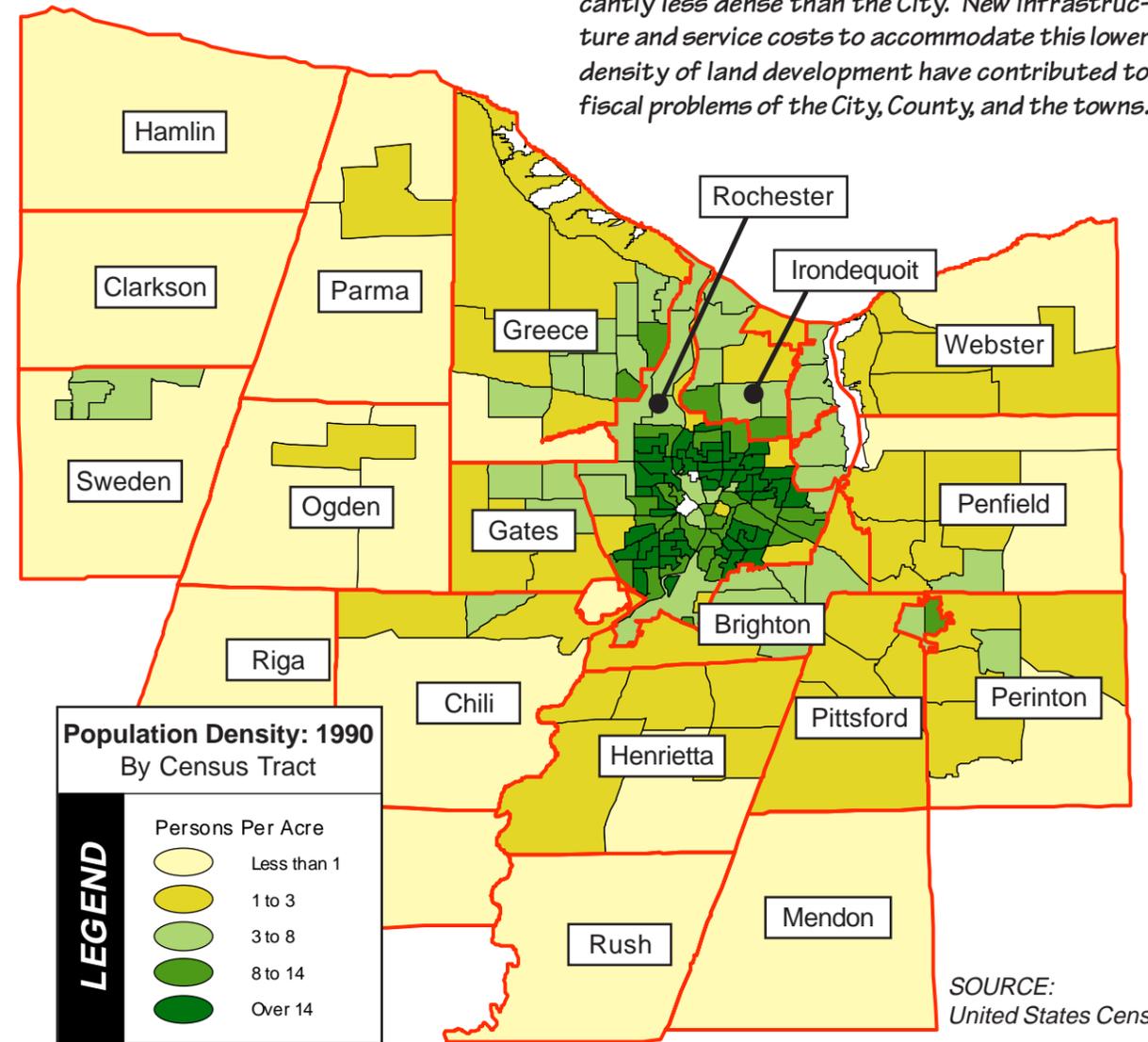


SOURCE: United States Census Bureau

to the suburbs. As a result, the number of retail establishments in the city has declined over the past three decades from over 3,000 to 1,348. (See chart "City Retail Establishments & Sales") However, many of the structures that are no longer needed to accommodate all of the commercial activity in the City still remain vacant or underutilized. This decline in establishments corresponds to a decline in retail sales. A review of the Total Retail Sales for the City shows an increase in sales from approximately 600 million dollars in 1963 to over one billion dollars in 1992. However, after accounting for inflation, the amount of retail sales within the City has actually declined almost 60% during that time period.

As the towns continue to attract people and businesses and urban flight continues to impact the City, the City's share of population, housing units, and jobs will continue to decline (See chart entitled, "City As A Percent Of The County")

Our community is spreading out from a higher density of 4,325 people per square mile in 1960 to a lower density of 2,818 people per square mile in 1990. Despite this trend, the City remains the most densely populated area in the County. (See map below) In 1990, some census tracts within the City had a density of almost 34 persons per acre. By comparison, most suburbs have developed in a manner that is significantly less dense than the City. New infrastructure and service costs to accommodate this lower density of land development have contributed to fiscal problems of the City, County, and the towns.



SOURCE: United States Census

▲ *OUR COMMUNITY PLAN*

- ▲ *A Renaissance of Responsibility*
- ▲ *A Renaissance of Opportunity*
- ▲ *A Renaissance of Community*

▲ OUR COMMUNITY VISION

▲ Rochester 2010: An Urban Renaissance

Rochester will experience a “Renaissance of Responsibility”:

Rochester will be a community of strong families and involved citizens. Our families and citizens will be active participants in our community who are dedicated to the common good, who work with each other to find solutions to our problems and who live and work together as true neighbors. We will embrace and celebrate our many similarities as well as diversities. Our citizens, our children, our families and the future they all represent will be the strengths of our community. We will have a sense of pride, confidence and optimism that demonstrates our respect for each other, our concern for each other’s well-being and our commitment to our collective future.

Rochester will experience a “Renaissance of Opportunity”:

Rochester will be a world-class city of opportunity. Our city will provide stable, good-paying jobs and broad economic opportunities that encourage sound economic growth. Our city will embrace creativity, inventiveness and vision. Our city will have a vibrant downtown or “Center City” that people see and experience as the economic, social and cultural heart of our community. Our city will be world-renowned cultural, historic and recreational resources that are enjoyed by all of its citizens and visitors. Our city will be the center of the larger metropolitan community of Monroe County and will be linked to those communities through a modern, efficient transportation system.

Rochester will experience a “Renaissance of Community”:

Rochester will be a community of clean, safe and vibrant neighborhoods. Our neighborhoods will provide affordable, attractive housing with a full range of nearby goods and services. Our neighborhoods will provide quality educational opportunities in schools that are safe, strong and community-based. Our neighborhoods will be diverse, cooperative, inter-dependent and future-oriented and will help to foster our sense of community and improve our quality of life.

▲ OUR RENAISSANCE CAMPAIGNS

Our eleven Renaissance Campaigns are listed below and are outlined on the following pages within each of the three renaissance sub-themes (Responsibility, Opportunity and Community). The campaigns are the result of a broad, inter-disciplinary analysis by the Mayor's Stewardship Council and City Planning Staff of the visions, issues, goals and strategies developed within the eleven original subject committees that were involved in our plan development process. These subject committees included: Cultural Resources, Economic Development, Education, Environmental Management, Housing, Human Services, Land Use / Zoning, Parks / Recreation / Open Space, Public Infrastructure, Public Safety and Transportation. The eleven campaigns were developed by looking at the subject committee work from a horizontal or "cross-cutting" perspective rather than from a more traditional vertical or "silo" type of perspective. This produced a series of important and more fundamental concepts or relationships that evolved into the eleven specific campaigns. These campaigns represent significant new directions and priorities that our city will embrace as we move into the 21st century. Each campaign includes a vision or "outcome" statement, indicators of success or "benchmarks", a generalized policy statement, several more specific goal statements and several related strategy statements. Additional illustrative or explanatory material is provided for those campaigns that deal with the more specific land use, zoning or development issues facing our city. Supporting data that was developed as part of the original work of the eleven subject committees is also provided.

A Renaissance of Responsibility

- CAMPAIGN 1: ▲ Involved Citizens
- CAMPAIGN 2: ▲ Educational Excellence
- CAMPAIGN 3: ▲ Health, Safety and Responsibility
- CAMPAIGN 4: ▲ Environmental Stewardship

A Renaissance of Opportunity

- CAMPAIGN 5: ▲ Regional Partnerships
- CAMPAIGN 6: ▲ Economic Vitality
- CAMPAIGN 7: ▲ Quality Service
- CAMPAIGN 8: ▲ Tourism Destination

A Renaissance of Community

- CAMPAIGN 9: ▲ Vital Urban Villages
- CAMPAIGN 10: ▲ Center City
- CAMPAIGN 11: ▲ Arts and Culture

▲ *A RENAISSANCE OF RESPONSIBILITY*

▲ A RENAISSANCE OF RESPONSIBILITY THEME VISION

Rochester will experience a “Renaissance of Responsibility”.

Rochester’s citizens will be actively engaged in the safety, upkeep and renewal of our neighborhoods and our city. Our citizens will be involved as “neighbors building neighborhoods” and “citizens building community” in discussing and planning for our community’s future and in taking actions to help realize that future. Our citizens will take responsibility for improving their neighborhoods and community through participation, dialogue and cooperation.

Rochester’s schools will be nurturing, safe, affirming and world-class. They will provide opportunities for life-long learning experiences and will produce highly educated, skilled and literate citizens that respect our city’s history, cultural diversity and centrality of family. Our citizens will take responsibility for using these opportunities to educate and better themselves and to become active and informed participants in our community. Our schools will communicate high educational achievement expectations to all students. Our schools will demonstrate a commitment to social and civic responsibility by maximizing human potential, by producing citizens who are reflective learners and by helping to prepare students for work, for careers and for life.

Rochester’s citizens and families, both individually and collectively, will embrace common responsibilities and values, agree on and practice appropriate behavior, will be considerate and respectful of others and of other’s property, will be intolerant of those behaving dangerously or destructively, will solve problems through non-violent means and will be positively involved in seeking safety and security for every citizen. Our city will be safe, clean, orderly and a positive experience for all who live, work or visit here. Rochester’s citizens and families will be physically and mentally healthy, personally safe and will lead productive, independent and self-determined lives. They will live in inter-dependent, cooperative neighborhoods that are economically healthy, free of violence, public health and environmental concerns, and will have control over their own futures.

Rochester’s environment will be characterized by clean air, clean water, the safe and productive use of land and the protection of critical natural resources. Mindful of our rich legacy of human achievements and our unique diversity of natural resources, our citizens will strive to balance growth with stability and progress with preservation. We will seek out and promote partnerships between neighborhood groups, businesses, governments and institutions throughout the region to protect our environment and improve our quality of life. Recognizing that today’s actions, as well as inactions, affect tomorrow’s well-being, our citizens will honor their obligation to act as stewards of our air, land and water and our cultural and historic resources.

▲ A RENAISSANCE OF RESPONSIBILITY

THEME DATA

▲ Educating Our Citizens

Rochester's educational system is one of our most important community assets or resources and is critical to the continued growth and development of our city. In this age of rapidly changing technologies and the growing "information superhighway", we need a strong, vital educational system in order to provide a highly-skilled work force for our local economy, to attract new residents and families to move into our city and to help maintain our standard of living and overall quality of life.

Our city's existing educational system includes public and private pre-schools, elementary, secondary and collegiate institutions. The City School District currently consists of 36 elementary schools, 6 middle schools and 7 senior high schools. Public elementary and secondary school enrollment in 1996 in our city was approximately 36,200 students. The total district budget for the 1996-97 school year was over \$342,000,000. The district spends approximately \$7,850 per pupil per year.

The Greater Rochester Area is also home to nine colleges and universities that have a combined enrollment of approximately 43,000 full and part-time students. Many of these institutions are nationally recognized including the University of Rochester, the Eastman School of Music and Rochester Institute of Technology.

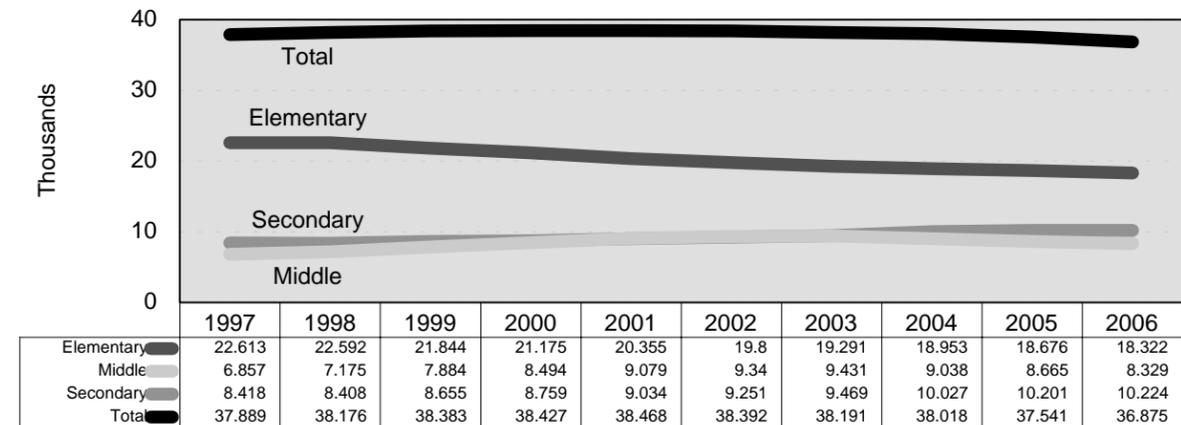
According to the 1990 Census, almost one-third of all adults over the age of 25 who live in our city do not have a high school diploma.

Our city's public educational system is clearly at a crossroads. In 1992, the performance of Rochester's public schools was the poorest among New York State's largest school districts, with the exception of New York City. In response to this substandard achievement level, the City School District developed a four year plan, to be completed in 1999, that was designed to significantly improve our public education system. While many of the plan's benchmarks have been met or exceeded, serious problems remain concerning overall student achievement.

According to the 1990 Census, approximately one-third of all adults over the age of 25 who live in our city do not have a high school diploma. Based on City School District figures, approximately 600 students or

7.6% of the public high-school population in our city drop out of school each year. A greater percentage of all "Class of 1995" students are still in school (28.7%) or dropped out of school (28.4%) than graduated on time (28.1%). Approximately 30% of our students do not meet state reading performance standards, which themselves are far too low. Approximately 20% of our students do not meet state math proficiency standards, which are also too low. Fewer than 3 out of 10 students pass Regents or higher-level courses each year. Average combined SAT scores for students in our public high-schools is only 814 compared to a national average of 910.

City School District
2006 Enrollment Projections



City school district enrollment is projected to increase slightly over the next 5 years, with middle and secondary-school enrollment totals outpacing elementary school enrollment increases during that time. Additional community educational issues include: more than three-quarters of all City School District students come from "poor" families; that teen pregnancy rates in Rochester are among the highest in New York State; and, that approximately one-third of all Rochester babies are born to mothers who do not have a high-school diploma.

▲ Protecting Our Citizens

Rochester, like any other larger community in our country, is facing a serious crime problem. In general,

our local crime statistics mirror national figures but the crime rate in our city, including the rate for violent crime, is below what it was ten years ago. There also is a general misconception that Downtown Rochester is wrought with violent crime. Few, if any, homicides have been reported in our downtown in recent years. However, serious problems still exist including the overall homicide rate and its increasing impact on our young people, the increased availability of guns, continued stress on the 911 system, increased drug activity, the concentration of crimes in certain areas of our city and the growing connection between vacant or abandoned properties in our city and criminal activity.

In 1993, there were 64 homicides in our city, 1638 robberies, 6340 burglaries and 843 assaults. The crime rate per 1,000 population in our city was 108.5. In 1994, there were 63 homicides in our city, 1668 robberies, 5,339 burglaries and 837 assaults. The crime rate per 1,000 population was 96.1. In 1995, there were 60 homicides, 1,611 robberies, 5,144 burglaries and 787 assaults. In 1995, there were almost 430,000 calls for service from the community to the Rochester Police Department and over 755,000 responses by officers of the Rochester Police Department regarding criminal activity. In 1994, Monroe County was ranked the 13th highest of the 62 counties in New York State with respect to violent crime rates per 100,000 population. It should be noted that all of these statistics reflect reported crimes only.

In general, our local crime statistics mirror national figures but the crime rate in our city, including the rate for violent crime, is below what it was ten years ago.

A review of crime statistic data from the 1995 Uniform Crime Report prepared by the U.S. Department of Justice reveals that Rochester has shown some improvement in certain crime statistics in recent years. Between 1994 and 1995, Rochester showed improvements in the number of incidents per 100,000 population for violent crime, murder, robbery, aggravated assault and burglary. Rates for property crime, forcible rape, larceny and motor vehicle theft increased during the same time period, however. As of 1995, Rochester had a higher per capita property crime rate and murder rate than Buffalo, Syracuse, Albany and New York City. A survey of local crime rates in American cities (based on the six categories of crime that people said threaten them most) conducted by Money Magazine in 1996 indicated that Rochester was only the 154th safest city out of 202 cities surveyed with populations of at least 100,000.

Homicides are a continuing and well-publicized problem in our community. These senseless acts of violence seem to be occurring with less and less regard to potential punishment and consequences. In most homicides in our city, the victim and perpetrator are known to each other, are often unemployed and are often young and of the same race. In recent years, up to two-thirds of the homicide cases in our city have involved African-American victims and assailants. The most common weapon of choice was the handgun.

The Rochester Police Department undertakes many initiatives and programs to combat crime and to improve public safety within our community. The department has also recently begun to focus on addressing quality of life issues such as open containers, disorderly conduct and traffic violations within

city neighborhoods. Current police initiatives include a move towards Community Oriented Policing and Problem Oriented Policing (C-POP), the development of community policing centers through the NET (Neighborhood Empowerment Team) project, the continued use of PAC/TAC (Police and Citizens Together Against Crime), the High Visibility Patrol Unit, the Drug Hotline and the CRIME STOPPERS program.

The NET project is an effort to decentralize the police and code-enforcement departments of the city into the neighborhoods in order to place more activity and decision-making power at the neighborhood level. PAC/TAC currently operates in several city neighborhoods and pairs professional police with citizen patrollers. The High Visibility Patrol Unit focuses on properties owned by the Rochester Housing Authority in an effort to address drug-related crime. The CRIME STOPPERS program was established to provide a series of televised re-enactments of unsolved crimes in an effort to get potential witnesses or people with information about those crimes to come forward.

▲ Providing Services To Our Citizens In Need

Rochester has an extensive, well-funded human service support system. Our United Way has the largest endowment and highest annual per capita contribution rate of any comparably-sized city in the nation. However, no human service indicators show declining need and the most independent indicator, persons living in poverty, has more than doubled in the last twenty years to more than 22% of our population. The trend of increasing poverty is even more pronounced as it relates to children in our community. More than 37% of our city's youth are living in poverty. A similar upward trend in the number of children in human service assistance programs is also occurring. This could translate into future adult service needs that are more complex and expensive to address than in the past, if existing programs are not successful.

More than 37% of our youth are living in poverty.

Trends in births to teenage mothers in our community have been increasing over the past decade with rates for the 15-17 age group increasing by more than 50%. Similarly, premature birth rates have increased and early prenatal care rates have declined over the same periods. Although no direct correlation can be inferred, each of these indicators would point to an increasing need for new infant/family support services and a decline in the accessibility or use of existing programs. Homelessness is another human service issue which needs to be more fully addressed in our community.

Compared to other similar communities, governmental assistance programs in our city reached greater proportions of those in need. However, information is often limited about the many other services that are available through private programs and agencies. Access to services is also a challenge since our city has a higher percentage of adult population with mobility limitation (15%) than many comparable communities and one out of every four households has no vehicle available.

▲ Protecting Our Environment

Rochester's overall environmental quality is generally good. Our city's air, land and water are not suffering from critical or severe environmental issues that are causing major health problems or are materially degrading our citizens' quality of life. The city has undertaken several major environmental initiatives in recent years but we need to do more to ensure that our environment is adequately preserved and protected for future generations.

According to the U.S. Environmental Protection Agency, air quality in Rochester is rated "good" approximately 82% of the time. Rochester generally does not exceed the federal standards established for seven major categories of air pollution. Levels of carbon monoxide and lead in our air have decreased significantly in recent years. Although sulfur dioxide levels in our city increased from 1990 to 1991, these concentrations have remained in compliance with Ambient Air Quality Standards (AAQS) as monitored by the New York State Department of Environmental Conservation (NYSDEC) for 14 consecutive years. At a state-wide level, nitrogen oxide levels have remained relatively the same for several years. In addition, during the years 1989, 1990 and 1991 Rochester did not exceed the AAQS for ozone. Although total suspended particulates (TSP's) increased in our region from 1990 to 1991, levels are still substantially lower than federal standards. In 1991, the air in our city received over 14 million pounds of toxic chemicals. Eastman Kodak Company and other major industries in our city are making significant progress, however, in reducing their levels of toxic air (chemical) emissions.

Rochester is located on the Genesee River, near the river's mouth on Lake Ontario and is within the 2,500 square-mile Genesee River Drainage Basin. Water quality within the basin has been classified by the NYSDEC as "good to excellent". However, the Lower Genesee River, which is the specific portion of the river where Rochester is located, is suffering from low levels of dissolved oxygen, combined sewer overflows (CSO's) and elevated levels of heavy metals, organic chemicals as well as sediments from soil erosion. Two areas that need further study by the NYSDEC are those portions of the river that may be suffering from fish kills and the toxicity of river bottom sediments in certain areas.

The NYSDEC reports that there has been little progress in reducing water pollution levels in the river in recent years. The completion of the Rochester Embayment Remedial Action Plan (RAP) will help to identify further actions that need to be taken to alleviate water quality problems within the three major watershed basins that impact our city. In addition, the completion, in 1992, of a 30-mile system of underground holding tunnels as part of the Combined Sewer Overflow Abatement Program (CSOAP) will help to improve general water quality in the river in future years. Eastman Kodak Company is also instituting programs to reduce the amount of materials released into the river from its manufacturing plants at Kodak Park.

Offshore of Rochester, the water quality of Lake Ontario is excellent. However, this area is still considered by the International Joint Commission (IJC) to be the most highly contaminated of the Great Lakes with respect to the abundance and concentrations of toxic substances. Steady progress is being made towards cleaning up the waters of the lake, within the Rochester Embayment. Much of this progress can be attributed to the regionalization of treatment plants which eliminated at least 32 significant individual discharges to the lake, as well as to the completion of the CSOAP tunnels. Periodic beach closings at

Ontario Beach Park due to high coliform bacteria counts and cladophora algae blooms continue to be a problem, however. The beach has been closed approximately 21% of the time during the summer over the past seventeen years (1976-1992).

The city has undertaken several major environmental initiatives in recent years but we need to do more to ensure that our environment is adequately preserved and protected for future generations.

A substantial portion of our city's drinking water supply comes from the Upland Watershed Area which is approximately 25 miles south of Rochester and contains Hemlock and Canadice Lakes. Current water quality in these lakes is high and necessary water treatment consists of screening, chlorination and filtration.

According to an annual report prepared by the NYSDEC, there are currently fifteen inactive hazardous waste disposal sites in our city that are listed in the New York State Registry of Inactive Hazardous Waste Disposal Sites. These include city landfill sites, the Rochester Fire Academy Site, areas of the Genesee River Gorge and industrial sites of Eastman Kodak Company, General Motors Corporation and other industries. In addition, there are currently 21 federal Superfund sites located within Rochester. The Superfund sites are being investigated and cleaned up under the federal Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980. Approximately 40,000 tons of hazardous waste were generated in Monroe County in 1990, while at the same time, approximately 26,000 tons were disposed of within the county. In 1991, only 300 pounds of toxic chemicals were actually disposed of on land within our city.

Rochester has instituted a successful recycling program for the recovery and reuse of disposable materials. Our city was the first in New York State with a population over 100,000 to implement a comprehensive, multi-material, voluntary recycling program. In 1992, the program was made mandatory and the volumes of materials that have been recycled have increased every year. Our city's overall goal is to collect 40% of the solid waste stream generated in Rochester as recyclable material. Municipal solid waste composting will become an increasingly important component of our recycling program in future years.

Rochester has an extensive open space system that includes approximately 240 individual sites ranging from less than one acre in size to over 800 acres. Our city also has an extensive urban forest which consists of over 80,000 street trees and park trees. This resource is an integral part of the ecosystem within our city and is being preserved and protected through the development of an Urban Forest Management Plan (including a Street Tree Master Plan) by the city.

□ Campaign One:

▲ Involved Citizens

Campaign One promotes Rochester as a city of “Neighbors Building Neighborhoods” and “Citizens Building Community”. Rochester has a rich tradition of citizenship, volunteerism and civic activism dating back to the days of Susan B. Anthony, Frederick Douglass and George Eastman. From those days long past, we have learned to recognize “citizens” as those people who actively engage in and take responsibility for making their community a better place to live - on a street and neighborhood level and a community and regional level as well. This meaning of citizenship holds true today. Our citizens gather to become informed, to converse and to exchange ideas and opinions; they work together to address issues and formulate solutions. Rochester’s citizens do not wait for others to do for them, they do for themselves. We pride ourselves on always being ready to get involved and step up to the challenge. The strength of our community lies within these beliefs. Building on this spirit encourages people from all walks of life to focus on their shared interests, to set goals, and to act to realize those goals so that Rochester will be an enjoyable experience for all who live, work and visit here. ▲

▲ *Our Indicators of Success (Benchmarks) 1999-2004*

- (1) Increase the number of volunteers participating in the “Neighbors Building Neighborhoods” program.*
 - (2) Increase the number of citizens in our city who vote in local, state and national elections.*
 - (3) Increase the number of participants in public events and activities.*
 - (4) Increase the number of registered members of neighborhood associations/organizations.*
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❑ Campaign One: ▲ Involved Citizens

Policy: (1) It is the policy of our city to engage the widest array of our citizens in the safety, upkeep and renewal of our neighborhoods and community, to provide opportunities for citizens to work together to plan for their collective future and to take actions to realize that future, to celebrate the positive aspects of community life and to support citizens taking responsibility for using these opportunities to enhance their community.

- ▲ Goals:
- (A) Citizens, institutions, businesses and government will demonstrate a sense of responsibility and accountability through their individual actions and their relationships with each other and the community at-large.
 - (B) Citizens will take responsibility for their neighborhoods, become actively involved in the “Neighbors Building Neighborhoods” (NBN) process through planning, implementation and monitoring and join together through participation and commitment in achieving the vision of Rochester 2010: The Renaissance Plan.
 - (C) Create an on-going community planning and development review process that actively involves our citizens, anticipates emerging land use trends, appropriately weighs and considers competing land use and development interests as well as local and regional perspectives and results in fair and equitable decisions.
 - (D) Citizens, businesses, institutions and neighborhoods will be informed and will adequately listen to and communicate with each other about opportunities, issues and concerns facing our community.
 - (E) Citizens, institutions and businesses will be encouraged to participate in events, activities and celebrations that serve to “knit” our community together and that are focused on the positive aspects of our community.
 - (F) Support and coordinate public meetings, discussions and other informational opportunities for our citizens in an efficient and productive manner that provides essential, timely information and reaches the appropriate audience.

- ▲ Strategies:
- (A)
 - (1) Institute a city-wide publicity campaign to encourage citizens to recognize and act on violent or disruptive behavior and to celebrate examples of good citizenship and personal responsibility.
 - (2) Develop strong communications linkages and working partnerships between city departments and neighborhood groups, community associations, schools, businesses, institutions and governmental agencies.
 - (3) Encourage development of neighborhood codes of conduct.
 - (4) Encourage expanded membership and diversity of neighborhood organizations and NBN sector committees.
 - (B)
 - (1) Promote citizen participation and discussion in the regular update of the 10 NBN plans and the Comprehensive Plan.
 - (2) Encourage citizen involvement in neighborhood associations, community groups and volunteer programs and initiatives.
 - (C)
 - (1) Notify all parties involved about pending development projects at appropriate times in the process to allow adequate input and discussion of issues.
 - (2) Promote discussion in the larger community about the current distribution and trends of land uses throughout Monroe County and their impacts, both positive and negative, on surrounding areas.
 - (D)
 - (1) Promote and expand the NBN Institute and increase the number of citizens involved.
 - (2) Encourage citizens to use the NeighborLink computer in each of their sectors to exchange information and share ideas among all sectors.
 - (E)
 - (1) Encourage establishment and improvement of public spaces that can function as public gathering places for arts and cultural activities and events.
 - (2) Establish a city-wide, annual arts and cultural celebration or festival that will promote a sense of community, pride and spirit.
 - (F)
 - (1) Develop public information programs, materials and services that are appropriate to the language and culture of potential customer groups.
 - (2) Develop the use of public access television for community education programs, city issue forums and community input and discussion on city public policy issues.

□ Campaign Two:

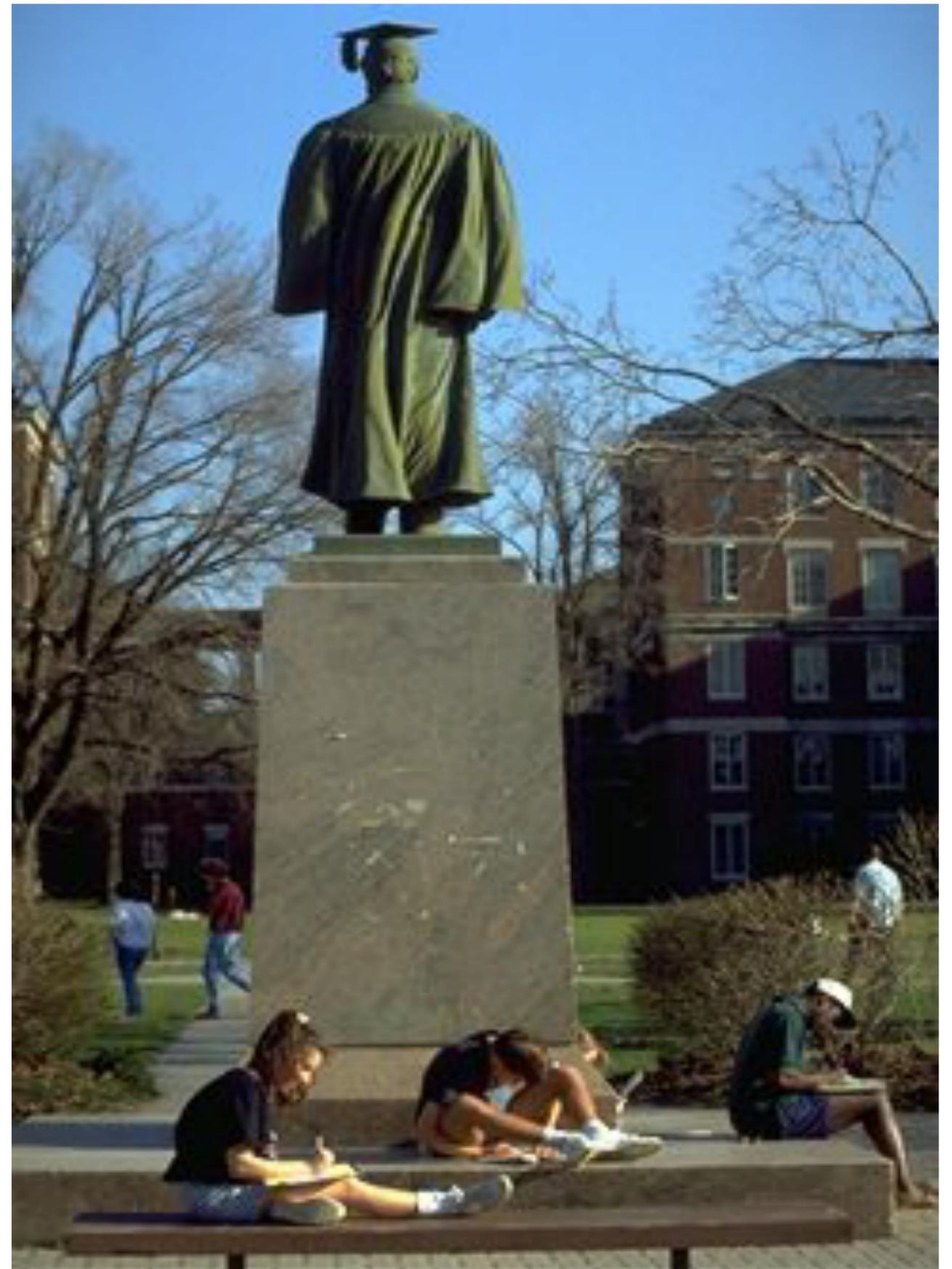
▲ Educational Excellence

Campaign Two promotes Rochester as a city of educational excellence. Our educational system is one of our community's most important assets or resources. In this age of rapidly changing technologies and the growing "information superhighway", we need a strong, vital educational system in order to provide a highly-skilled workforce for our local economy, to attract new residents and families to move into our city and to help maintain our standard of living and overall quality of life.

Children entering school this fall in our community will be graduating and entering the work force in the year 2010. It is the role of our entire community to ensure that the Class of 2010 consists of responsible and educated young men and woman capable of making positive contributions to our city and our region. In addition to benefiting from a strong scholastic experience, a good citizen continues the process of learning beyond graduation from high school or even college. As we get older, the process of learning shifts to the workplace, community centers or libraries, and through the ever increasing use of new computer and communication technologies. It is each individual's responsibility to take advantage of the learning opportunities available to them and ultimately, to determine what contribution he or she might be able to make towards the education of our children or our neighbors. It is our city's role to ensure that access to these learning opportunities is available to everyone and that, together with our citizens, these opportunities help to achieve a prosperous, productive future for everyone. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) **Reduce the number of students who do not complete high school.**
 - (2) **Increase the number of high school students who graduate in four years.**
 - (3) **Increase the number of four-year-olds who attend certified pre-school.**
 - (4) **Increase the number of students who meet state reading and math performance standards.**
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□ Campaign Two: ▲ Educational Excellence

Policy: (2) It is the policy of our city to support the highest quality educational and job-training opportunities for our citizens on a life-long basis, to promote and support our public schools as a focal point of neighborhood activity and pride, and to encourage our citizens to take responsibility for using these opportunities to educate and prepare themselves for work, careers and responsible citizenship.

- ▲ Goals:
- (A) Our educational system will provide every student with a safe, supportive and challenging educational experience and environment.
 - (B) Create an educational system that offers high performing neighborhood and magnet schools of choice for all of our children.
 - (C) Encourage the emergence of a highly-educated citizenry that has the necessary knowledge, skills and aspirations to achieve a high quality of life.
 - (D) Schools will be the focal point of neighborhood activity and pride with appropriate community uses and life-long learning, training and community outreach programs.
 - (E) Promote opportunities for an early start to education for our children through pre-school and other similar type programs.
 - (F) Promote a positive perception of our public educational institutions based on adequate knowledge and communication about educational issues and successes.
 - (G) Create consensus-based community standards for educational performance and outcomes that equal or exceed regional averages and that involve students, teachers, administrators and parents in both development and accountability.
 - (H) Citizens, businesses and institutions will take ownership of and responsibility for our community's educational system.
 - (I) Retain students in our community after college graduation both in terms of residents attending local and out-of-area colleges and out-of-area students attending local colleges.

- ▲ Strategies:
- (A) (1) Assist in reducing or eliminating the factors that contribute to high student mobility.
(2) Assist in the identification of specific impacts of poverty on educational achievement levels; target activities towards the reduction or elimination of those impacts.
 - (B) (1) Continue to connect magnet schools with business partners where educational curriculum and training overlaps with business activities.
(2) Promote and encourage the opportunity to attend a neighborhood school as a choice for students/parents.
 - (C) (1) Increase the number of outreach programs or opportunities to actively engage parents, businesses, and institutions in the education of our children
(2) Encourage educational partnerships and collaborations between urban and suburban schools.
(3) Promote the development of year round and life long learning opportunities for children, adults, parents, seniors, and the disabled.
 - (D) (1) Promote the establishment of neighborhood or community based schools that are integrated into and actively facilitate our community's quality of life.
 - (E) (1) Develop and use creative outreach programs and current information to inform our citizens about available city and public sector pre-school services.
(2) Assist in the development of programs that ensure children enter school ready to learn.
 - (F) (1) Establish a publicity and information program about the positive aspects of the city public educational system.
 - (G) (1) Continue to utilize and monitor the benchmarks established by the Rochester City School District.
(2) Increase student decision-making opportunities as part of daily school operations.
 - (H) (1) Increase the involvement of the faith and business community in youth and young adult education.
 - (I) (1) Inform students of job and quality of life opportunities in our community.
(2) Engage students in community events and activities both during school breaks and as co-op experiences or class projects.

□ Campaign Three:

▲ Health, Safety and Responsibility

Campaign Three promotes Rochester as a city of safe, healthy and responsible families and citizens. We recognize that our children, citizens and families are our most important asset and watching over their physical safety and security is an important and traditional function of our government. Every citizen wants peace, quiet, safety and security in their home and in their neighborhood as a fundamental feature of city living. The greatest investment that can be made for safe and successful citizens and neighborhoods comes from enhancing the fundamental quality of life of every citizen and for every city neighborhood. Fear and perception of crime shake the concept of our city's livability at least as much as the actual incidence of crime impacts residents, workers and visitors. Crime prevention programs influence conditions in a neighborhood more successfully than criminal justice system solutions.

Promoting the overall health of our citizens and our community pays off in the long term through attentive students, productive workers and active, caring neighbors. Our city's investment in creating and maintaining healthy habits is evident in every age group from childhood, through youth to adulthood and finally in our senior citizens. To meet the needs of our citizens, Rochester has an extensive and well-funded human service delivery system. However, no human service indicators in our city show declining need and the most independent indicator, persons living in poverty, has more than doubled in the last 20 years to more than 22% of our population. This trend, along with others, could translate into future adult service needs that are more complex and expensive to provide than in the past, if we are not successful in dealing with these problems today.

Developing, cultivating and instilling responsibility in our citizens is a cornerstone of our city's efforts to realize its urban renaissance. Responsible citizens have a sense of pride and ownership in their community - they have a stake in its future on a street, neighborhood and city-wide level. Responsible citizens are interested in and care about their community, become involved in community activities, actively participate in bettering their neighborhoods and work together to build their collective future. We must do everything we can to further the cause of "responsibility", both on an individual and community-wide basis. ▲

▲ Our Indicators of Success (Benchmarks) 1999-2004

- (1) *Reduce the rate of violent crime and property crime in our city by 20%.*
 - (2) *Reduce the number of chronic "quality of life" violations (graffiti, trash, junk vehicles, noise, etc.) In our neighborhoods.*
 - (3) *Increase the number of citizens who participate in PAC-TAC and other community service groups.*
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☐ Campaign Three: ▲ Health, Safety and Responsibility

Policy: (3) It is the policy of our city to support our citizens and families in leading healthy, safe, productive and self-determined lives. We support our citizens taking responsibility for helping to improve the health, safety and welfare of themselves and those around them; developing and maintaining safe, clean, attractive neighborhoods that are free from public disorder and nuisances; and, recognizing and celebrating examples of good citizenship and personal responsibility.

- ▲ Goals:
- (A) Promote neighborhoods that are safe, clean and attractive, that minimize drug sales and use, loitering, graffiti, public drunkenness, property code violations, incidents of fires and other negative quality of life issues and that ultimately reduce the demand for public safety services.
 - (B) Create the safest community in New York State in terms of our per capita rate of crime, fires and accidents.
 - (C) Create a positive perception of our public safety institutions, our community's safety, security and quality of life, and create an adequate level of communication and knowledge, among our citizens, about public safety issues and concerns facing our community.
 - (D) Promote a reduction in the problems and impacts of homelessness, the abuse of drugs and alcohol and unwanted teenage pregnancies through appropriate opportunities to improve individual health, safety and welfare.
 - (E) Ensure that our public safety system agencies and our citizens adequately listen to and communicate with each other about public safety problems and concerns and collaborative efforts.
 - (F) Promote a health and human service delivery system that is efficient, accessible, meets the diverse needs of all of our citizens, is customer-friendly and is supportive of the priorities of neighborhoods and families.
 - (G) Support a quality health care system that is affordable to both employees and employers, as well as the general public.

- ▲ Strategies:
- (A) (1) Institute a city-wide publicity campaign to encourage citizens to recognize and discourage disruptive behavior and to celebrate examples of good citizenship and personal/community responsibility.
(2) Develop an adult "do-the-right-thing" program.
 - (B) (1) Continue and build on successful crime prevention and community engagement programs like NET, Crime Stoppers, PAC TAC and fire prevention programs to raise community involvement and increase neighborhood visibility for officers and safety programs.
(2) Reduce the number of illegal firearms in our city by implementing Project Exile and other violent crime reduction programs.
(3) Set tangible goals and accountability measures for all public safety agencies.
 - (C) (1) Develop publicity programs and community forums to discuss public safety concerns and to coordinate activities among the community-at-large and the agencies supporting a safe community.
(2) Develop targeted programs for students and parents regarding crime prevention and public safety issues including the appropriate roles of citizens, police and emergency services.
 - (D) (1) Support coordinated outreach and referral programs encouraging individuals and families to take advantage of opportunities to resolve issues that place them in jeopardy regarding health/safety issues.
 - (E) (1) Promote regular, coordinated meetings between public safety agencies and neighborhood groups at neighborhood centers.
(2) Continue community outreach and citizen engagement programs like NET, PAC TAC and Crime Stoppers.
 - (F) (1) Incorporate NBN and other neighborhood initiative priorities in programs through regular contact between NBN sectors, neighborhoods and provider agencies.
(2) Publish annual reports and outcome measures regarding the "Health of/State of the Community".
(3) Conduct community forums on accomplishments and future plans of human services system agencies.
 - (G) (1) Support and expand collaboration efforts between health care providers, employers, employees, government and citizens regarding ways to provide affordable and quality health care.

□ Campaign Four:

▲ Environmental Stewardship

Campaign Four promotes Rochester as a city of environmental stewardship. Our concept of environmental stewardship refers to the fundamental attitude, value or belief that our citizens should treat their surroundings (including their backyards, their street, their neighborhoods and their city) with respect and should conserve and protect our natural resources so that future generations can enjoy those same resources and a similar standard of living and quality of life. Today, our community's overall environmental quality is considered generally good. Our air, land and water are not suffering from critical or severe environmental problems or degradation. Rochester was the first city in New York State with a population over 100,000 to implement a comprehensive, multi-material, voluntary recycling program. Our city has undertaken several other major environmental initiatives in recent years that have positively affected our land, air and water but we need to do more to ensure that our environment is adequately preserved and protected for future generations. Rochester is a city of abundant and unique natural resources and environmental assets. Our community has an extensive parks and open space system that includes beautiful views of and access to Lake Ontario, the Genesee River and the Erie Canal. Our unique and extensive urban forest consists of over 80,000 street trees and park trees. All of these resources and assets need to be protected for future generations through a continued and expanded commitment to environmental stewardship. ▲

▲ *Our Indicators of Success (Benchmarks) 1999-2004*

- (1) *Increase the number of street trees planted in our city.*
 - (2) *Maintain a zero net loss of park land, urban forest, recreational and open space areas in our city.*
 - (3) *Increase the number of identified hazardous waste sites that have been cleaned up or eliminated.*
 - (4) *Increase the average number of days that Ontario Beach Park is open for swimming each season.*
 - (5) *Increase the amount of material that is recycled by our citizens.*
-



□ Campaign Four: ▲ Environmental Stewardship

Policy: (4) It is the policy of our city to maintain and enhance, through individual and collective efforts of our citizens, businesses and governments, the overall quality of our environmental assets and resources (air, land and water quality), our community's three great waterways (Lake Ontario, the Genesee River and the Erie Canal), our unique and historic parks system, our open space areas and urban forest and our clean neighborhood environments.

- ▲ Goals:
- (A) Reduce the amounts of litter in our community and expand recycling and composting activities and efforts among our citizens and businesses.
 - (B) Reduce the amounts and toxicity of the various forms of pollution entering our environment and the public health threats from all forms of environmental pollution and contaminants.
 - (C) Encourage, undertake and review development and activities in a way that protects and sustains our varied ecosystems and neighborhood environments.
 - (D) Create awareness, among our citizens, of the health dangers associated with exposure to harmful materials.
 - (E) Preserve and enhance our waterways, parks, urban forest, recreation and open space areas through a regional "no-net-loss" approach and maximized environmental benefits derived from those resources and assets.
 - (F) Create an environmentally aware community that practices the values of environmental stewardship and responsibility and communicates those values to future generations.
 - (G) Support constituencies that promote recognition, preservation and enhancement of our parks, recreation and open space system and other environmental assets.
 - (H) Reclaim designated "brownfields" and other contaminated land, facilities and waterways for useful, productive development.

- ▲ Strategies:
- (A) (1) Expand and promote our city's recycling program to include additional recyclables and the composting of yard waste and debris.
(2) Emphasize the use of recycled materials in the conduct of city business.
(3) Develop a comprehensive anti-litter campaign involving public information, enhanced service and increased enforcement.
 - (B) (1) Investigate the removal of PCB's and other toxic chemicals from existing equipment; promote replacement/substitution with less toxic products.
(2) Promote the replacement of lead pipes in our water delivery system.
 - (C) (1) Develop a cooperative problem-solving approach toward development issues within the city and county administrations.
(2) Educate our citizens regarding the positive benefits of sustainable low-impact development.
(3) Incorporate visual, air and noise pollution considerations and analyses in development review and code enforcement activities.
 - (D) (1) Distribute existing information on hazardous materials to our citizens through information technologies.
(2) Institute environmental "community awareness day" within our schools
 - (E) (1) Update the Open Space inventory for our city.
(2) Promote and enhance the positive benefits of our urban forest.
(3) Adopt the Urban Forest and Parks Master Plans as guides for future protection and development.
 - (F) (1) Convey environmental stewardship/responsibility to our citizens through appropriate media and information campaigns.
(2) Increase environmental public service messages through various media outlets and new information technologies.
 - (G) (1) Promote opportunities that enhance communication and cooperation between various agencies and entities involved or interested in our parks, recreation and open space system.
(2) Solicit appropriate legislative support for park improvements.
 - (H) (1) Reduce contaminated run-off into our waterways.
(2) Reclaim, preserve and create wetland areas within our city.
(3) Utilize "brownfield" programs to remediate and reclaim contaminated areas.

▲ *A RENAISSANCE OF OPPORTUNITY*

▲ A RENAISSANCE OF OPPORTUNITY

THEME VISION

Rochester will experience a “Renaissance of Opportunity”.

Rochester will be promoted and developed as the economic, social, cultural, transportation and institutional center of our county and region. Our land resources will be utilized in a productive, efficient and environmentally-sensitive manner that recognizes impacts on and relationships to the larger community and region. The use and development of our land will be achieved through regulations and procedures which are concise, understandable and enforceable and which are based on and reflect our Comprehensive Plan. They will provide a sensible framework for diverse, balanced, efficient and productive use of our land that respects our citizens, workers, businesses, visitors and neighboring municipalities, enhances our neighborhoods, encourages economic growth and is considerate of our environment and quality of life. These regulations and procedures, developed through dialogue with surrounding communities, will ensure that Rochester will remain the heart of a thriving metropolitan community.

Rochester’s economy will be strong and vital and will provide an environment which is conducive to the creation, attraction, expansion and retention of business and industry. Our economy will be broad-based and will be fueled by highly skilled, hard-working, creative and inventive citizens. It will recognize, understand and build on our neighborhoods’ historic, ethnic and cultural strengths, will be sensitive to the environment and to the needs and well-being of our citizens, and will support the rich entrepreneurial tradition of our community. It will provide diverse employment opportunities at a living wage for our citizens, will supply or make available to businesses and industries the private and public resources they need to operate and flourish. Our economy will also provide the training and educational resources necessary to prepare our citizens for their jobs and careers in a way that takes full advantage of all economic opportunities.

Rochester’s public infrastructure (utility system, communication system, transportation facilities and public buildings) will be safe, responsive, functional, reliable, economical and well-maintained. Our public infrastructure system and other public facilities will compliment and enhance the character of our neighborhoods and our quality of life while creating the foundation for our overall economic growth and development. Our city will provide high-quality services, programs, information and infrastructure to our citizens in a way that is efficient, accountable and meets the diverse needs of our city’s residents and visitors.

Rochester’s citizens and visitors will have access to a unique variety of tourism attractions within our city that are built around a comprehensive park, recreation and open space system of natural areas, urban plazas, arboreta, historic sites, trails, athletic fields, community centers and playgrounds woven into every neighborhood of our city. Our city will be developed as a tourism destination attraction to include Lake Ontario, the Erie Canal, the Genesee River and its gorge and waterfalls that provides economic development, recreational and educational opportunities while enhancing, preserving and connecting our unique cultural assets and natural features.

▲ A RENAISSANCE OF OPPORTUNITY

THEME DATA

▲ Providing Economic Opportunities For Our Citizens

As the "World's Image Center", Rochester has a relatively strong local economy and is home to some of the world's leading imaging and optics industries. These include Eastman Kodak Company (approximately 34,000 local employees), Bausch and Lomb (approximately local 3,500 employees) and Xerox Corporation (approximately 13,300 local employees). Over ninety optics and imaging firms plus the imaging-related divisions of several other companies are located in our city. Total employment in Monroe County in 1995 was approximately 363,000 persons. According to the New York State Department of Labor, the January, 1998 unemployment rate was 3.9% for Monroe County and 6.9% for the City of Rochester.

Our city and county continue to have a relatively strong manufacturing sector. Total manufacturing employment in Monroe County in 1995 was 127,700 persons. Manufacturing accounts for 27% of total non-agricultural employment in the Rochester Metropolitan Area, as compared to the national average of 17%. Rochester also enjoys a reputation as a "high-technology city" with approximately 60% of the manufacturing work force and over 20% of all employees being employed in high-technology industries. Employment of scientists and engineers as a percentage of total employment is 4% - twice the national average. Fifty percent of all persons employed nationally in the manufacture of photographic equipment and supplies are in the Rochester Area. Other major research, development and manufacturing in our area include optics, automotive products, dental equipment, office duplicating and computing equipment, electrical equipment, heavy machinery, pharmaceuticals, biotechnology products and polymers. Besides major imaging and optics firms, other major employers in the Rochester Area include the University of Rochester, Wegman's Food Markets and ITT Automotive Electrical Systems, Inc.

Approximately 60% of our manufacturing work force and over 20% of all our employees are employed in high-technology industries.

The Rochester labor area includes Monroe, Genesee, Livingston, Ontario, Orleans and Wayne Counties. Population and industry are primarily located in Monroe County. Over half of all Monroe County residents work in our city. Approximately two-thirds of all manufacturing employment in Monroe County is located within our city.

Our city has a relatively stable economy, especially when compared to other northeast and north-central metropolitan areas. The Rochester economy generally responds to national economic trends on a six to eight-month lag. Unemployment has historically been low relative to national averages. Contributing to the strength of our local economy, especially with respect to its ability to weather national recessions, is the significant amount of exports generated by Rochester industries. The Rochester Area does business directly with 155 nations worldwide. Our companies export over \$15 billion annually, which is up 9% from last year. On balance, our economy has done a remarkable job adjusting to the dramatic loss of "core" jobs at its flagship firms. While the adjustment has not been painless, local workers and entrepreneurs have demonstrated the resilience, flexibility and creativity needed to adapt to a rapidly growing international economy.

Our city's central business district (CBD) or downtown is the core of economic activity in the region. Our downtown is home to many corporate offices and corporate headquarters, government buildings, banking and financial institutions and retail establishments. Private and public improvements totaling over \$500 million have been completed in downtown Rochester since 1982. Key facilities include Midtown Plaza (the first downtown enclosed shopping mall in the country), the Rochester Riverside Convention Center, the Cultural Center (Eastman Place, Metro Center YMCA, residential development), 3 major hotels, a second-level skyway system for pedestrian circulation, new corporate offices, new parking garages, a public library expansion and the Damon Center Campus (Monroe Community College). However, retail and office uses continue to migrate from our downtown area to the suburbs where land is plentiful and parking is perceived as being "free". According to a 1996 survey by the city's Economic Development Department, there was approximately 10.5 million square feet of vacant retail and office space in our central business district.

Key themes for sustaining our healthy economic environment into the future are a skilled workforce, the associated costs of doing business in the Rochester Area and the need for widespread marketing efforts to bring new companies and businesses into our city. Our city faces severe economic development challenges in the years ahead related to the ability to provide sustained growth and create new jobs. Several major employers including Eastman Kodak and Xerox Corporation have laid off workers in recent years. Other concerns include the lack of developable land, development penalties related to "brownfields", the age and deteriorating condition of existing infrastructure, buildings and other facilities, the costs associated with providing convenient parking, zoning issues which impede development and the perceived lack of safety and security in many areas of our city. Additionally, the lack of coordinated partnerships between local business and industry and the public school system, as well as the lack of a comprehensive

and coordinated marketing plan to attract and stimulate new business development in our city will also be major issues in the future.

▲ Moving Our Citizens And Goods

Rochester's local and regional transportation system provides a high level of service to our community. It serves as the "lifeline" of our local economy and forms the foundation for overall economic growth throughout the Greater Rochester Area. Our city includes approximately 537 miles of public streets and highways. Our city is also served by an extensive and modern expressway and interstate highway system including Interstate Routes I-390 and I-490 and the Inner Loop Expressway which together form an "outer" and "inner-loop" around the city, and the New York State Thruway (Interstate I-90). Rochester has a large public transit system which serves the city and the surrounding ring of suburbs. The city is on the Conrail and Amtrak mainlines which cross New York State and is also served by several major airlines at the Greater Rochester International Airport.

As a percentage of total trips made in our region, automobile use is higher in the Rochester area than nationwide.

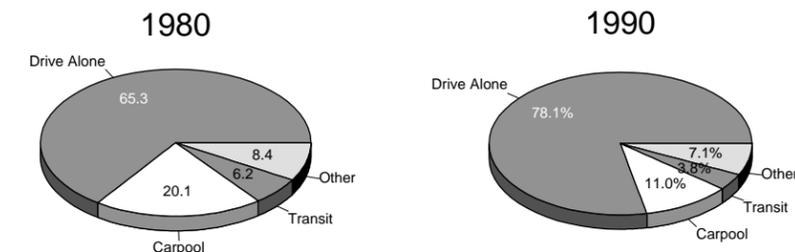
General levels of traffic congestion experienced within our city and within Monroe County are relatively low. Specific areas of congestion do exist for limited periods of time around several major commercial areas in the city and along major commuter routes during rush-hour. Commuters who live in the suburbs and work in our city have an average commuting time of approximately 20 minutes. This is below the national average of almost 23 minutes. This moderate commuting time continues to encourage suburban living and growth and is a factor in the general decline in our city's population over the past three decades. As a percentage of total trips made in the region, automobile use is higher in the Rochester area than nationwide. As a result, county residents are now driving over 2 million more miles per day compared with just 10 years ago, or an additional 3,000 miles per family per year.

As suburbanization increases, it is expected that the total number of vehicle miles traveled within our region will increase by 25% and overall traffic congestion by 50% through the year 2015. It is reasonable to assume that our city will see a similar increase in the volumes of expressway and primary travel route traffic and congestion in the coming years due to this growth. General neighborhood traffic conditions within our city are expected to remain near existing levels for the same period. Our city continues to struggle with adequately meeting the growing maintenance needs of our existing transportation infrastructure.

The largest provider of public transportation services in our city and in Monroe County is the Regional Transit Service (RTS) which is part of the Rochester/Genesee Regional Transportation Authority (RGRTA). RTS ridership currently represents approximately 97% of all transit ridership in the region. Unfortunately, RTS has seen a dramatic decline in the annual number of riders, from 21 million in 1980 to 13 million in 1994. The percentage of commuters who drive to work alone has increased, while the percentage who

carpool or take the bus to work has decreased between 1980 and 1990. This has been due to a variety of factors including expressway development and relatively short commuting times, the price of fuel, general affluence and the number of vehicles and vehicle miles traveled per household. As ridership has decreased, RTS has been forced to increase fares to make up for lost revenues. Unadjusted for inflation, fares have risen from sixty cents in 1980 to \$1.25 in 1995.

Means of Travel to Work
Within the Region



SOURCE: U.S. Census Bureau

The Greater Rochester International Airport was significantly expanded in 1992. Approximately 2.5 million passengers arrived or departed from the airport in 1994. The airport currently has excess capacity to accommodate passenger and cargo service. Passenger rail service to our city through AMTRAK ranks fourth in New York State in the total number of passengers with approximately 109,000 passenger arrivals or departures in 1994. Our city is also served by two major freight railroads and eight short-line carriers. At least one major rail corridor along the east side of the city is in the process of being abandoned by Conrail. Another major rail corridor along the west side of the Rochester has been the subject of an extensive economic feasibility study by the city for potential use as a light-rail transit line. Greyhound and New York Trailways operate a joint intra-city bus terminal at Midtown Plaza in downtown Rochester that serviced approximately 400,000 people in 1994. The Rochester area also has a diverse mix of all types of trucking lines which handled 75% of the inbound goods tonnage and 79% of the outbound goods tonnage in 1992. Rochester does not have an active port. However, the Genesee River is used to bring in several thousand tons of concrete by ship each year.

Rochester is not a particularly pedestrian or bicycle-friendly city. Most of our city neighborhoods have adequate sidewalks but pedestrian paths, bike routes and hiking trails exist in relatively few areas of Rochester. Our city has developed a system of second-level pedestrian walkways connecting major buildings and facilities in the downtown area, as well as a system of riverfront hiking and biking trails along portions of the Genesee River and Erie Canal. Both of these systems could be expanded, however, and new linkages and connections could be established.

▲ Preserving Our Public Facilities

The network of public utilities, roads, highways, bridges, sidewalks, buildings and other facilities that make

up our city's public infrastructure system is generally in good condition. The system provides the essential foundation for the economic growth and development of our city and region and provides many of the critical public services necessary for our citizens' daily life.

Our city has 537 miles of streets within its boundaries. Of those, 95 miles can be classified as arterial streets, 46 miles as collector streets, 381 miles as residential streets and 15 miles as alleyways. Approximately 52% of these streets are in fair to poor condition. Our city has primary responsibility for funding street improvements and undertakes maintenance, rehabilitation and reconstruction programs annually. These programs are designed to implement a life-cycle maintenance plan that calls for different street treatments at set intervals in the life of a street. Current funding limitations do not permit full implementation of that plan.

There are also 198 bridges within our city. Of those, only 32 are actually owned by the City of Rochester. City-owned bridges are in very good condition. Most major bridges have been reconstructed or rehabilitated over the past ten years. Most other bridges in our city are also in good condition with two exceptions - numerous railroad bridges and Monroe County's Stutson Street Bridge which is slated for replacement in 1999-2001. Our city has an annual bridge improvement program that provides for inspection, repair and preventive maintenance on city bridges.

There are approximately 977 miles of city-owned sidewalks in Rochester. Although they are generally in good condition, a 1992 survey revealed that 18% of these sidewalks are in substandard condition. In addition, 107 miles or approximately 10% of our city's street frontage are without sidewalks. Fifty-five percent of streets without sidewalks are in residential areas. Sidewalk maintenance and liability still remain with property owners. However, the city has several programs that assist property owners with these responsibilities. Funding for replacement of hazardous sidewalks has remained relatively constant over the past ten years.

There are over 27,603 street lights within our city. Approximately 36% of these facilities are owned by the city and 10% are jointly owned by the city and Rochester Gas and Electric Corporation (RG&E), with the remaining 54% owned by either RG&E or Monroe County. City-owned poles are generally in residential areas and also on some arterial streets. Our city's street lighting system is generally in fair condition. Most of the city-owned portion has been installed since 1986. The RG&E portion of the system was installed prior to that time. During the last 20 years, RG&E has made little investment to the street lighting system.

Our city's water system consists of a complex network of inter-related facilities that can be divided into three basic categories: supply and treatment; transmission and storage; and distribution. Our water distribution system is generally very old, with 54% of the system more than eighty years old. The supply and treatment system is generally in very good condition. A new Hemlock Filtration Plant was completed in 1993. Transmission tunnels are in fair to good condition. The 593 miles of distribution water mains in our city are also in generally good condition, although several sections are considered to be in only poor to fair condition.

The sewer system in our city is owned by Rochester and Monroe County and consists of 542 miles of

combined storm and sanitary sewers, 130 miles of separated storm and sanitary sewers, 33 miles of trunk sewers, 33 miles of tunnels that are part of CSOAP (the Combined Sewer Overflow Abatement Program), 13 pump stations and 1 sewage treatment plant in Durand-Eastman Park (Frank E. VanLare Plant). Our city's sanitary and storm sewer systems are generally in good condition but are experiencing increasing maintenance problems. Approximately 54% of the system is more than seventy years old.

Current funding limitations do not permit full implementation of maintenance plans for our various public facilities.

The City of Rochester owns 203 municipal buildings. These buildings contain more than 6.7 million square feet of useable space and have an estimated replacement value of \$700 million. These facilities include City Hall, public safety buildings, public libraries, recreational facilities, parking garages, cemeteries and various environmental facilities. City buildings are in generally good condition, although 31 buildings exceed 70 years old. Renovation of the Public Safety Building, hazardous waste site clean-ups, compliance with the Americans with Disabilities Act (ADA) and general rehabilitation of our city's ramp parking garages are the principal problems or major concerns related to our municipal buildings.

Our city's managed urban forest consists of over 70,200 trees located along city streets, in parks or in cemeteries, and another 10,000 trees on vacant lots and other public property. Trees in city-owned public parks that are maintained by Monroe County are not included in this data. Approximately 41% of these trees are Maples. Other species include Honey locust and Ash. The overall condition of our city's urban forest is very good to excellent. Almost 14,000 damaged trees have been removed and replaced as a result of the 1991 ice storm. One major problem has been inadequate pruning of many of our city's larger trees (only once in the last 30 years). The lack of adequate pruning has caused problems related to tree limbs interfering with vehicular and pedestrian traffic, street lights and traffic control devices as well as other structures.

Potential future utility concerns for our city include competition and deregulation issues associated with energy providers as well as the review, approval and monitoring of the growing number of cellular communication towers in the Greater Rochester Area. Our city needs to investigate the development of a state-of-the-art telecommunications network that will serve as an incentive to attract and retain businesses and will serve the current and future needs of our citizens, educational, cultural and community organizations. Such a network should also ensure maximum access and should be used as a tool in the effective and efficient delivery of city services.

□ Campaign Five:

▲ Regional Partnerships

Campaign Five promotes Rochester as a partner in the “Community of Monroe”. According to the 1990 Census, Rochester is the third largest city in New York State. Our city is at the center of both a 5-county metropolitan area that includes Monroe, Wayne, Ontario, Livingston, Orleans and Genesee counties as well as a 9-county Genesee/Finger Lakes planning region that also includes the counties of Seneca and Wyoming.

Since the early 1950's, our city and its 37 neighborhoods have been the center of this growing metropolitan region. Over the past decade however, key indicators have shown that this trend is coming to an end. For example, since 1990 more people have migrated out of Monroe County than have moved in. During the same time period, our city has dropped approximately 10,000 persons in population while Monroe County has gained about 15,000 persons. Our city appears to no longer be a community that offers job opportunities, amenities and a diversity of lifestyles that can attract large numbers of people.

Our city's land use, development and economic problems are intricately related to those of the surrounding suburban towns and of the county itself. Urban sprawl, declining tax bases, vacant structures and economic stagnation are symptoms of larger regional problems that need to be examined and dealt with through cooperation, collaboration and partnerships. This can be accomplished through existing regional agencies such as the Genesee/Finger Lakes Regional Planning Council and the Genesee Transportation Council. In the 21st century, the communities that are prosperous will be those that are successful in shifting their traditional parochial thinking to problem solving on a community-wide scale. In order to be successful in the next century, we must develop vibrant, growing communities that cooperate instead of compete and that put greater emphasis on sharing the scarce resources of the region efficiently to solve our common problems. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) Reduce the amount of vacant commercial and industrial space within our county.**
 - (2) Increase the number of people moving into our city and county.**
 - (3) Reduce the number of families with school-aged children leaving our city.**
 - (4) Increase the number of joint city/county projects or activities.**
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□ Campaign Five: ▲ Regional Partnerships

Policy: (5) It is the policy of our city to promote the concept of Rochester as the economic, social, cultural, transportation and institutional center of our county and region. We will seek out opportunities to plan and communicate effectively and work together with other governments to develop solutions to our common problems, in a way that recognizes a collaborative neighborhood/regional/global perspective rather than a city/state/nation perspective.

- ▲ Goals:
- (A) Encourage governmental agencies at the municipal, regional, state and federal level to embrace our city's comprehensive plan, respect its visions, policies and strategies and consider them in their own planning, budgetary and land use development/regulatory activities.
 - (B) Reduce the concentrations of poverty wherever they might exist.
 - (C) Support the development of a county and regional land use or development plan that incorporates an appropriate role for our city in the "Community of Monroe".
 - (D) Actively engage and support all levels of government, businesses and citizens and existing regional planning agencies in regional collaboration, communication and cooperation around critical issues and opportunities.
 - (E) Ensure improved inter-governmental cooperation and expansion of collaborative efforts between appropriate public agencies at all levels of government, including but not limited to economic development, transportation, housing, education and land use.
 - (F) Create a public infrastructure system that positively contributes to the physical, social and economic development objectives of the Greater Rochester Community and improves the quality of life for all of our citizens.
 - (G) Support a collaborative approach by businesses, organizations and area governments to communicate positive images of our city and region to our citizens and prospective visitors and residents.

- ▲ Strategies:
- (A) (1) Continue to educate and discuss the recommendations of the city's comprehensive plan with governmental agencies at all levels.
 - (B) (1) Advocate for the development of low income housing opportunities within the towns.
(2) Where appropriate, develop mixed-income housing developments that provide market rate units along with low income units.
 - (C) (1) Continue to dialogue with community leaders and residents to educate them on the impacts of unplanned growth.
(2) Investigate the possibility of developing joint land use plans or zoning regulations with adjacent towns and include adjoining towns in discussions about updating our zoning ordinance.
 - (D) (1) Continue to host opportunities for community dialogue on topics of regional interest.
(2) Develop ways to teach the principles and ideas presented in the city's comprehensive plan in the public schools and at local colleges.
(3) Encourage agencies like the Genesee/Finger Lakes Regional Planning Council and the Genesee Transportation Council to provide forums for discussion of regional issues and development of collaborative solutions and plans.
 - (E) (1) Actively support the establishment of "Smart Growth" initiatives and legislation at the state level that effectively encourage and direct growth.
 - (F) (1) Support transportation funding that reflects a greater emphasis on supporting enhanced transit services and upgrading existing infrastructure.
(2) Encourage/promote regional growth and development that uses existing infrastructure.
 - (G) (1) Support development and implementation of a focused identity program for Rochester.

□ Campaign Six: ▲ Economic Vitality

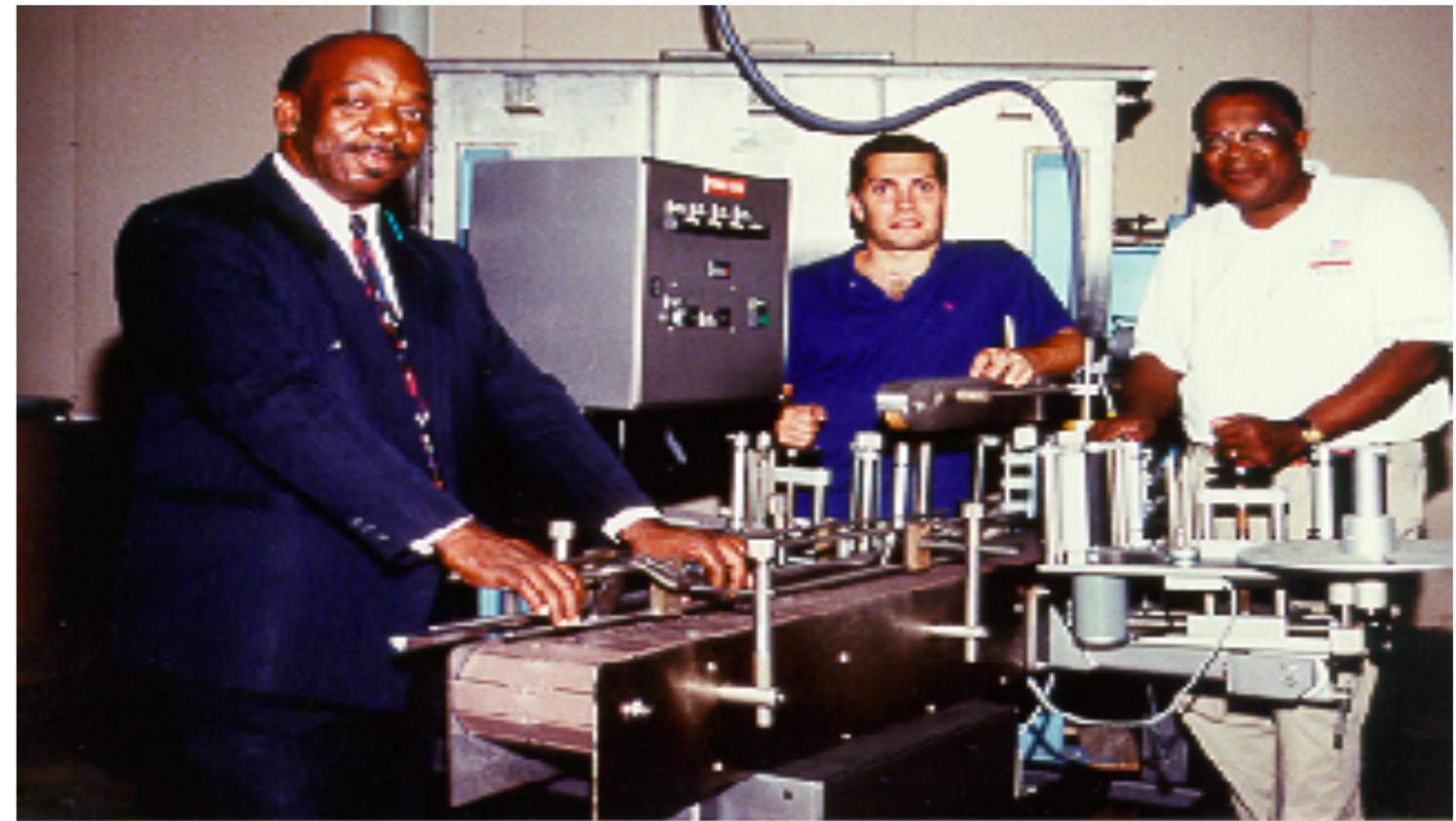
Campaign Six promotes Rochester as a city of economic opportunity, innovation and success. Our city's industrial strength and heritage have been driven by a rich tradition of personal initiative, creativity, imagination and entrepreneurial spirit. In its early years, Rochester was an agricultural, trading, milling and transportation center. Our economy turned to manufacturing in the early twentieth century primarily through the development and manufacture of photographic, optical and precision equipment by Eastman Kodak Company, Xerox Corporation and Bausch & Lomb. Over ninety optics and imaging firms, plus the imaging-related divisions of several other large firms, are located in the Rochester area and contribute to the identification of our community as "The World's Image Center". We continue to have a strong concentration of manufacturing employment. Manufacturing accounts for 29% of total nonagricultural employment in the Rochester Metropolitan Statistical Area, as compared to the national level of 17%. Total employment in the Rochester Area was estimated to be 530,000 in 1997.

Our city also enjoys a reputation as a "high technology" city. Approximately 60% of the manufacturing work force and over 20% of all employees are employed in high technology industries. Employment of scientists and engineers as a percentage of total employment is four percent - twice the national average of two percent. Fifty percent of all persons employed nationally in the manufacture of photographic equipment and supplies are in the Rochester area. A dynamic "second-tier" of smaller, technology-based firms do business in Rochester that include optics, automotive products, dental equipment, office duplicating and computing equipment, electrical equipment, measuring and controlling devices, heavy machinery, pharmaceuticals, bio-technology and polymers.

The foundation for sustained economic growth, innovation and opportunity exists within our community. We have a world-class imaging and optics industry, a strong manufacturing sector, innovative high-technology firms, world-class colleges and universities, a competitive geographic location, a highly skilled workforce and an efficient infrastructure system. Our ability to become a prosperous, dynamic, globally competitive community into the 21st century will depend on how successful we are at using those assets and resources to develop and maintain diverse economic opportunities for our citizens and in providing the necessary additional support infrastructure for that diverse economy. ▲

▲ *Our Indicators of Success (Benchmarks) 1999-2004*

- (1) *Increase the median household income for our citizens in constant dollars.*
 - (2) *Reduce the unemployment rate.*
 - (3) *Increase the percentage of workers employed in high-tech businesses or industries in our city.*
 - (4) *Increase the number of new business "start-ups" in our city.*
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□ Campaign Six: ▲ Economic Vitality

Policy: (6) It is the policy of our city to promote an environment in which businesses can develop and flourish; to develop a diverse local economy that supports quality jobs, produces new product, service and technology innovations and high-quality business and personal services; and to create a highly skilled workforce that embraces creativity and our rich entrepreneurial spirit. We will also promote and pursue the management of our community identity as a world-class city in which to do business, as well as a highly desirable place to live work and visit.

- ▲ Goals:
- (A) Promote a business support environment that facilitates the expansion and retention of existing businesses and the attraction and creation of new businesses with a special focus on the emerging high-technology industries.
 - (B) Develop a business and financial environment that encourages businesses and individuals to build on our rich entrepreneurial spirit.
 - (C) Develop strong, economically viable and diverse neighborhood commercial areas that help to provide entry-level jobs, high quality goods and personal services to our citizens, offer entrepreneurial opportunities and help increase our city's economic development and growth.
 - (D) Support a highly-skilled and highly-trained workforce that is capable of supporting a broad range of new and existing employment opportunities including those found in the many emerging, high-tech, local industries.
 - (E) Promote the recognition, on the part of government, business, industry and employees, locally, regionally and nationally, that the Greater Rochester Community is a world class community in many areas such as imaging and optical technologies and precision manufacturing and therefore, a good place to locate as well as to stay.
 - (F) Encourage an integrated transportation system that is safe, efficient and meets the transportation requirements of our businesses, industries and citizens.
 - (G) Support and promote opportunities for shopping for residents and visitors at stores, businesses and personal service shops within our city.
 - (H) Promote a low-cost energy delivery system with sufficient reliability and capacity to meet the current and future needs of our businesses and industries.

- ▲ Strategies:
- (A) (1) Increase communication with new and existing businesses to determine their needs and to inform them of available resources.
(2) Increase the provision / preparation of industry and business development sites within our city.
(3) Support and increase affordable health care options for employers and employees.
 - (B) (1) Offer management and skills-training programs for business owners.
(2) Promote Rochester's existing business resources and unique features/markets to potential entrepreneurs.
(3) Expand risk or venture capital pools for local business development.
 - (C) (1) Provide resources tailored to the needs of small businesses.
(2) Enhance environmental attributes (including building facades, lighting, security and parking) of individual business sectors.
 - (D) (1) Develop work training programs for employment fundamentals including work ethics and job readiness.
(2) Improve family services for working parents.
(3) Recruit skilled workers from outside Rochester.
 - (E) (1) Develop a sophisticated "image management program" utilizing existing and new information technologies to market our city and the positive aspects of living and doing business here to appropriate target groups of potential businesses and employees and visitors.
(2) Undertake a partnership initiative engaging other governments (county and state) and the business community in supporting and maintaining an image management program.
 - (F) (1) Improve public transportation options to and from jobs for workers.
 - (G) (1) Relate our new waterfront and tourism development to surrounding neighborhoods and development patterns in an appropriate manner in order to further enhance those areas and create new business opportunities.
(2) Continue to support the "Neighbors Shopping Neighborhoods" program.
 - (H) (1) Continuously review consumer demand projections to identify the future needs of our city.
(2) Promote the use of advanced technologies for the most efficient use of energy.

□ Campaign Seven:

▲ Quality Service

Campaign Seven promotes Rochester as a city of quality service delivery. As we enter the next millennium, our community must be prepared to keep pace with advancing technologies, service demands and the ever-changing needs of our citizens. Our citizens expect and deserve the highest quality service delivery. However, there is only a limited amount of resources available. If we are going to meet the expectations of all our citizens and truly make a difference for them, we must ensure that these resources are targeted towards and distributed to the issues of greatest importance and concern. We must continuously re-examine what programs and services we can and need to deliver based on what results we want to achieve. We must work together to build collaborative partnerships that provide innovative quality services. We must consider our limited resources and the future generations of our community when planning for and developing new infrastructure, programs and services so that we can pass on to future generations a vital, thriving city which provides a high quality of life to all. ▲

▲ *Our Indicators of Success (Benchmarks) 1999-2004*

- (1) *Reduce the number of complaints received regarding city services.*
 - (2) *Reduce the length of time that city roads, bridges and other infrastructure are in need of repair.*
 - (3) *Increase the number of permits issued within acceptable time frames.*
 - (4) *Increase the positive perception of our citizens of city service delivery.*
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□ Campaign Seven: ▲ Quality Service

Policy: (7) It is the policy of our city to provide high-quality services, programs, information and infrastructure to our citizens in a way that is efficient, accountable and takes into account the diverse needs of our citizens, builds trust and understanding, is based on communication, partnership and collaboration, and, where appropriate, reduces demand for those services by encouraging citizen self-sufficiency.

- ▲ Goals:
- (A) Balance our citizens' needs for high quality services, programs, information and infrastructure with their ability and willingness to pay for them.
 - (B) Deliver quality services, programs, information and infrastructure to all our citizens in a timely, efficient manner that responds to our citizens' customer satisfaction needs as determined by periodic sample surveys or questionnaires.
 - (C) Develop and maintain a public utility system that provides safe, reliable and adequate public services to our citizens and to properties, in full compliance with federal and state regulations.
 - (D) Maintain city-owned buildings and facilities that are attractive in appearance, in good repair and comply with federal and state health, safety and accessibility regulations.
 - (E) Provide an advanced and coordinated communications system that adapts to emerging technologies and that serves the larger public interest.
 - (F) Provide a parks and recreation system and program that meets our citizen's needs and demands and expands and safeguards our urban forest.
 - (G) Promote efficient and economic delivery of private utility services to businesses and residents in our community.

- ▲ Strategies:
- (A) (1) Match program and service delivery locations with existing and proposed public transportation system routes and schedules.
(2) Use a proactive system of planning to fund and build infrastructure improvements into the CIP before costly rehabilitation and repairs are necessary.
 - (B) (1) Standardize definitions of "program efficiency" and "program accountability" in order to create uniform delivery of services among government, agencies, funding providers and neighborhoods.
(2) Institutionalize neighborhood/citizen comment and input in the service and program evaluation process.
 - (C) (1) Maintain an aggressive cleaning and lining program to assure water quality in the distribution system.
(2) Coordinate the repair and replacement of sewers with the Street Improvement Program.
(3) Investigate and implement, as appropriate, updated methods of maintaining and improving public utility systems.
 - (D) (1) Implement an Annual Building Renovations Program.
(2) Improve handicapped access, both pedestrian and vehicular, to our public facilities.
 - (E) (1) Develop a regional monitoring system to analyze and deal with potential impacts of communication systems to the environment.
(2) Sustain a pro-active relationship between government and providers that operate major communication systems facilities.
 - (F) (1) Incorporate customer input into program planning and facility design for our parks, recreation and open space system.
(2) Develop linkages between and among the various components of our parks, recreation and open space system.
 - (G) (1) Continually review consumption projections to meet the future needs of our city.
(2) Coordinate repair and replacement of facilities with other public improvements.

□ Campaign Eight: ▲ Tourism Destination

Campaign Eight promotes Rochester as a tourism destination attraction. Our city includes some of the most important and significant historic, cultural, recreational, entertainment and tourist attractions that can be found within our entire region. Many of these are located along the city's three great waterways: Lake Ontario, the Genesee River and the Erie Canal. Our city is particularly known for arts, cultural and entertainment attractions such as the Eastman Theater and George Eastman House, the Memorial Art Gallery and Strasenburgh Planetarium, GeYa Theater and other performing arts centers, the Rochester Museum and Science Center, the Susan B. Anthony House and the historic High Falls District. Our city is also emerging as a sports activity center for the region. Facilities such as Frontier Field, the Blue Cross/Blue Shield Arena at the War Memorial as well as area colleges and universities (some located along our waterfront) are serving as new centers for regional amateur and professional sporting events. Our city also boasts a tremendous variety of public parks and other recreational venues and opportunities such as Durand Eastman Park, Genesee Valley Park, Charlotte Beach, the Maplewood Rose Garden, the Genesee River Gorge, Highland Park and the Erie Canal. We have a modern airport, an excellent highway and public transportation system, several major downtown hotels and additional tourism support infrastructure. The concept of developing our community as a tourism and convention destination attraction involves coordinating and marketing our existing attractions, assets and infrastructure along with new strategic development and investment into an overall themed and packaged tourist experience that meets the leisure demands and travel expectations of a large segment of the tourist market.

Tourism is the second largest industry in New York State and a major factor in our community's local economy. Water, entertainment, sports, cultural and family-oriented tourist attractions are fast becoming the major draws for the leisure tourist. Rochester has a tremendous opportunity to capitalize on these and other tourism-related development opportunities as well as convention and conferencing possibilities to transform our city into a major destination that can bring new leisure visitors as well as business travelers to our city from the surrounding region and other parts of the nation. Cities like Boston, Toronto, and Cleveland have used similar-type attractions as the basis for building thriving tourism industries and for transforming their communities into tourism destination attractions that contribute to economic growth and the overall improvement of residents' standard of living. Rochester's residents, it's economy and it's image will continue to benefit from tourism development efforts that build on our tourism assets and attract new visitors to our community. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) Increase the number of visitors (business and pleasure) to our city.**
 - (2) Increase the amount of hotel and sales tax revenue attributable to visitor spending in our city in constant dollars.**
 - (3) Increase the amount of building square footage developed along our waterfronts**
 - (4) Increase the percentage of leisure travelers who make return visits to our city.**
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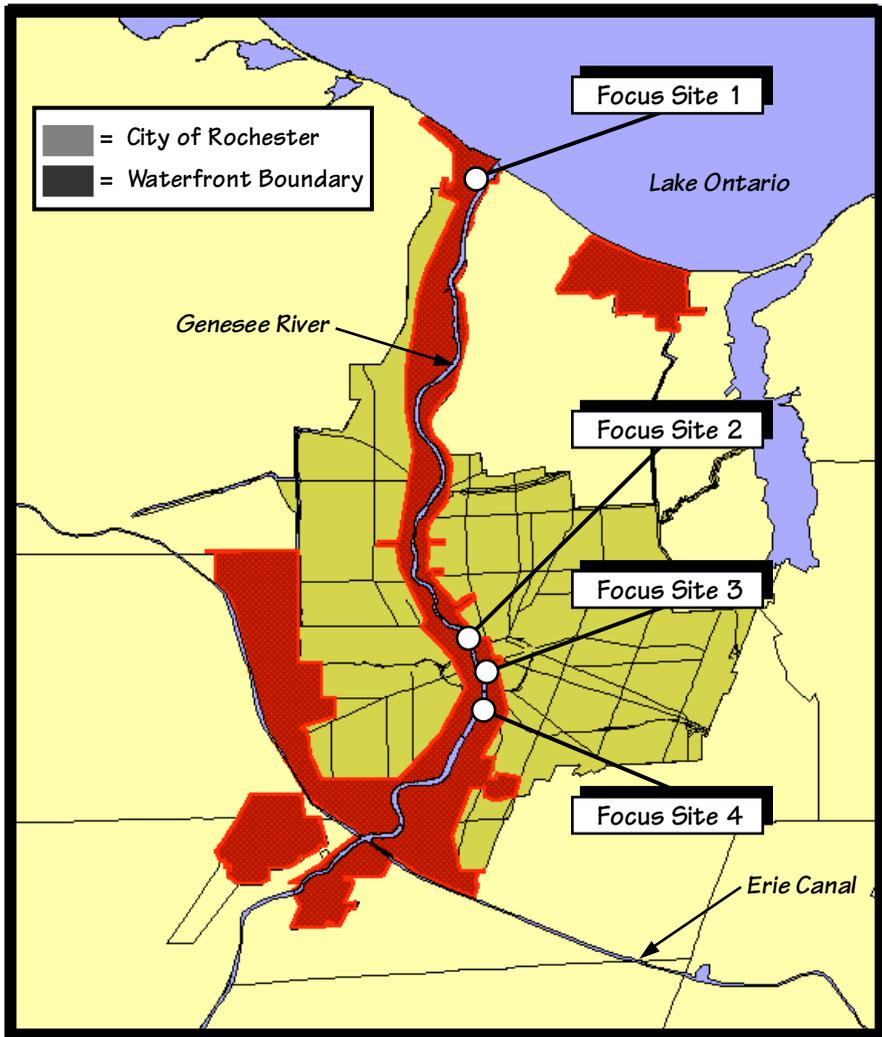


□ Campaign Eight: ▲ Tourism Destination

Policy: (B) It is the policy of our city to promote recognition of our city and region as a tourism destination that embraces a broad range of “four-season” tourist attractions centered on our unique waterfront resources, arts, cultural, sports and entertainment facilities as well as our reputation as a supportive and innovative community, in a way that contributes to our community’s local and national image as well as its economic vitality and growth.

- ▲ Goals:
- (A) Encourage sporting events and venues, special festivals, events, celebrations and conventions that help to bring visitors into our city and create an image and “sense of place” that is locally, regionally and nationally recognized.
 - (B) Encourage and help create appropriate private, market-driven investments in the local tourism industry that result in additional revenue for businesses and the creation of new jobs for local residents.
 - (C) Transform our extensive and unique waterfront resources, historic and cultural assets into a regional tourism destination attraction that maximizes economic, environmental and recreational benefits in a way that enhances the quality of life for city residents.
 - (D) To develop, protect and promote our parks, recreation and open space system as a prime four season regional tourism attraction and asset that is complementary to our diverse waterfront resources.
 - (E) Promote the creation of a diverse transportation system that connects our many tourism attractions and resources and positively contributes to the physical, social and economic well-being of our citizens, visitors and community.
 - (F) Develop diverse, unique tourism attractions that balance economic issues and impacts with neighborhood preservation, enhancement and protection.
 - (G) Capitalize on our many recreational, historic, civic and business assets as well as our high quality of life to expand recognition of Rochester as a highly desirable tourism destination and attractive place to live.

- ▲ Strategies:
- (A) (1) Develop a flat water racing venue adjacent to the Genesee River Corn Hill Landing.
(2) Market Rochester using a theme that portrays our city as a unique water and sports oriented tourism destination.
 - (B) (1) Support development of water-dependent and water-enhanced uses along our three waterfronts (Lake Ontario, Genesee River and Erie Canal).
(2) Support and facilitate the establishment of a fast ferry service between Rochester and Toronto.
 - (C) (1) Adopt the City’s Local Waterfront Revitalization Program (LWRP) Update and incorporate appropriate strategies into the Rochester 2010: The Renaissance Plan.
(2) Preserve and enhance the village character in Charlotte through appropriate tourism development.
(3) Improve neighborhood connections and linkages to our waterfront.
(4) Develop the High Falls District as a themed, family-oriented entertainment destination.
(5) Develop the Erie Harbor canal port as a major canal destination.
 - (D) (1) Increase event programming that will attract local residents and tourists to our parks.
(2) Complete the system of linear parks and trail connections from Lake Ontario to and along the Genesee River and Erie Canal.
(3) Incorporate water features (fountains, pools) in parks and new development to reflect and symbolize our significant water resources.
(4) Expand events and promotions that emphasize the positive aspects of Rochester as a “winter city”.
 - (E) (1) Improve connections between our water-related attractions through the use of shuttle systems or themed transportation services.
(2) Ensure accessibility to tourism and waterfront attractions for those with special needs.
 - (F) (1) Develop specialty retail opportunities within development areas that may be frequented by tourists.
(2) Ensure that the necessary infrastructure is in place to accommodate anticipated new tourism-related development.
(3) Develop the High Falls District as a themed, family-oriented, entertainment attraction.
(4) Promote Rochester area fishing resources as a tourism destination opportunity.
 - (G) (1) Promote and support conferences and conventions that focus on our unique character and culture.
(2) Establish and promote “Community Best Practices” conferences in our city.
(3) Develop and maintain an “image management program” promoting Rochester’s assets and the desirability of our community as a place to visit and live.



WATERFRONT TOURISM DESTINATION OPPORTUNITIES:

WATERFRONT VISION:

Rochester's Waterfront (the Lake, the River and the Canal) will be:

"A DESTINATION"

It will function as a tourist destination for travelers and will attract visitors from a broad regional market.

"A UNIQUE ENVIRONMENT"

It will provide interest and variety for visitors by including three extremely distinct water resources; Lake Ontario, the Genesee River and the Erie Canal.

"A GATEWAY"

It will function as a gateway to a full range of attractions, services and amenities within the city and the region.

"FULLY CONNECTED"

It will provide user-friendly, thematic and exciting linkages that connect attractions, services and amenities to each other and to the surrounding neighborhoods.

"HIGHLY RECOGNIZED"

It will be locally, regionally and nationally recognized as a unique resource and attraction and will put Rochester "on the map" as a tourist destination community.

"DRAMATIC AND DIVERSE"

It will contain dramatic and diverse built, historic and natural environments offering a wide variety of attractions and amenities to a broad spectrum of visitors.

WATERFRONT DEVELOPMENT GOALS:

- (1) Increased regional tourism in Rochester (regional tourism destination attraction).
- (2) Improved image of Rochester and improved quality of life for Rochesterians (local use and enjoyment of resources).
- (3) Leveraged, market-driven, private tourism development and increased job creation (family-entertainment driven).
- (4) Protected and enhanced environmental, historic and cultural resources along our waterfront (four-season destination concept).

WATERFRONT DEVELOPMENT OBJECTIVES:

Focus Site 1: "Charlotte: Harbortown, USA"

Preserve and enhance village character
 Create a regional tourism destination attraction
 Improve access into and out of area
 Enhance business activity in area
 Improve pedestrian circulation and safety

Focus Site 2: "Center City - High Falls"

Develop continuous riverfront pedestrian ways
 Develop as regional entertainment district
 Develop as historic district
 Create new market-rate residential areas
 Create entertainment icon at Beebe station

Focus Site 3: "Center City - Festival Riverfront"

Increase recreation/commercial activity downtown
 Create continuous riverfront pedestrian ways
 Create Center City regional market district
 Develop entertainment/historic districts
 Create new market-rate housing areas

Focus Site 4: "Center City - Erie Harbor on the Genesee"

Develop venues for festival and water events
 Create pedestrian connections: neighborhoods to canal
 Create/enhance public access to waterfront and water
 Provide boating amenities for canal users
 Develop canal port as "entrance" into downtown

GOALS

Regional Tourist Destination:

To have a port that attracts visitors from the northeastern United States and Canada via the land and the water. Local residents and tourists are drawn to Charlotte to experience the expanded Lake Ontario Beach Park, buy gifts at the Street of Shops, or walk along the Riverfront Promenade. A variety of transportation options in and out of the are available; visitors arrive by foot, car, bus, excursion train, boat, water taxi, or fast ferry.

Local Use & Enjoyment:

To have a port that is connected to the Village of Charlotte and the surrounding region. Access to the waterfront from the near-by neighborhoods will be improved with more direct connections to the river. The riverfront promenade and the trail system within the gorge allows pedestrians and bicyclists an opportunity to experience the Lake and the River. The additional transient boating slips provides boaters from Greece and Irondequoit an opportunity to visit the land side attractions.

Family Entertainment:

To have a port that consists of activities for all age groups on the water and the land. There are a large number of potential water-dependant or water enhanced entertainment opportunities available; boat rentals, high tech arcade, interpretive center, dining, parasailing, etc. In addition, visitors can enjoy passive activities such as walking along the waterfront, "window shopping," or listening to a free concert. Specific programming caters to those groups with special needs, such as the elderly.

Four Season Destination:

To have a port that attracts visitors throughout the year. During the summer months the level of activity on the water takes center stage. However, the remainder of the year brings shoppers, visitors walking along the waterfront, fall foliage tours, and winter carnivals. In addition to local visitors, the fast ferry brings people from Canada 365 days a year into Charlotte.

DESTINATION TOURISM ATTRACTION CHARLOTTE, "HARBORTOWN USA"

STRATEGIES / ACTIONS

Preserve & Enhance Village Character:

1. Enhance the Lake Avenue streetscape
2. Renovate facades
3. Build new "Village" scale development
4. Expand the Harbortown Commercial District
5. Expand the Lake Ontario Beach Park
6. Provide themed lighting (Not Shown)
7. Add street plantings (Not Shown)
8. Implement comprehensive signage program (Not Shown)

Improve Pedestrian Circulation & Safety:

9. Implement traffic calming measures such as:
 - Narrowing Lake Avenue
 - Textured crosswalks, etc.
10. Construct wide sidewalks (Not Shown)
11. Construct a Riverfront Promenade
12. Provide enhancements and connections adjacent to the railroad tracks (Not Shown)
13. Potential connection of River St. to port site

Preserve Critical Views:

14. Establish view corridors to be protected (Not Shown)
 - Looking north to the lake
 - Looking northeast to the mouth of the river
 - Looking east towards the river
15. Create design guidelines to protect critical views of the water (Not Shown)

Improve Access In & Out of the Area:

16. Possible new access road
17. Possible remote parking lot
18. Provide a water taxi service (Not Shown)
19. Replace the Stutson Street Bridge
20. Extend River Street into the Port Site (Not Shown)
21. Potential ferry and excursion operations
22. Possible light rail or excursion train
23. Ontario Beach Park Enhancements



GOALS

Regional Tourist Attraction:

To have a regional destination entertainment icon that will draw visitors from many U.S. and Canadian locations to Rochester. "Center City: High Falls" will be one of the most (if not the most) important tourist destinations in Rochester marketed to outside visitors to greatly enhance the viability of Rochester's tourism industry. As an entertainment district, High Falls will support a variety of thematic attractions and businesses and will help the viability of other entertainment/cultural districts throughout the city.

Local Use & Enjoyment:

To have a local entertainment icon that supports locally owned business venues and is linked to surrounding neighborhoods/urban villages. As an attraction on the Genesee River corridor, High Falls will be accessible to local visitors via interconnecting city streets that form district gateways into Center City as well as a corridor-wide pedestrian (bicycle) path on either side of the Genesee from the north and south.

Family Entertainment:

To have a thematic attractions and businesses that are oriented to families and all age groups. "Center City: High Falls" will be marketed as having "something for everybody". Attractions such as a new & enhanced laser light show, "IMAX" theater shows, an improved historic interpretive center, a "Film Hall of Fame," a theater-in-the-round and cultural festivals are just some of the possible family oriented attractions to be developed at High Falls.

Four Season Destination:

To have year round enjoyment at Center City High Falls. As summer will undoubtedly be the peak recreational season, fall, winter and spring will each have their own events and activities to support a viable destination tourism attraction at Center City: High Falls all year long. Indoor and outdoor activities will compliment each other when appropriate to evenly distribute visitors throughout the entertainment district.

DESTINATION TOURISM ATTRACTION CENTER CITY: HIGH FALLS

STRATEGIES / ACTIONS

Increase recreational/commercial activity in Center City:High Falls:

1. Redevelop Beebee Station into new family theme attraction with associated entertainment venues
2. Develop new attractions & businesses at the Center at High Falls
3. Potential new Genesee Brewing Co. beer garden terrace (over looking gorge) and brewery tours
4. New festival site at the Gorsline Building

Develop a Center City:High Falls riverside pedestrian promenade:

5. Potential new promenade along Beebee Station redevelopment site
6. Potential promenade river crossing along & overlooking High Falls
7. Potential new promenade along Genesee Brew. Co.
8. Potential new pedestrian link under or over Inner Loop on west side of river

Develop Center City:High Falls entertainment & historic districts:

9. Establish new enhanced entertainment district at Center City:High Falls to include Beebee Station redevelopment site
10. Develop possible historic west-bank brewery district north of Beebee Station redevelopment site
11. Use local history and industry to establish thematic district names at Center City:High Falls

Encourage new market rate residential development in Center City:

12. Develop/enhance major gateways and links to surrounding neighborhoods/urban villages
13. Provide new services and commercial retail venues in Center City to support new market rate residential growth in nearby areas
14. Enhance surrounding areas to draw new residents to Center City



GOALS

Regional Tourist Attraction:

To develop Rochester's Center City waterfront into a viable and festive attraction for residents & visitors. Rochester's Center City Core portion of the Genesee River will come alive as a major downtown festival market district with associated festivities and venues. It could be modeled after such downtown waterfront icons as Seattle's Pike Place, Boston's Quincy Market and Baltimore's Inner Harbor.

Local Use & Enjoyment:

To provide & enhance Center City Core attractions, recreation and accessibility for local residents. Rochester's Center City will link surrounding neighborhoods/urban villages to its Center City:Festival Waterfront with new & enhanced district gateways. Major transportation corridors and enhanced mass transit systems will bring local visitors from all parts of the region directly to Rochester's Center City:Festival Waterfront.

Family Entertainment

To create a festive waterfront market district oriented to families and all age groups. The Center City:Festival Waterfront will integrate new attractions & commercial development (ie: Convention Center; War Memorial) with historic and interpretive landmarks (ie: Olde Rochesterville and the Broad Street Aqueduct).

Four Season Destination:

To provide programming, events & activities year round at Rochester's Center City:Festival Waterfront. Development of a balanced mix of downtown attraction venues and seasonal related activities will ensure a viable and active "four season" experience.

DESTINATION TOURISM ATTRACTION CENTER CITY: FESTIVAL RIVERFRONT

STRATEGIES / ACTIONS

Increase recreational/commercial activity in Rochester's Center City Core:

1. Enhance existing retail shops on Main Street to compliment waterfront
2. Develop new bridge lighting and decorative fountains to enhance the aesthetic character of Center City:Festival Waterfront
3. Redevelop Court & Exchange Street waterfront site into mixed-use commercial and high density residential area

Develop a Center City:Festival Waterfront riverside pedestrian promenade:

4. Potential development of missing pieces of riverside walkway inside the Inner Loop
5. Link riverside walkway to Broad Street Aqueduct and Center City Skyway system
6. Develop new riverside promenade connecting 'Center City:Erie Harbor on the Genesee' to 'Center City: Festival Waterfront'

Develop Center City:Festival Waterfront entertainment & historic districts:

7. Potential new "Blossom Market" district at Genesee Crossroads Plaza
8. Potential new Broad Street Aqueduct historic district (with Lehigh Valley Station commercial development)
9. Enhance Olde Rochesterville historic district

Encourage new market rate residential development in Center City:

10. Develop/enhance major gateways and links to surrounding neighborhoods/urban villages
11. Provide new services and commercial venues in the Center City:Festival Waterfront area to support new market rate residential growth in nearby areas
12. Enhance surrounding areas to draw new residents to Center City



GOALS

Regional Tourist Attraction:

To have a harbor that will provide unparalleled boating amenities, regatta races, an expanded Corn Hill Festival, uncomperable canal tour amenities and many other programming events. The proposed structures will be designed with a historic riverfront/canal theme. The Harbor is strategically located directly adjacent to many of the other center city attractions and would be packaged accordingly.

Local Use & Enjoyment:

To have a harbor that is connected to surrounding neighborhoods through the use of neighborhood streets. The crosswalks at the ends of these streets will be treated differently than the surrounding area. The river itself is accessible because the river wall will be reconstructed to a more natural river bank. All the proposed landings within the harbor are publicly owned and boat rental/docks can be used by residents. A riverfront promenade surrounds the Harbor, making the entire harbor accessible.

Family Entertainment

To have a harbor where the activities are oriented towards the family. Activities for all ages include; canal tours, eating out, shopping, boat rental, spectating races, festivals, farmers market and many other activities in Center City.

Four Season Destination:

To have a harbor that can be enjoyed all year long.

Spring : canal tours, using the multi-use recreational trail and many indoor activities.

Summer: farmers market, Corn Hill Festival, fireworks and using the *genesee*/canal trail.

Fall: flat water events, boat rental and tours of fall foliage along the canal.

Winter: ice skating, cross country skiing on the path, shopping and dining.

DESTINATION TOURISM ATTRACTION CENTER CITY: ERIE HARBOR ON THE GENESEE

STRATEGIES / ACTIONS

Develop Venues for Festivals & Water Events:

1. Establish Corn Hill Harbor Amphitheater, Timing Tower, Retail Establishments & Expanded Corn Hill Festival & Farmers Market
2. Potential White Water Course
3. Develop a South Wedge Festival Site & Ice Skating Facility

Maximize Public Access to the Waterfront & Water:

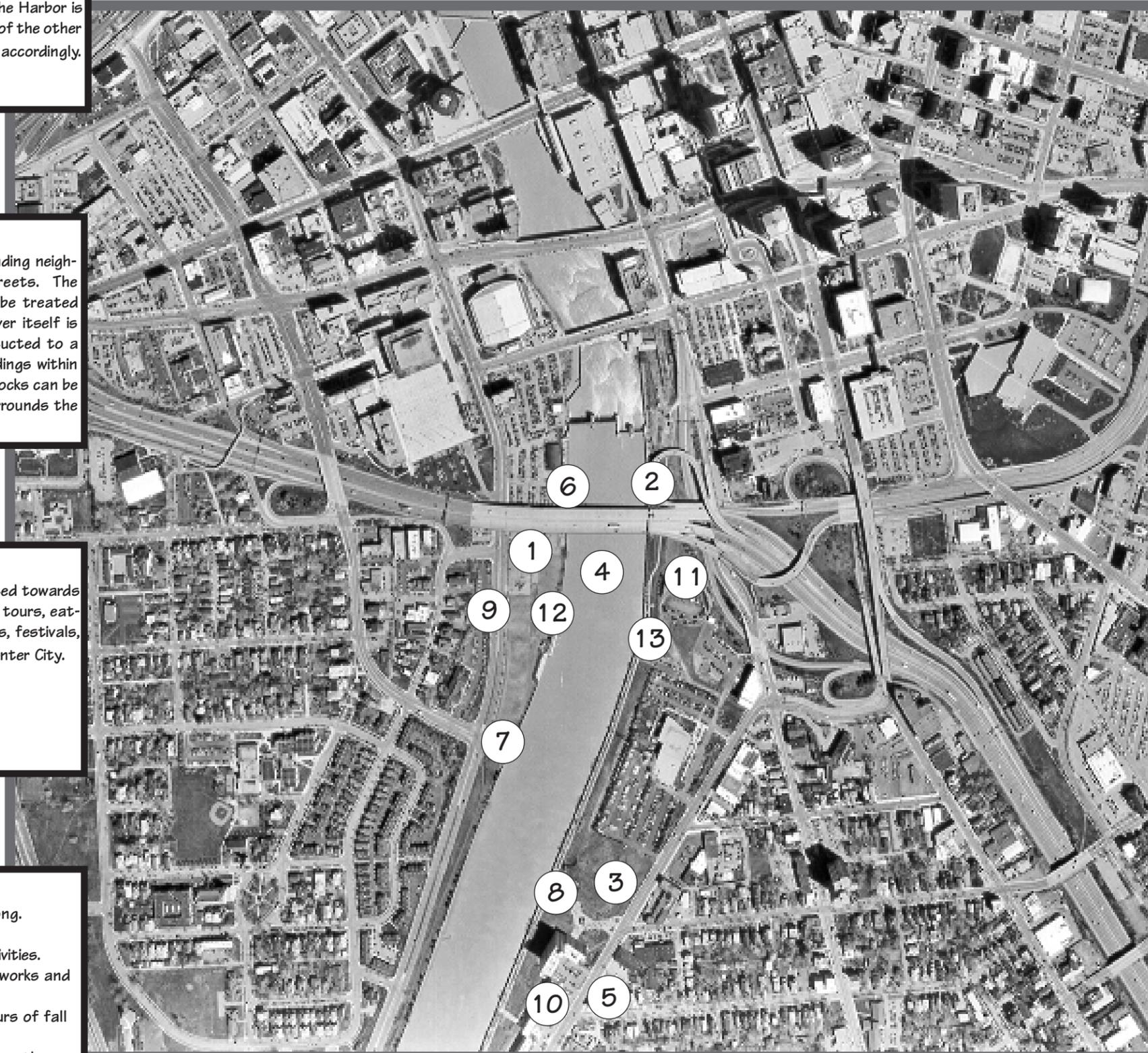
4. Potential Connection Across the River
5. Improve Neighborhood St. Connections
6. Develop a River Promenade & Improve Signage
7. Redevelop River Wall into a Rip-Rap Riverbank
8. Establish Public Landings & Increase Canal Tours

Designed to the Appropriate Scale, Embracing the Historical Past:

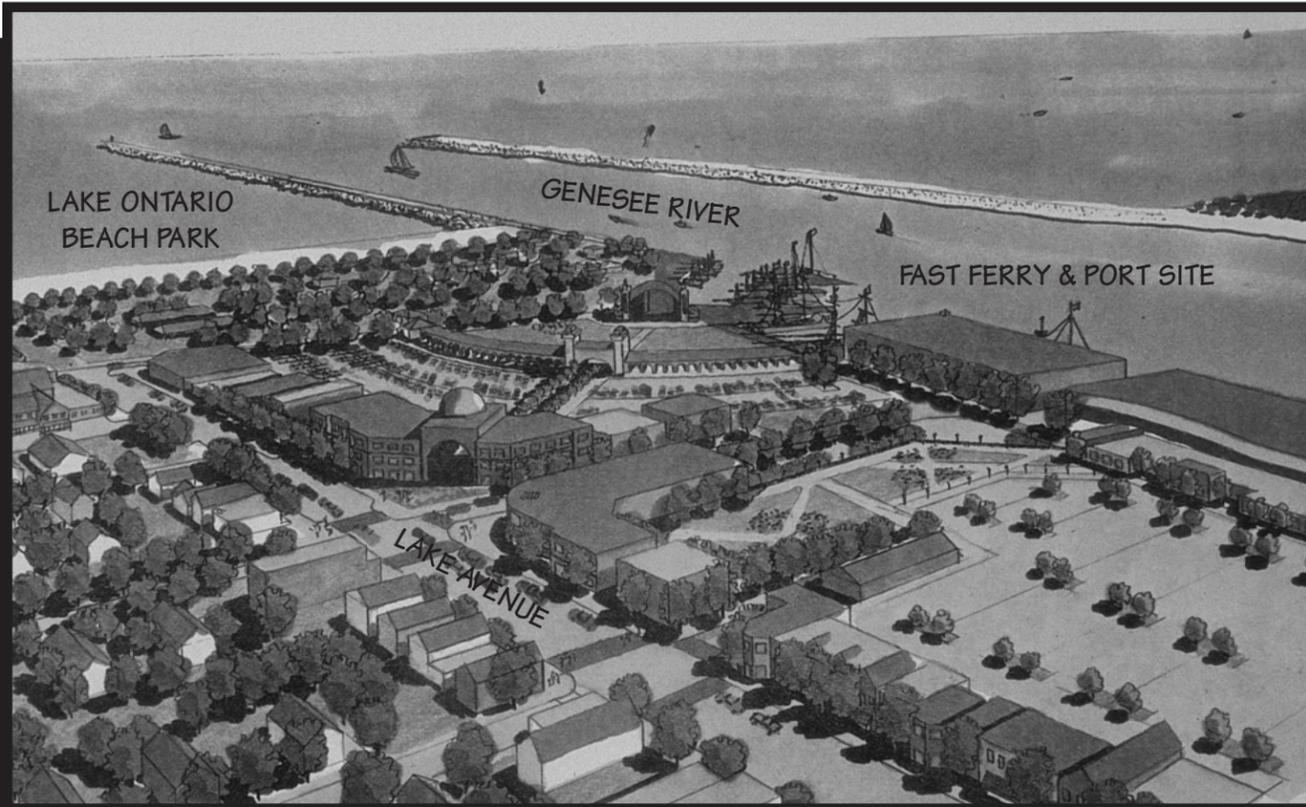
9. Create Canal Themed Establishments at Corn Hill & Interpretive Signage
10. Potential Redevelopment of Riverview Commons
11. Create Arboretum Environment within South Wedge Landings

Provide Boating Amenities:

12. Establish Corn Hill Transient Marine Services & Tour Infrastructure
13. Establish South Wedge Landings with Transient Marine Services & Hand Craft Launching Amenities



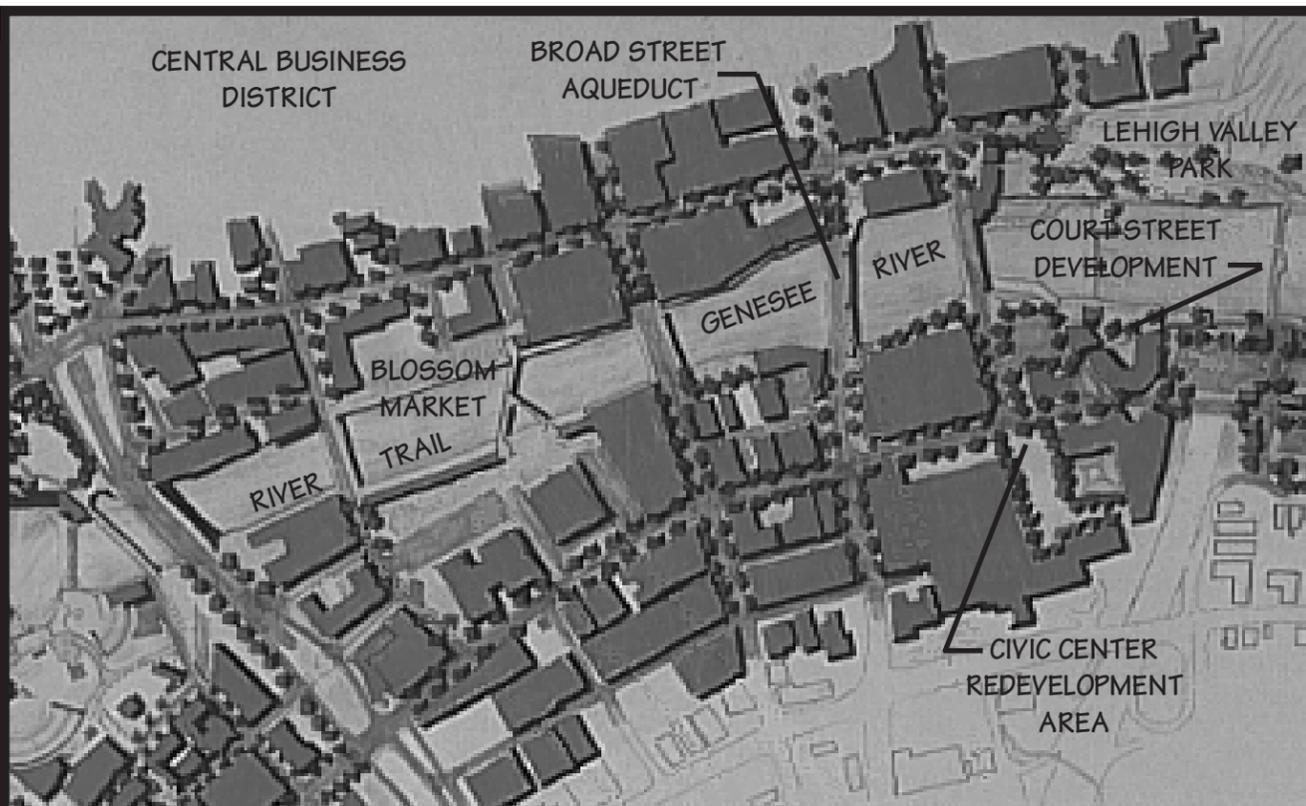
CHARLOTTE, "HARBORTOWN USA"



CENTER CITY: HIGH FALLS



CENTER CITY: FESTIVAL RIVERFRONT



CENTER CITY: ERIE HARBOR ON THE GENESEE



▲ *A RENAISSANCE OF COMMUNITY*

▲ A RENAISSANCE OF COMMUNITY THEME VISION

Rochester will experience a “Renaissance of Community”.

Rochester’s downtown will be redeveloped and perceived as the region’s “Center City” and will include an exciting mix of housing, retail, services, cultural venues, entertainment and “night-life”. Our “Center City” will be recognized as safe, vital and exciting. It will be connected to surrounding neighborhoods and districts through enhanced design relationships, pedestrian access and transportation linkages. Our citizens and visitors will recognize and celebrate our “Center City” as the economic and cultural core of our region.

Rochester’s neighborhoods will be vital, identifiable and inter-dependent and will provide affordable, attractive and economically viable housing and commercial goods and services for people of all ages, races and income levels and for families of all sizes. Our neighborhoods will incorporate the best elements of “urban” as well as “village” lifestyles. Our neighborhoods will provide a variety of housing choices in mixed-income areas including owner-occupied single-family homes as well as rental units and multi-family dwellings. Rochester’s housing stock will exceed standards for safe, sanitary and decent housing and will enhance and encourage additional investment in housing, businesses and in our neighborhoods. Our residential areas will honor historic preservation and will proudly display the many unique and beautiful historic homes and buildings that are part of our city.

Rochester’s arts and cultural events, activities and institutions will help to make our city world-class and will be central to its life and growth. Our arts and cultural resources will create economic opportunities and will act as powerful agents for social change in our city. They will help to connect us to our past and lead us into our future. Inspiring, uniting, healing and educating, arts and culture will help to transform our interactions, broaden our perspectives and bridge the gap between diverse groups of people, bringing us together as a multi-cultural community.

▲ A RENAISSANCE OF COMMUNITY

THEME DATA

▲ Using Our Land

Rochester is the third largest city in New York State and is at the center of a larger metropolitan region which includes Monroe County and the counties of Wayne, Ontario, Livingston, Orleans and Genesee. Our city is located on the southern shore of Lake Ontario, between Buffalo and Syracuse. The Genesee River flows northward through the center of the city to the lake. The New York State Erie Canal (Barge Canal) runs along the southern edge of the city, in a general east-west direction. Our city is connected to the New York State Thruway (I-90) by Interstate Routes 390 and 490. Rochester covers almost 37 square miles and contains about 22 miles of waterfront along Lake Ontario, the Genesee River and the Erie Canal. Our city includes approximately 68,000 properties.

Land use by acreage is summarized in the chart below. In terms of overall acreage by land use category in 1964, approximately 33% of our land was in residential use; 5% was in commercial use; 9% was in industrial use; 14% was used for utilities or other public and semi-public uses; 9% was used for parkland; 16% was used for streets; and, 8% was vacant. In 1998, approximately 33% of our land was still in residential use; 9% was in commercial use, which is almost twice as much as in 1964; 7% was in industrial use; 15% was in public or community service use; almost 10% was in recreational, park, wild and forested land use; 6% of our land was vacant; and, 20% was categorized as "other" which includes the river, public rights-of-way, etc.

	<u>1964 ACREAGE</u>		<u>1998 ACREAGE</u>
RESIDENTIAL	33.4%	RESIDENTIAL	32.6%
COMMERCIAL	4.8%	COMMERCIAL	9.4%
INDUSTRIAL	8.7%	INDUSTRIAL	7.1%
PUBLIC UTILITY	4.8%	PUBLIC SERVICE	7.1%
PUBLIC AND SEMI-PUBLIC	9.4%	COMMUNITY SERVICE	8.1%
PARKLAND	9.4%	RECREATIONAL	7.4%
STREETS	15.6%	WILD, FORESTED LAND	2.2%
VACANT	8.4%	VACANT	6.0%
AIRPORT	3.3%	OTHER	<u>20.0%</u>
RIVER	<u>2.2%</u>		
TOTAL	100%		100%

Rochester is an older, established community. Development or construction activity within our city has remained relatively constant in recent years. Building permit activity for the years 1993-1996 indicate that the value of construction permits issued in our city averaged approximately \$116.78 million. The

number of building permits issued in our city during this time period averaged approximately 2,564. Residential building permits more than doubled between 1993 - 1996 while non-residential building permits increased only slightly.

Rochester's last comprehensive land use plan was completed and adopted in 1964. Since then, at least 16 substantive amendments to the plan have been enacted (along with many more minor amendments). These amendments have included a number of urban renewal plans (several of which have been implemented), at least five plans dealing with the Genesee River or segments of our waterfront, and a number of functional plans related to transportation, the central business district (downtown), new recreational facilities and industrial development. Although each amendment has been important in its own right, when taken together, they do not reflect a single, cohesive city-wide land use policy or plan.

Rochester's Municipal Zoning Ordinance is the principal means by which land use and development activity within our city is regulated or controlled. The last major revision to our Zoning Ordinance occurred in 1975, although it too has been updated on a limited basis since then. However, despite these updates, the code still consists of over 500 pages that define and describe more than 50 separate zoning classifications. It is difficult to understand and administer, and even harder to maintain in a relevant, up-to-date form. A more simplified and "user-friendly" ordinance would be preferred.

Additional significant land use and development issues currently facing our city relate to demographic shifts, the older, established nature of our community and the competing needs of various land uses within our city. These issues include:

- older, obsolete city buildings that can no longer be used for their intended and legal zoning use;
- changing population patterns and housing needs that must be addressed on a city-wide and community-wide basis;
- the large number of vacant buildings in our city that has remained relatively constant over the past few years;
- the imbalance between the amount of convenient parking needed and the actual supply and location of parking that can be provided;
- the sometimes excessive amount of parking required by our city's zoning code for some types of land uses in some situations;
- the sometimes inequitable distribution of certain types of land uses throughout our city as well as the suburbs that cause impacts that should be shared more fairly;
- the need to base development decisions on the needs of our citizens as human beings

- rather than on the perceived needs of the automobile;
- ❑ more effective identification, recognition and preservation of our historic and cultural sites and buildings;
- ❑ the need to promote owner-occupied properties over non-owner occupied properties because they are typically better cared for and are a greater fundamental asset to our city; and,
- ❑ the development of more urban open space amenities and the need to more adequately address the needs of the small business community as the largest employer in our area.

▲ Housing Our Citizens

The condition of Rochester's housing stock is a critical factor in the overall health of our city and in our citizens' fundamental quality of life. There are approximately 101,000 housing units in Rochester. Of that number, about two-thirds are single-family or two-family units, while the remaining one-third are in multiple unit structures (3 or more units). Approximately 56% of occupied housing units in our city are renter-occupied while 44% are owner-occupied. Our city has a predominantly aging housing stock - over 50% of our housing units were built before 1940. Approximately 6,600 housing units in our city are currently substandard (do not meet code).

The change in the number of housing units in our city and in Monroe County that has occurred over the past thirty years parallels the change in population between the city and the county during the same period. There has been a continuing decline in the number of housing units in our city and an increase in the number of units in the suburban towns. Between 1960 and 1990, the total number of housing units in Monroe County (including the City of Rochester) increased by 54%. During that same time period, however, the number of housing units in the suburban towns within the county increased by 136% while housing units in our city declined by almost 6%.

According to the 1990 Census, around 5% of all housing units in the county were vacant. Our city had a higher vacancy rate, with 7.5% of the units unoccupied. The housing vacancy rate in the suburbs was 3.3%, which is very low (5% is considered normal in order to accommodate mobility in the housing market). Vacant housing can have a blighting influence on surrounding properties and on neighborhoods in general if they remain so for an extended period of time or are not properly maintained.

Home sales in Rochester totaled just over 1,420 units in 1995, as compared to over 4,860 units sold within the suburban towns during the same time period. Annual homes sales in our city during the 10-year period from 1986 through 1995 declined 47% from 2,656 units in 1986 to 1,421 in 1995. The average price of a home sold in Rochester in 1995 was \$57,000 versus \$100,600 for the suburban towns.

The majority of affordable housing in Monroe County is located in our city. Although there are considerable differences among housing values within our city (ranging anywhere from \$37,000 to over \$130,000), the median assessed value of a single-family home has continued to decline over the years. In 1990, this value was \$65,200. In 1996, the median value had dropped to \$57,900. Rochester has a far higher concentration of low-rent housing units and a higher proportion of affordable homes for purchase than its surrounding suburbs.

However, providing affordable housing that is safe and decent to our low and very low-income citizens is becoming more difficult without substantial rental subsidy assistance. Yet sources of funding for such assistance have become extremely limited in recent years. As public sources of assistance are reduced in the coming years, the lack of affordable housing may rise to crisis proportions in our city if not addressed.

Despite this general affordability, our city lacks housing choices. Since housing efforts tend to focus on affordable housing, our city offers very little in the way of market rate housing incentives. Our city is, therefore, failing to attract and retain middle and upper-income families and is, consequently, losing its middle-class tax base. The average family income within our city has lost ground when compared to county-wide averages. Middle-class flight to the suburbs has contributed to these statistics. Without a sufficient and stable tax base, our city's resources are limited and must be stretched to beyond capacity. Expanding our city's middle-class tax base through market-rate housing incentives could help relieve this situation.

Finally, there is insufficient data and information regarding housing discrimination against citizens protected by the Fair Housing and Lending Laws. Without this information, it is difficult to assess the magnitude of the housing discrimination problem and fair lending issues in our city and to devise appropriate strategies for addressing the housing needs of those groups. In addition, with no testing or monitoring program, our city cannot adequately enforce existing Fair Housing and Lending Laws.

▲ Providing Parks, Recreation And Open Space For Our Citizens

Rochester has an extensive parks system that provides our citizens with many unique recreational facilities, programs and opportunities available throughout the year. Many of our parks have beautiful scenic views along Lake Ontario, the Genesee River and the Erie Canal and take full advantage of these unique waterfront resources.

Rochester's parks system includes over 3,500 acres and 137 different facilities. Of these, 131 are maintained by the city (1,076 acres), 5 are maintained by Monroe County (2,340 acres) and 1, Camp Eastman, is maintained by the Town of Irondequoit (85 acres). Our parks system also includes 130 recreational buildings, 15 swimming pools, 3 eighteen-hole golf courses, 4 artificial ice-rink facilities, 44 ball fields, 50 tennis courts, 48 playgrounds with apparatus, 56 outdoor basketball courts, 2 bathing beaches and a canoe/rowing facility.

Major parks within the system include Seneca Park and the Seneca Park Zoo (297 acres), Ontario Beach Park (39 acres), Durand-Eastman Park (965 acres), Maplewood Park (14 acres), Genesee Valley Park (800 acres), Cobbs Hill Park (62 acres), Turning Point Park (100 acres) and Lower Falls Park (3 acres). Facilities or activities available within these venues include swimming at a natural sand beach, canoeing, hiking, biking, cross-country skiing, picnicking and picnic shelters, recreational trails, ice skating, a performance pavilion, scenic views and vistas of the river gorge, botanical collections, golf courses, a zoo, playgrounds, ball fields, a riding stable, tennis courts, a rose garden and fishing.

Rochester's parks system has a rich legacy. Prior to the creation of the City Parks Department and the Parks Commission, our citizens enjoyed many outdoor public squares in the city or strolled through Mount Hope Cemetery (established in 1838). The city's formal parks system originated in 1888 with the donation

of twenty acres of land to the city from Ellwanger and Barry's Mount Hope Nursery. That first park is now part of Highland Park which has become the home of the nationally known Lilac Festival and is a significant contributor to the city's identification and reputation as the "Flower City". Over the years, other park lands were purchased by or dedicated to the city. Many were designed by the noted landscape architect Frederick Law Olmstead. During the 1920's George Eastman donated a vast amount of land to the city which would eventually become Durand-Eastman Park, along the shoreline of Lake Ontario. The city and Monroe County entered into a city-county parks agreement in 1961 which transferred maintenance and operational responsibilities for many large city parks to the county.

Open spaces within our city, which include the parkland described above as well as street malls, cemeteries, environmentally sensitive areas and undeveloped land, total approximately 248 sites and 4,235 acres (approximately 20% of the total acreage in the city). These sites range in size from less than one acre to over 900 acres. Of all categories of open space within our city, approximately 2,660 acres or 63% is classified as parkland. Rochester exceeds the New York State Comprehensive Outdoor Recreation Plan (SCORP) standards for the amount of urban recreational lands (acres) available per 1,000 people. Several major linkages between the parks or open space areas in our city that would connect these resources with neighborhoods into a more unified system do not currently exist.

Our city's parks system and recreational programs have not always been designed or operated with the needs of our citizens in mind. These "customers" of the system include a diverse population of city, county and regional residents, visitors and tourists, of different ages and from a variety of cultural perspectives. They have needs for active and passive recreation and, in many cases, special recreational needs. Some of these customers are satisfied with their relationship to the system, some are under served and some are unaware of the opportunities available. Customers should also have easy and equitable access to the parks and recreation system and, as much as possible, should be able to safely move among components of the system without disengaging from their recreational experience. This is not always the case with the current system. Finally, our parks and recreation system is a tremendous city asset and resource that needs to be promoted and marketed in a way that can truly extract all of its benefits and can better position the system within the overall community's priorities.

▲ Celebrating Our Arts And Culture

Rochester's arts and cultural industry is an important community asset or resource that produces significant economic benefits for our city and the surrounding region. In 1992, the arts and cultural industry in Rochester and Monroe County provided over 4,100 jobs, along with approximately \$94.1 million in local personal revenue, \$3.5 million in local government revenue and \$4.7 million in state government revenue. There are currently over 130 arts and cultural organizations in our city. Most governmental funding and support for our arts and cultural industry, however, comes from Monroe County. Citizen support for our arts and cultural resources is strong. Over 2,270 of our citizens support these resources and facilities annually, through vast amounts of volunteer hours, effort and work.

Rochester includes a wide variety of arts and cultural resources, activities and attractions. Our city is home to several premier museums including the George Eastman International House of Photography, the Strong Museum, the Memorial Art Gallery, the Susan B. Anthony House, the Urban Cultural Park

Interpretive Center at High Falls, the Rochester Museum and Science Center and the Strasenburgh Planetarium.

For a city its size, Rochester is one of the greatest centers for music in America. Our city is home to the Eastman School of Music and the Eastman Theater, the Rochester Philharmonic Orchestra and the Hochstein Music School. Rochester also has over 17 major dance and music companies and contains over 10 major theatrical sites or venues. Our city has many local and regional festivals and celebrations that draw tens of thousands of people each year. These include the Corn Hill Arts Festival (200,000 people) where local arts and crafts are displayed and sold, the Park Avenue Festival (200,000 people), the Summer Art Festival and Clothesline Art Festival where local artisans display their wares and the Lilac Festival (400,000 people) which celebrates Rochester's signature flower, the lilac.

Our city and county have many resident artists. There are over 670 artist positions in the Greater Rochester Area and almost 65% of these artists own property in Rochester or Monroe County. In addition, over half of the artists that live in our county spend more than 60% of their arts-related expenditures in Rochester. However, our city needs to do more to attract artists to live and work in the community. Unique and recognizable artists' neighborhoods where they can live and work and help provide a variety of cultural benefits are almost non-existent in Rochester.

□ Campaign Nine: ▲ Vital Urban Villages

Campaign Nine promotes Rochester as a city of vital urban villages. The phrase “urban village” is a metaphor for describing the life-style or “feel” we want from our city. It expresses our desire to have a place of repose as well as a place of activity - to have diversity, choice and independence along with homeliness and intimacy. The concept calls for a city with the best of both environments: the great diversity of the urban city and the familiarity of the rural village - a city of interesting contradictions.

The character of an “urban village” would be a place where people can “bump” into each other and can “mix and meet” freely. It would be a place where neighbors can converse with each other from their front yard porches, where children flourish and where people feel safe. It would include a lifestyle where the little personal comforts and necessities that make life more interesting and enjoyable are evident everywhere. The village would be a place where buildings “fit in” and are good neighbors; where the old and new are woven together into interesting tapestries; where getting around is a “delight”; and, where public spaces are frequent and are filled with public art, activity and information.

In terms of specific land uses, an “urban village” might contain a more densely developed mixed-use core that is relatively centrally located on a major transportation corridor and is surrounded by residential development that offers a variety of high-quality housing choices and open space areas. The look or feel of the village would be developed through control of design elements such as pedestrian-oriented, human-scaled and tree-lined streetscapes, landscaped village-type centers with mixed-use, multi-story buildings (commercial uses on street levels and residential uses above), public open spaces and amenities and easy access to enhanced public transit. Design elements for residential areas would include intimate, pedestrian-scaled streetscapes, easily accessible public open spaces and mixed housing types with front porches to encourage neighborhood interaction. Village centers could include neighborhood commercial areas as well as civic and municipal buildings such as a post office, library, medical center and community center.

Rochester has a rich tapestry of culturally and economically diverse neighborhoods. Some of these neighborhoods already include many of the critical elements that would make up an urban village. Our city can build on these assets and characteristics to create interesting, unique and vital urban neighborhoods that attract new residents, provide a high quality of life for our citizens and capture the best elements of both urban and village lifestyles. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) Increase the percentage of home-ownership in our city.**
 - (2) Reduce the concentrations of poverty, both in individual neighborhoods and in our city as a whole.**
 - (3) Increase the value of residential and commercial property in our city in constant dollars.**
 - (4) Reduce the number of vacant commercial and residential structures in our city.**
-



☐ Campaign Nine: ▲ Vital Urban Villages

Policy: (9) It is the policy of our city to support a system of unique, vital, inter-connected urban neighborhoods which provide a variety of housing choice, accessible goods and services in a village-like setting, pedestrian-friendly environments, appropriate transit and parking facilities and access to park, recreation, environmental and cultural amenities.

- ▲ Goals:
- (A) Create appropriate and affordable housing choices/opportunities for all citizens through a housing system that promotes and supports new construction and rehabilitation, is responsive to market opportunities and encourages owner occupancy and affordable units for all incomes.
 - (B) Reduce the impacts of the concentrations of poverty in our community by encouraging economic diversity, appropriate neighborhood design and planning and expanded economic opportunity.
 - (C) Encourage strong, stable and vital neighborhoods that retain their unique characteristics, are supported by appropriate community resources, services and amenities in mixed-use, village-like core areas serving nearby residential neighborhoods, provide essential goods and services and help create a high quality of life for every citizen.
 - (D) Support programs, facilities and events in our neighborhoods and village centers where citizens celebrate the positive aspects of city living as well as communicate and collaborate on issues important to our community's future.
 - (E) Ensure adequate parking resources or facilities that balance the protection of neighborhoods and residences with the need to sustain the economic viability and vitality of commercial areas.
 - (F) Develop a pedestrian circulation system that provides maximum accessibility to nearby goods and services, our parks, recreation and open space areas and other community amenities.
 - (G) Promote the creation of a safe, reliable and aesthetically pleasing transportation system that facilitates the movement of people and goods throughout our community, connects neighborhoods and village core areas, while discouraging single-occupancy vehicle trips.
 - (H) Support a land use development pattern in our city that balances reasonable property use rights with our community's expectation of protection from negative impacts generated by nearby uses or activities.

- ▲ Strategies:
- (A) (1) Review existing city ordinances and identify and promote local rules or laws that enhance fair housing practices.
(2) Increase the availability of both market rate and affordable housing in a variety of styles and types throughout our city.
 - (B) (1) Encourage mixed-income housing development and mixed-income neighborhoods in our city.
(2) Encourage "urban homesteading", long term owner-occupancy and continued property maintenance through targeted rehabilitation programs and tax incentives.
(3) Increase affordable housing options for low income persons throughout the region.
 - (C) (1) Update the city's zoning code to support or maintain land uses that are appropriate to certain neighborhoods and are important to the retention of neighborhood character and long term viability.
(2) Enforce our city's Housing Code and emphasize the use of quality construction, consistent materials and designs in character with the surrounding community.
(3) Implement traffic calming techniques (such as speed humps and neighborhood speed monitoring) to reduce traffic impacts on neighborhoods.
(4) Undertake research or studies on the current and future potential viability of neighborhood commercial areas.
 - (D) (1) Encourage neighborhood-based centers or committees that would take the lead in coordinating human service programs and activities in line with neighborhood priorities.
(2) Utilize neighborhood-based alliances to better inform the citizens of our city about the availability of arts and cultural resources and opportunities to use those resources.
 - (E) (1) Develop zoning techniques or mechanisms to reduce parking requirements in higher-density neighborhoods that have a high degree of transit and pedestrian accessibility.
 - (F) (1) Encourage pedestrian-friendly and transit-friendly design of properties in areas where it is appropriate. Investigate pedestrian connections and transit improvements before resorting to the provision of additional parking as a part of site design and land development.
(2) Continue implementation of the Hazardous Sidewalk Repair Program.
 - (G) (1) Nurture the ability to live in our city without an automobile and still enjoy a high quality of life relative to access to employment, health care, shopping, entertainment and recreation.
(2) Improve the accessibility to our transportation system for those with special needs.
 - (H) (1) Update the city zoning ordinance to include performance criteria/regulations and separation/buffering guidelines that will minimize or prevent significant negative impacts between adjoining or nearby land uses and activities.

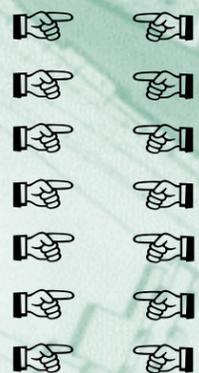
VITAL URBAN VILLAGES

WHAT DOES “URBAN VILLAGE” MEAN?

The phrase “Urban Village” is a metaphor for describing the “feel” we want from our city. The phrase sums up our co-existing desires to have quiet, tree-lined streets and quick access to the global market - to have a place of repose as well as a place of activity - to have diversity, choice and independence along with homeliness and intimacy. As a planning concept, it calls for the creation of a city with the best of both environments: the great diversity of the urban city and the familiarity of the rural village - a city of interesting contradictions or contrary sensations. The phrase conjures up two different forms of settlement or environment and sets them against each other:

URBAN

Hustle-bustle
Possibilities
Large
Skyscraper
Anonymous
Strangers
Artificial



VILLAGE

Tranquility
Limits
Small
Cottage
Familiar
Kindred
Natural

AN URBAN VILLAGE IS A PLACE WHERE:

- people can “bump” into each other & can “mix and meet”
- people “know where they are”
- children flourish and people feel safe
- the little personal comforts and necessities that make life more enjoyable are evident everywhere
- buildings “fit in” and are good neighbors
- old & new are woven together into interesting tapestries
- getting around is a delight
- public spaces are personalized with art

An Urban Village is NOT a place of expensive design, forced density, heavy rail and massive government projects

VITAL URBAN VILLAGES:

CONCEPT:

The urban village strategy for Rochester represents a new public policy direction to address various goals and strategies developed within the Comprehensive Plan. As a renewed process of neighborhood development, the urban village strategy will help to create identifiable, vital neighborhoods that are pedestrian oriented, economically diverse & environmentally sensitive to the various needs of its residents. While a process for urban density growth itself, the urban village strategy attacks the shortcomings of current urban growth policy (ie: sprawl, random over-commercialized strips, high vacancy rates and perpetual catering to automobiles). Additionally, the urban village strategy presents opportunities for improving the physical planning related to health/social institutions and school reform (ie: neighborhood based schools, health clinics and integrated senior citizen/child care centers).

KEY ELEMENTS OF AN URBAN VILLAGE:

1. The urban village has a core and an edge. The core consists of a community focal point with high intensity, mixed-use commercial and civic development (ie: school, NET office, library, post office...etc) and landscaping. The area outside the core consists of higher density residential development and the edge consists of lower density residential development.
2. The optimal size of an urban village core is a quarter mile radius from the center focal point with all services and amenities being pedestrian oriented and highly accessible. The entire urban village boundary is scaled according to population, geographic & infrastructure barriers, economic development zones, proximity to adjacent urban village cores and historic preservation districts. The residential areas that exist outside of urban villages “proper” are lower density and have associated public services from the closest urban village core.
3. The urban village consists of mixed use/high density development¹ with commercial structures placed along major thoroughfares extending out of the village core and provide vitality and a balanced mix of dwellings, shops, offices, schools, places of worship and recreational centers in an arrangement based on coordinated planning rather than random development.
4. The urban village contains a network of interconnecting landscaped pedestrian “human scale” streetscapes¹ and boulevards that cater more to pedestrians and mass transit than to the private automobile.
5. The urban village includes a sense of placeness and spatial identity¹ through consistent architectural style, signage & materials with the intent to preserve the history and/or context of a certain locale.
6. The urban village strategy gives priority to a higher ratio of public space, parks & open green space appropriately located throughout the village.
7. The urban village has appropriate circulation and parking¹ strategies as well as a regional transit link with an intermodal station located in or near the village core.

1. Design standards for these elements are outlined on the following page.



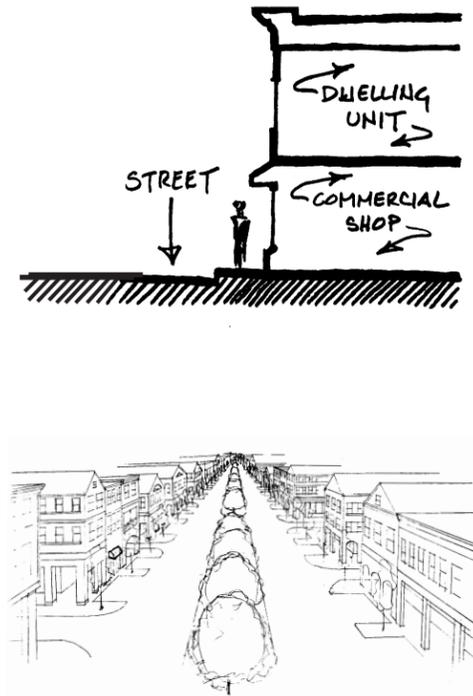
General Criteria for Selecting Urban Village Location:

- Existing viable neighborhood commercial districts
- Existing economic development zones
- Access to major existing/proposed transit systems (ie: light rail)
- Existing “Neighbors Building Neighborhoods” sectors (1-10)
- Existing public school & library locations
- Existing development patterns (including high vacancy concentrations)
- Existing Neighborhood Empowerment Team (NET) areas & offices
- Existing utilities/transportation infrastructure
- Proximity to other urban villages, corridors & secondary areas
- Proximity to developed areas outside the city limits
- Proximity to existing waterways, parks & open space
- High density residential complexes (areas)

GENERAL URBAN VILLAGE DESIGN STANDARDS

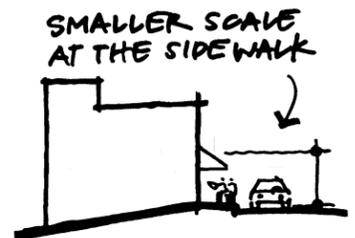
1. Mixed Use/High Density Development:

- In urban village cores, place residential units over first story shops with primary access from the street for both.
- Rehabilitate or replace as necessary, condemned and/or vacant structures with two story mixed use buildings in urban village cores.
- Maintain an appropriate urban housing density within urban villages. The closer to the center of the village, the more dense the housing should be.
- Maintain the ideal size (1/4 mile radius) for the urban village cores.
- Include light commercial land uses and avoid industrial and /or heavy manufacturing land uses in urban villages.



2. Pedestrian "Human Scale" Streetscapes:

- In urban village cores, maintain a zero setback and primary pedestrian access from public street sidewalks to protect the "street wall".
- Provide public sidewalks at a minimum of 5' wide in residential areas and a minimum of 8' wide in urban village (mixed use) cores.
- Provide public amenities for pedestrians including but not limited to benches, trash receptacles, bike racks, water fountains, well marked crossings and signage.
- Provide sufficient lighting and a substantial tree canopy on all streets.
- Build houses relatively close to the street (max. 20' front setback) and provide front porches into the setback.



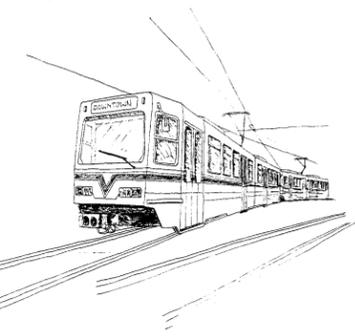
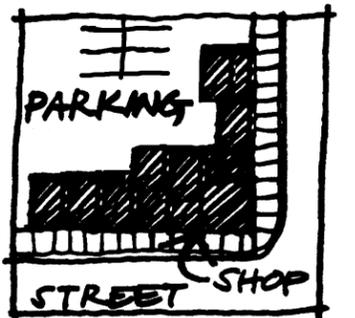
3. Placeness and Spatial Identity:

- Develop urban village cores as major focal points with open space, landscaping and community landmarks.
- Create aesthetically desirable and automobile prohibited public gathering spaces in urban village cores that encourage street performances and neighborhood festivals.
- Maintain consistent architectural style, signage and materials in urban village cores.
- Use enhanced materials and textures for paved surfaces (ie: brick pavers, cobble stone..etc), as identifiers for urban village cores.



4. Circulation and Parking:

- Provide safe and easy access for pedestrians throughout the urban village.
- In urban village cores, designate areas where the use of automobiles is restricted or prohibited.
- Utilize commercial structures as barriers to separate parking lots from streetscapes.
- Where automobiles are allowed in urban village cores, promote on-street parking.
- Provide infrastructure and streetscape amenities to facilitate increased use of enhanced public transit such as buses, E-Z Rider and light rail.



URBAN VILLAGE CONCEPT PLAN:

URBAN VILLAGE CORE:
 The Urban Village Core is the center of business and community gathering for the Urban Village. It consists of high density commercial, civic and residential development. The core is landscaped and has a consistent architectural style. The ideal size of the core is a quarter mile radius from the center focal point.

A NETWORK OF PEDESTRIAN ORIENTED RIGHT-OF-WAYS:
 The Urban Village has a highly accessible network of interconnecting landscaped streets and boulevards that cater more to pedestrians and mass transit than to the private automobile. Surfaces materials and colors are architecturally stylized to create a village atmosphere.

NEIGHBORHOOD BASED SCHOOL:
 Each Urban Village should have a neighborhood based school that also functions as a community gathering space after school hours. For Urban Villages that do not have separate community centers for senior and youth activity programming, such activities would be held at the neighborhood schools.

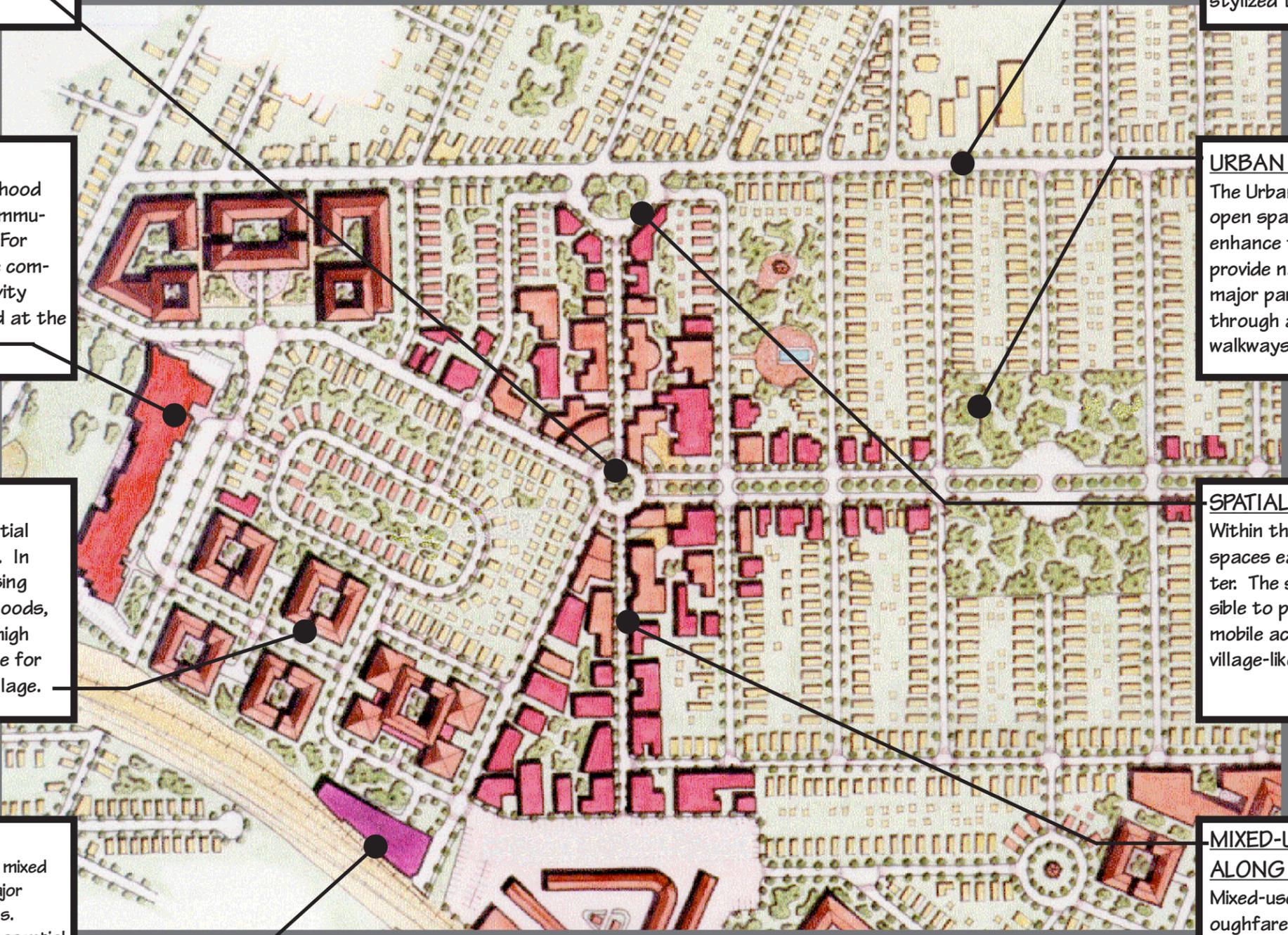
URBAN FORESTS:
 The Urban Village has a generous amount of open space parks, vegetation and landscaping to enhance the natural environment as well as provide natural areas for recreational use. The major parks and open spaces are connected through a network of accessible pedestrian walkways, trails and bicycle paths.

HIGH DENSITY RESIDENTIAL DEV.:
 The Urban Village has high density residential development adjacent to the center core. In addition to higher density single unit housing typically found throughout city neighborhoods, multiple dwelling unit clusters and larger high density housing complexes are appropriate for the residential component of an Urban Village.

SPATIAL IDENTITY:
 Within the Urban Village are local gathering spaces each with their own identity and character. The spaces are landscaped and highly accessible to pedestrians. And in certain cases automobile access may be prohibited to enhance the village-like atmosphere.

LINK TO MASS TRANSIT SYSTEMS:
 The Urban Village is one high density "pod" of mixed use development among many pods along major mass transit corridors such as light rail or bus. Transit oriented development or "TOD" is an essential component of making the city-wide Urban Village strategy work. Because of their proximity & density, each Urban Village/TOD will increase ridership for mass transit systems.

MIXED-USE COMMERCIAL DEVELOPMENT ALONG MAJOR THOROUGHFARES:
 Mixed-use areas will be placed along major thoroughfares extending out from the Urban Village core. Commercial development should be limited to these areas in order to reduce surplus and vacant commercial structures scattered throughout the city.



NOTE: CONCEPT PLAN FOR ILLUSTRATIVE PURPOSES ONLY

□ Campaign Ten:

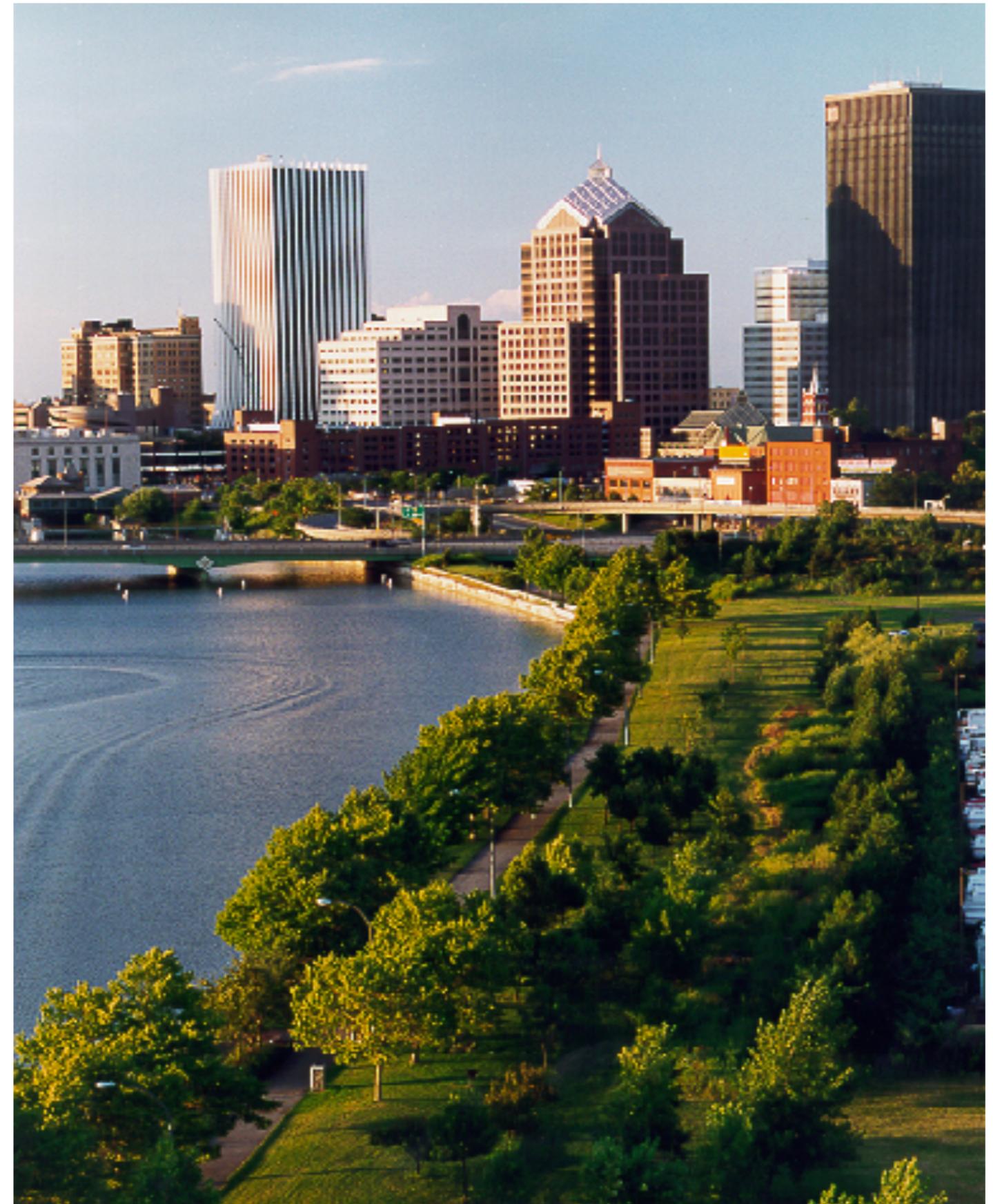
▲ Center City

Campaign Ten promotes Rochester's downtown as the region's "Center City". Our community's perception of and interaction with "downtown" needs to be expanded and enhanced. In the past, Rochester has developed its retail, night-life, office and entertainment hub within the geographically constrained area surrounded by the Inner Loop Expressway. Imagine this existing area combined with new development and surrounding assets, attractions and districts to become an exciting, vibrant regional center. This regional "hub" or "Center City" area would offer an exciting urban life-style that includes spectator sporting events, enhanced night-life venues, nationally recognized historic landmarks, a ninety year old city public market, museums, fashionable shopping districts and specialty retail areas, spectacular waterfront promenades and interesting, diverse urban neighborhood centers or "urban villages".

The term "Center City" refers to an expanded Rochester "downtown". In addition to including the all-too-familiar central business district within the Inner Loop as the "Center City Core", surrounding districts, venues and attractions outside of the Inner Loop will be included as well. These could include the High Falls Entertainment District, Susan B. Anthony Historic District, Corn Hill Historic District, Southwedge Neighborhood Commercial District, Upper Falls Residential District, Northeast Public Market District, East Main Commercial District and Park/Monroe/East Avenue Museum and Shopping District. Each of these districts (including the Core) will have enhanced and unique pedestrian-scaled urban streetscapes, urban parks and fountains, arts and cultural event venues and historic landmarks all supported by specific urban design guidelines. Collectively, these districts will work together to create a strong and marketable regional night-life, business, entertainment and residential "hub" identity. Rochester's "Center City" will be known regionally and perhaps nationally as THE place to live, work or visit and will mirror the lifestyles and amenities available in other highly-recognized urban downtowns. Our "Center City" will remain unique, however, in that it will combine Rochester's existing central business district with it's varied cultural amenities and institutions, entertainment venues, waterfront development and city neighborhoods into an exciting and diverse regional urban core. ▲

▲ *Our Indicators of Success (Benchmarks) 1999-2004*

- (1) Increase the number of residents living in our "Center City".*
 - (2) Increase the number of public festivals, celebrations, conventions and events held in our "Center City".*
 - (3) Increase the number of restaurants, retail shops and businesses located in our "Center City".*
-



□ Campaign Ten: ▲ Center City

Policy: (10) It is the policy of our city to pursue recognition and development of our downtown as the region's "Center City" to include an exciting mix of housing, specialty retail and services, restaurants, arts and cultural venues, entertainment and "night-life". We will also encourage the marketing and promotion, both regionally and nationally, of our "Center City" as the economic and cultural core of our region and its recognition by both citizens and visitors as being safe, vital and exciting.

- ▲ Goals:
- (A) Reduce the office and commercial (retail) vacancy rate within our "Center City" through appropriate actions that include the attraction of new tenants as well as the removal or conversion of unneeded space.
 - (B) Develop unique festivals, events, celebrations and venues within our "Center City" that help create and enhance its identity, draw businesses, residents and visitors and provide a strong "sense of place" and identity for our community.
 - (C) Encourage the development of an economically viable "Center City" (central business district and surrounding areas) that functions as the region's 24-hour activity center and is a safe and attractive environment for the cultural, night-life, business, arts and entertainment center of our region.
 - (D) Increase the number of people living in our "Center City" through affordable as well as market-rate housing development.
 - (E) Create a strong, competitive and marketable identity for our "Center City" that is locally, regionally and nationally recognized.
 - (F) Create a new functional boundary for what is now known as "downtown" that will be perceived, identified and marketed as the region's "Center City".
 - (G) Create physical connections and design relationships within our "Center City" that reduce the barrier represented by the Inner Loop and connect surrounding areas, neighborhoods and districts including the retail / office core, the festival riverfront areas, the High Falls entertainment district, the Erie Harbor on the Genesee waterfront, the West End and Susan B. Anthony District and the East End and South Wedge areas.
 - (H) Create a strong visual and aesthetic image for our "Center City" through articulated urban design and unique and inspiring architectural form.

- ▲ Strategies:
- (A) (1) Identify and promote adaptive re-use of properties within Center City.
(2) Develop programs to deal with blighted areas and replace them with appropriate development that enhance the Center City districts.
(3) Attract specialized high-tech industries to the West End Cascade Business District.
 - (B) (1) Encourage local businesses and not-for-profit agencies to host thematic or cultural festivals within the Center City districts.
(2) Create and/or enhance festivals and celebrations along the waterfront and in less known sites and buildings within Center City to expand public knowledge about and comfort with Center City.
 - (C) (1) Continue to support development of the East End Entertainment District and High Falls Entertainment District. Seek new businesses for these areas that are oriented towards developing in an urban context and are compatible with the existing themes of these districts.
(2) Develop a new Performing Arts Center within the Center City.
(3) Develop improved transit service centers within Center City.
 - (D) (1) Facilitate the development of market rate housing in Center City with development and home purchase incentives.
(2) Increase the visibility of downtown police patrol activities.
 - (E) (1) Work with the Greater Rochester Visitor's Association, Chamber of Commerce, and Rochester Downtown Development Corporation to define the new Center City boundary and develop a marketing campaign that promotes Center City's viability as an office, housing, retail and tourism venue.
 - (F) (1) Create a development authority or committee to guide and promote the development of Center City that can monitor development activities and prepare design guidelines.
(2) Work with Center City neighborhood, business and sector leaders to create a unified Center City identity and vision.
 - (G) (1) Create safe and easy pedestrian access between and within Center City districts using well illuminated sidewalks, pedestrian bridges, skyways and waterfront promenades.
(2) Create pedestrian oriented, human-scale streetscapes in all Center City districts and neighborhoods, particularly to and from key parking and transit locations.
(3) Consider narrowing, raising to grade and decking over portions of the Inner Loop as part of future rehabilitation projects.
 - (H) (1) Incorporate techniques in the city's new zoning code to ensure development enhances the unique character of the Center City districts.

ROCHESTER'S CENTER CITY



THE ROCHESTER REGION'S NEW "CENTER CITY"

CONCEPT:

The boundary of Rochester's perceived "downtown" will be expanded to define our new "Center City". The dotted line represents one conceptual boundary for Rochester's Center City which would be marketed as an area of dynamic and heightened urban living. In addition to becoming Rochester's central hub of exciting night-life and mixed use land development, the city's most unique and diverse environment will be developed in this area - (ie: the "Manhattan" of Rochester). Streetscape amenities such as street lamps, kiosks, benches, bicycle racks, planters, signage, trash receptacles, sidewalk and paving surfaces within Center City will be "super-standard" and will have consistent design standards based on the areas or districts that they are in. Agencies having interests in the development and preservation of Center City should work together in close collaboration to form one unified voice to ensure enhanced marketing strategies, consistent Center City design standards and a working relationship with project developers. The development of a "Center City Development & Preservation Authority" is one possible strategy to accomplish these objectives.

The Central Business District (or "Center City Core") will now be one element of the new "Center City". Other elements could include gateways, high density residential neighborhoods (Urban Village cores), commercial and historic districts..etc.

KEY ELEMENTS:

Districts:

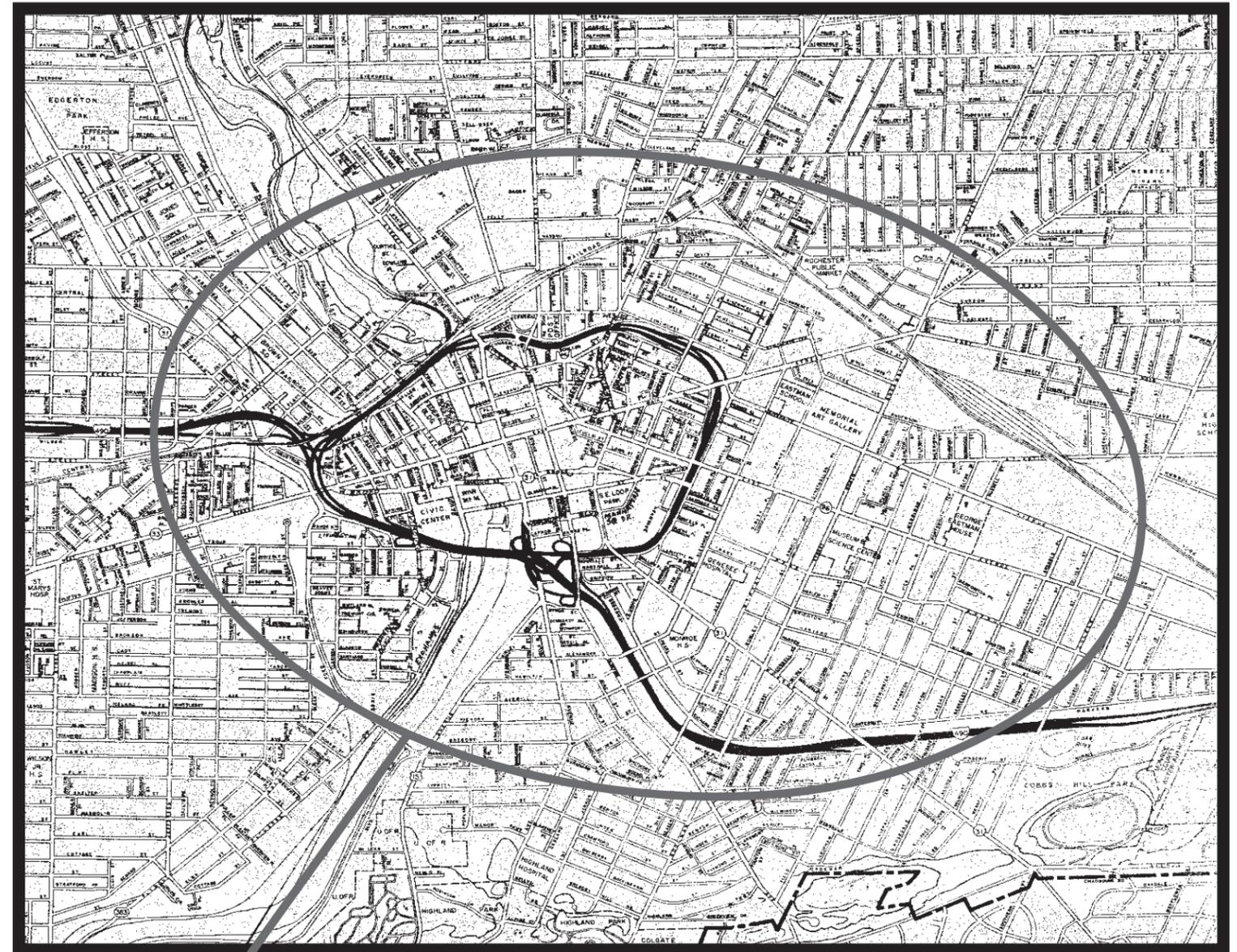
Areas within Rochester's Center City that have established or will establish a common theme such as entertainment, shopping, business centers, historic...etc., will be developed and marketed as district elements of our Center City. It is these districts that will draw many new residents, visitors and tourists to Rochester. Once established, each district will build on its unique assets and urban character, and will compliment the Center City Core with their own developed gateways.

Gateways:

Gateways will be developed (where appropriate) in each district as major access routes into the Center City Core. Such routes include streets, pedestrian ways and waterways. The aesthetic style and character of each gateway will be consistent with the district that it is in. Landscaping, stylized street lamps, alternative (architectural) street and sidewalk materials and signage, and building facades are key components for the development of these gateways.

Cores:

Rochester's new Center City's core is the existing Central Business District within the Inner Loop. It is the most dense and dynamic area within Center City. Additional cores include the high density Urban Village cores that surround Center City. These Center City Urban Villages are different from and more unique than the other Urban Villages in the city.



"CENTER CITY" conceptual area

ROCHESTER'S NEW "CENTER CITY"

Examples of Districts, Gateways and Cores

High Falls Entertainment District:

- Develop Lake Avenue gateway
- Develop St. Paul Street gateway
- Develop Lyell Avenue gateway
- Enhance Center City: High Falls
- Develop "Lake & Lyell" Urban Village core
- Enhance Frontier Field stadium area

Upper Falls Residential District:

- Develop N. Clinton Avenue gateway
- Develop North Street gateway
- Develop "Upper Falls Market" Urban Village core

Susan B. Anthony Historic District:

- Develop West Main Street gateway
- Enhance Susan B. Anthony House & historic area
- Create new & enhanced residential development

Northeast Public Market District:

- Develop North Union Street gateway
- Develop "Central Park" Urban Village core
- Enhance Public Market area

Corn Hill Historic District:

- Enhance Exchange Street gateway
- Enhance Plymouth Avenue gateway
- Create Center City: Erie Harbor on the Genesee
- Develop "Corn Hill" Urban Village core

Eastside Commercial District:

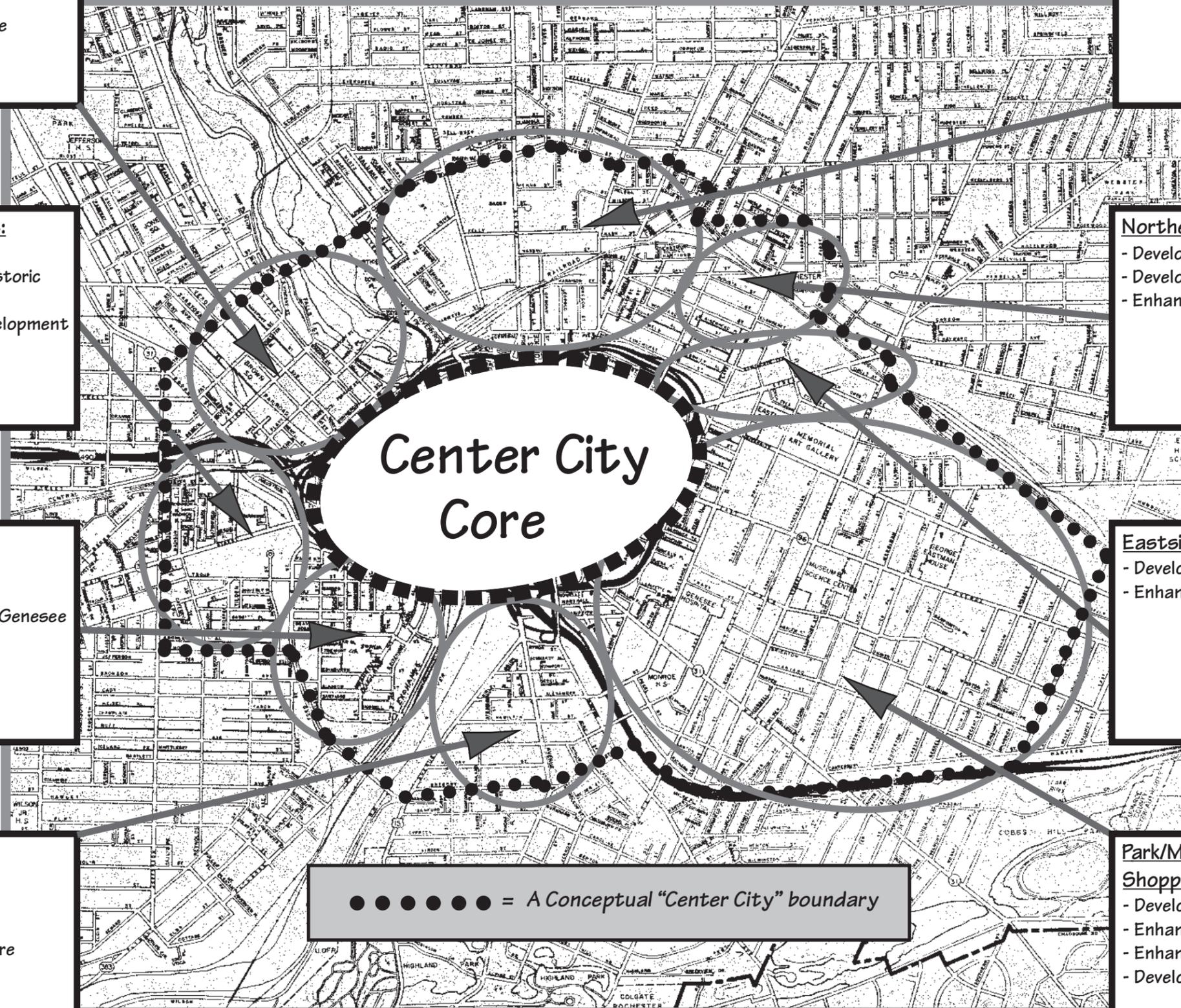
- Develop East Main Street gateway
- Enhance Village Gate area

Southwedge Commercial District:

- Develop Mt. Hope gateway
- Enhance South Avenue gateway
- Develop S. Clinton Avenue gateway
- Develop "Southwedge" Urban Village Core

Park/Monroe/East Avenue Museum & Shopping District:

- Develop University Avenue gateway
- Enhance East Avenue gateway
- Enhance Monroe Avenue gateway
- Develop "Park Avenue" Urban Village core



● ● ● ● ● ● = A Conceptual "Center City" boundary

ROCHESTER'S NEW "CENTER CITY" CORE

Examples of Development Objectives

ST. JOSEPH'S PARK AREA:

- Enhance N. Clinton Avenue Streetscape
- Enhance St. Joseph/Andrews Streetscapes
- Develop downtown north opportunity site for new office buildings

GROVE PLACE:

- Enhance Chestnut Streetscape
- Enhance Grove Place Streetscape

RIVER (north):

- Develop new Center City River Walkway
- Develop new programming for festivals at Genesee Crossroads Park
- Enhance State Street and St. Paul Street streetscapes

MIDTOWN:

- Increase street level shops on Main Street
- Redevelop Midtown Plaza as a unique entertainment/retail attraction "icon"
- Develop "SKYWAY" pedestrian links to west-end businesses and street level shops
- Enhance mass transit services to Midtown

WEST END:

- Enhance West End Streetscape and develop West End Cascade District as new high-tech entrepreneurial district and artist enclave
- Narrow Plymouth Avenue
- Enhance Main Street "contextual" link on either side of Plymouth Avenue

EAST END:

- Build new Hallman site market rate housing
- Build new Appellate Court
- Enhance East Avenue Streetscape
- Enhance East End Residential Streetscapes
- Modify Eastside Inner-Loop sections (covered or at grade)

MANHATTAN SQUARE AREA:

- Develop Park Avenue Pedestrian Way
- Narrow Broad Street (east)
- Construct Woodbury Boulevard Extension

RIVER (south):

- Re-develop Civic Center Parking/Plaza as new high-density residential and mixed-use area
- Re-develop Exchange Street Parking
- Develop new Exchange Street Marina
- Create open space (south of Lehigh Station)
- Develop new Center City River Walkway

WASHINGTON SQUARE:

- Implement Broad Street (east) pedestrian access and aesthetics study
- Enhance S. Clinton Avenue Streetscape
- Develop downtown opportunity sites for new office buildings
- Build new Blue Cross/Blue Shield office bldg.



□ Campaign Eleven:

▲ Arts and Culture

Campaign Eleven promotes Rochester as the region's center for arts and culture. Rochester's arts and cultural industry is an important community asset or resource that produces significant economic benefits for our city and surrounding region. Our community includes a wide variety of arts and cultural resources, activities and attractions. For a city its size, Rochester is also one of the greatest centers for music in America. Rochester is home to approximately 130 arts and cultural institutions that include the nationally renowned George Eastman International House of Photography, the Eastman School of Music, the Rochester Philharmonic Orchestra, the Strong Museum, the Susan B. Anthony House, the Garth Fagan Dance Company, the Rochester Museum and Science Center and the Strasenburgh Planetarium. Our city also has many local and regional festivals that draw tens of thousands of people each year. These include the Lilac Festival, the Corn Hill Arts Festival, the Park Avenue Festival and many other unique neighborhood events and celebrations. Citizen involvement in and support of our arts and cultural resources continues to be very strong. Over 2,200 citizens support these resources annually, through contributions and especially with vast amounts of volunteer hours, effort and work.

Our city's arts and cultural wealth brings citizens to our urban core and provides opportunities for residents and visitors alike to gather in particular places and identify, meet and speak to people who share the same interests. Making the most of our city's parks, public spaces and arts and cultural events and venues involves citizens with the community they live in. These public resources are essential to the long term vitality and economic health of our community as they bring people together to share activities, knowledge, interests and beliefs. Public spaces and events are the outdoor and indoor "rooms" of our city. They offer a multitude of choices that respond to a wide variety of interests and they feed the dynamics of neighborhood participation that nurture our city's spirit. ▲

▲ **Our Indicators of Success (Benchmarks) 1999-2004**

- (1) **Increase the number of arts and cultural events held in our city.**
 - (2) **Increase the number of our citizens who attend arts and cultural events.**
 - (3) **Increase the number of arts and cultural venues (indoor and outdoor) in our city.**
-



□ Campaign Eleven: ▲ Arts and Culture

Policy: (1 1) It is the policy of our city to support and promote arts and cultural events, activities and institutions in a way that establishes our city as a “world-class” cultural center, contributes to our community’s life, vitality and growth and promotes citizen and business partnerships in using those resources to create economic development and community pride.

- ▲ Goals:
- (A) Utilize our arts and cultural heritage and current assets as an economic development tool to create growth opportunities and a sense of community spirit and pride.
 - (B) Develop new and/or expanded venues for arts and cultural facilities, entertainment and activities throughout our city, including our diverse residential neighborhoods .
 - (C) Promote our community as the center for arts and cultural activity in our region.
 - (D) Encourage citizens to actively support and participate in our diverse arts and cultural activities, in a way that encourages more interactions and builds and strengthens our community.
 - (E) Encourage our arts and cultural institutions to be partners with each other in the development and enhancement of our city becoming the region’s arts and cultural center.
 - (F) Promote, enhance and protect our city’s historic, cultural and educational resources as unique assets that contribute to our city’s vitality and “sense of place”.

- ▲ Strategies:
- (A) (1) Utilize neighborhood-based alliances to better inform the citizens of our city about the availability of arts and cultural resources and opportunities to use those resources.
(2) Incorporate the use of arts and cultural resources and facilities into neighborhood stabilization projects.
(3) Promote our rich cultural and artistic heritage as part of a campaign to establish Rochester as a recognized “world-class” city.
 - (B) (1) Establish more public spaces that can function as venues for arts and cultural activities and events.
(2) Support the development of new performing arts facilities in our Center City.
 - (C) (1) Improve the awareness and access to our city’s cultural institutions and historic resources for our citizens and visitors.
(2) Develop incentives/programs to attract more artists to work within our city in support of our cultural resources and neighborhoods.
 - (D) (1) Develop and promote arts and cultural programs and activities for youth.
(2) Utilize neighborhood-based alliances to better inform the citizens of our city about the availability of arts and cultural resources and opportunities to use those resources.
 - (E) (1) Develop a comprehensive marketing plan to promote our city’s arts and cultural resources on a local, regional, national and international level.
(2) Encourage greater collaboration and coordination among arts and cultural organizations for both program and event activities.
(3) Encourage expanded partnerships between city departments and the Arts and Cultural Council.
 - (F) (1) Develop and maintain an up-to-date inventory of all historic properties and preservation areas in our city.
(2) Incorporate techniques such as overlay districts or performance standards in the city’s new zoning code to preserve the character of the areas in which our historic and cultural resources are located.

SUMMARY OF CAMPAIGN POLICIES, BENCHMARKS, POTENTIAL IMPLEMENTING AGENCIES AND FUNDING SOURCES(see page 92 for explanation of abbreviations)

Campaign Name	Policy	Benchmarks	Potential Implementation	Potential Funding
(1) Involved Citizens	... to engage the widest array of our citizens in the safety, upkeep and renewal of our neighborhoods and community ...	(1) Increase the number of volunteers participating in the NBN program. (2) Increase the number of our citizens who vote in elections. (3) Increase the number of participants in public events and activities. (4) Increase the number of registered members of neighborhood associations.	*ROCH-DCD *Neighborhood Groups *NBN Sectors	*ROCH-OB, CDBG
(2) Educational Excellence	... to support the highest quality educational and job-training opportunities for our citizens on a life-long basis ...	(1) Reduce the number of students who do not complete high school. (2) Increase the number of high school students who graduate in four years. (3) Increase the number of four-year-olds who attend certified pre-school. (4) Increase the number of students who meet state performance standards.	*ROCH-CSD	*ROCH-OB *Federal, State
(3) Health, Safety and Responsibility	... to support our citizens and families in leading healthy, safe, productive and self-determined lives ...	(1) Reduce the rate of violent crime and property crime in our city by 20%. (2) Reduce the number of chronic “quality of life” violations. (3) Increase the number of citizens who participate in PAC-TAC, etc.	*ROCH-POLICE, FIRE, DCD, DES	*ROCH-OB, CDBG
(4) Environmental Stewardship	... to maintain and enhance, through individual and collective efforts ... the overall quality of our environmental assets and resources ...	(1) Increase the number of street trees planted in our city. (2) Maintain a zero net loss of park land, urban forest, and open space areas. (3) Increase the number of waste sites that have been cleaned up. (4) Increase the average number of days that Ontario Beach Park is open. (5) Increase the amount of material that is recycled by our citizens.	*ROCH-DES, PRHS	*ROCH-OB,CDBG, CIP
(5) Regional Partnerships	... to promote the concept of Rochester as the economic, social, cultural, transportation and institutional center of our county and region ...	(1) Reduce the amount of vacant commercial and industrial space. (2) Increase the number of people moving into our city and county. (3) Reduce the number of families with school-aged children leaving our city. (4) Increase the number of joint city/county projects or activities.	*ROCH-EDD, DCD *MC-PEDD *Towns	*ROCH-OB,CDBG, CIP
(6) Economic Vitality	... to promote an environment in which businesses can develop and flourish; to develop a diverse local economy; ... to create a highly skilled workforce ...	(1) Increase the median household income for our citizens in constant dollars. (2) Reduce the unemployment rate. (3) Increase the percentage of workers employed in high-tech industries. (4) Increase the number of new business “start-ups” in our city.	*ROCH-EDD, DCD, REDCO *RCofC *COMDIA	*ROCH-OB,CDBG, CIP
(7) Quality Service	... to provide high quality services, programs, information and infrastructure ... that are efficient, accountable, build trust and reduce demand ...	(1) Reduce the number of complaints received regarding city services. (2) Reduce the length of time that city infrastructure is in need of repair. (3) Increase the number of permits issued within acceptable time frames. (4) Increase the positive perception of our citizens of city service delivery.	*ROCH-DCD, DES, PRHS	*ROCH-OB, CIP
(8) Tourism Destination	... to promote recognition of our city and region as a tourism destination that embraces ... “four season” attractions centered on our unique waterfront ...	(1) Increase the number of visitors (business and pleasure) to our city. (2) Increase the amount of hotel and sales tax revenue. (3) Increase the amount of square footage developed along our waterfronts (4) Increase the percentage of leisure travelers who make return visits.	*ROCH-DCD, DES, EDD *MC-PEDD *GRVA	*ROCH-OB,CDBG, CIP *Federal, State
(9) Vital Urban Villages	... to support a system of unique, vital, inter-connected urban neighborhoods which provide a variety of housing choices ... in a village-like setting ...	(1) Increase the percentage of home-ownership in our city. (2) Reduce the concentrations of poverty in our city. (3) Increase the value of residential and commercial property. (4) Reduce the number of vacant commercial and residential structures.	*ROCH-DCD, EDD	*ROCH-OB,CDBG, CIP *Federal, State
(10) Center City	... to pursue recognition and development of our downtown as the region’s “Center City” ... and ... as the economic and cultural core of our region ...	(1) Increase the number of residents living in our Center City. (2) Increase the number of public festivals, celebrations and conventions held. (3) Increase the number of restaurants, shops and businesses in Center City.	*ROCH-EDD, DCD, DES, PRHS *RDDC	*ROCH-OB,CDBG, CIP *Federal, State
(11) Arts and Culture	... to support and promote arts and cultural events, activities and institutions in a way that establishes our city as a “world-class” cultural center ...	(1) Increase the number of arts and cultural events held in our city. (2) Increase the number of our citizens who attend arts and cultural events. (3) Increase the number of arts and cultural venues (indoor and outdoor).	*ROCH-EDD, PRHS *ACC	*ROCH-OB,CDBG, CIP *Federal, State

▲ *OUR PLAN IMPLEMENTATION PROCESS*

▲ Our Plan Implementation Process

The future described in our plan cannot be achieved all at once. Our Comprehensive Plan is intended to be used as a policy document that provides future direction to the city. The plan makes basic policy choices and provides a flexible framework for adapting to real conditions over time. It is intended to be a living document, one that is continually reviewed, updated and modified to reflect and address emerging issues and trends. An effective plan must be flexible enough to succeed within a range of likely conditions and be adjusted as those conditions are monitored and evaluated, while maintaining a steady course to its ultimate goals. The plan itself consists of the campaigns, policies, goals, strategies and benchmarks that have been adopted by City Council. There is also a workbook (entitled "The Renaissance Plan Workbook") which includes additional potential strategies that have been proposed for upcoming years.

In order to achieve the goals laid out in the plan as well as to keep it current, the plan will be implemented based on two five (5) year cycles. The plan's strategies will be updated annually (in conjunction with passage of the city's budget and capital improvement program), a formal progress report based on a review of our benchmarks and progress made to date will be prepared bi-annually, and the entire plan will be revisited at the end of each five year cycle bringing us to 2010. The five year cycle is summarized in the following chart.

Each five year period consists of three slightly different cycles with Years 1 and 3 being similar, Years 2 and 4 being similar, and Year 5 consisting of a revisiting and update of the entire plan. Each year or cycle of the process begins on the date of the new city fiscal year. The 1999-2000 city fiscal year begins the first year of the five year cycle and will also be used to update the city's Zoning Ordinance, prepare the initial updates to the 10 "Neighbors Building Neighborhoods" (NBN) sector action plans and prepare an update to the city's Consolidated Plan, all based on the new Comprehensive Plan.

IMPLEMENTATION PROCESS SCHEDULE: FY 1999 - 2004					
YEAR	Update Strategies, City Budget and CIP	Assess Benchmarks	Update Comprehensive Plan	Update NBN Plans	Update Consolidated Plan
(1) 1999-00	X			X	X
(2) 2000-01	X	X			
(3) 2001-02	X				
(4) 2002-03	X	X		X	
(5) 2003-04	X		X (18 months)		

▲ APPENDICES

*COUNCIL MEMBERS,
COMMITTEE MEMBERS
AND STAFF*

Mayor's Stewardship Council

Mayor William A. Johnson, Jr. (Chair)
Lois J. Giess, Rochester City Council (Vice-Chair)

John D. Doyle, Monroe County Executive
Dr. Clifford Janey, Superintendent / Rochester City Schools
Elizabeth Wallace, City Planning Commission
Shirley Thompson, Sector 9 (NBN)
Dana Miller, Sector 4 (NBN)
Glenn Gardner, Sector 1 (NBN)
Betsy Harrison, Career Development Services
Thomas Jackson, President / University of Rochester
James Norman, Executive Director / Action For A Better Community, Inc.
Julio Vasquez, President / IBERO-American Action League, Inc.
Sandra Frankel, Supervisor / Town of Brighton
Bishop Matthew Clark, Diocese of Rochester
Reverend Gordon Webster, Greater Rochester Council of Churches
Arnold Klinsky, Vice-President and General Manager / WHEC-TV Channel 10
Margaret Sanchez, Sanchez and Associates

Carol Schwartz, Monroe County Sheriff's Department
Joseph Calabrese, President / United Way of Greater Rochester, Inc.
Germaine Knapp, Sojourner House
James S. Gleason, Chairman and CEO / Gleason Works
Tom Richards, Chairman/President/CEO / Rochester Gas and Electric Corporation
Leonard Redon, Vice President for Rochester Operations / Eastman Kodak Company
Kenneth Greene, President / Bruegger's Bagel Bakery
Ruby Lockhart, Owner / All Day Sunday
Mike Piehler, Owner and President / Piehler Pontiac Corp.
Jennifer Leonard, President / Rochester Area Foundation
William A. Carpenter, Supervisor / Town of Pittsford
Jim Bowers, Professor of Political Science / St. John Fisher College
Steve Donner, President and CEO / Rochester Americans Hockey Club
David Mack, Senior Vice President / Blue Cross and Blue Shield
Anne Morton, Mayor / Honeoye Falls
Steve Brandt, Publisher / Gannett Rochester Newspapers (Democrat and Chronicle)
Paul Womack, Seneca United Methodist Church
Jacqueline Willis, President / JW Management and Quality Consulting, Inc.

Plan Subject Committee Chairpersons

CULTURAL RESOURCES:	Sally Gaskill Robert Laird	LAND USE / ZONING:	Felipe DeChateauvieux
ECONOMIC DEVELOPMENT:	Clyde Forbes Heidi Zimmer-Meyer	PARKS, RECREATION AND OPEN SPACE:	Alan Colleta
EDUCATION:	Ed Lemon Judy Wadsworth	PUBLIC INFRASTRUCTURE:	George Stam
HOUSING:	Susan Silverstein Larry Wagemaker	PUBLIC SAFETY:	Sherry Albert
		TRANSPORTATION:	Jim Dierks
		ENVIRONMENTAL MANAGEMENT:	Paul Sylvestri
		HUMAN SERVICES:	Ira Besdansky

City of Rochester Department of Community Development, Bureau of Planning Staff

Thomas Argust	Commissioner / Department of Community Development
Larry Stid	Director of Planning
Doug Benson	Supervising City Planner (Project Team Leader)
Marguerite Parrino	Senior City Planner
Rick Rynski	City Planner
John Steinmetz	City Planner
Jeff Archer	Jr. City Planner
Pam Singer	City Planner (former staff member)

*INFORMATION SOURCES
SUMMARY OF ABBREVIATIONS*

DATA SOURCES

- NBN Sector Action Plans
- Mayor's Stewardship Council Issues List and Meeting Work
- Comprehensive Plan Subject Committee Members and Committee Work
- City of Rochester Enterprise Community Zone (ECZ) Education/Lifeskills Committee
- Comprehensive Plan Update Process Issues Summary, Center for Governmental Research (1996)
- Comprehensive Plan Update Project Draft Report, City Bureau of Planning (1993)
- City School District Four Year Plan (1996)
- Rochester Police Department Annual Report (1994, 1995)
- The State of Greater Rochester Report, Center for Governmental Research (1993)
- The Will to Reduce Violence: Mobilizing the Rochester Metropolitan Community, Community Mobilization Against Violence (1992)
- 1995 Uniform Crime Report, U.S. Department of Justice
- Money Magazine, November, (1996)
- 1990 Census Data
- City/County Data Book
- City of Rochester State of the Environment Report, City Bureau of Planning (1992)
- City of Rochester Financial Statement (1996)
- Greater Rochester Metro Chamber of Commerce
- Vital Signs: The Finger Lakes Economy and Its Global Context, Center for Governmental Research (1996)
- Empire State Strategic Development Plan (1996)
- Long-Range Transportation Plan For The Greater Rochester Area :1995-2015, Genesee Transportation Council
- Report on the State of Rochester's Infrastructure (1995)
- 1964 City Comprehensive Plan and Amendments, City Zoning Ordinance, City of Rochester
- Analysis of Impediments to Fair Housing in Monroe County
- City of Rochester Consolidated Community Development Plan (1996)
- A Growing Legacy: An Illustrated History of Rochester's Parks, by Blake McKelvey
- Monroe County Parks User Surveys
- Total Quality Management Action Steps, City Department of Parks, Recreation and Human Services
- Parks Master Plan Overview, City Department of Parks, Recreation and Human Services
- Cultural Development Plan, Arts and Cultural Council (1995)
- Rochester: A Pictorial History, by Ruth Rosenburg-Naparsteck
- Runnin' Crazy: A Portrait of the Genesee River, by Ruth Rosenburg-Naparsteck/Ed. Curtis, Jr.
- Various INTERNET Web Sites
- Various Municipal Comprehensive Plans from across the Country

SUMMARY OF ABBREVIATIONS (See Chart on page 85)

ACC	Arts and Cultural Council
COMIDA	County of Monroe Industrial Development Agency
FEDERAL	Federal grant programs/monies
GRVA	Greater Rochester Visitor's Association
MC-PEDD	Monroe County Planning and Economic Development Department
NBN	Neighbors Building Neighborhoods Program
RCofC	Rochester Chamber of Commerce
RDDC	Rochester Downtown Development Corporation
REDCO	Rochester Economic Development Corporation
ROCH-CDBG	City of Rochester Community Development Block Grant Program
ROCH-CIP	City of Rochester Capital Improvement Program
ROCH-CSD	City of Rochester City School District
ROCH-DCD	City of Rochester Department of Community Development
ROCH-DES	City of Rochester Department of Environmental Services
ROCH-EDD	City of Rochester Economic Development Department
ROCH-FIRE	City of Rochester Fire Department
ROCH-OB	City of Rochester Operating Budget
ROCH-POLICE	City of Rochester Police Department
ROCH-PRHS	City of Rochester Department of Parks, Recreation and Human Services
STATE	State grant programs/monies