

# 2034 VISION

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

-The People of Rochester

# POLICY PRINCIPLES

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



## HEALTHY LIVING

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



## EQUITY

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



## RESILIENCE

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



## PROSPERITY

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



## PARTNERSHIP

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



# PLACEMAKING PRINCIPLES

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



## CREATE BEAUTIFUL SPACES

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



## DESIGN AT THE PEDESTRIAN SCALE

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



## PROVIDE DIVERSE HOUSING OPTIONS

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



## CELEBRATE ASSETS

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



## STRENGTHEN MULTI-MODAL TRAVEL

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



## FOCUS GROWTH

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



# COMPREHENSIVE PLAN SECTION: THE PLACEMAKING PLAN



## Placemaking: The art & science of creating places of great character

### KEY TAKEAWAYS

- ◆ We **create places of great character** when we invest in things like quality parks, access to the river, attractive public spaces, dynamic streetscapes, resident engagement, & thoughtful land use planning.
- ◆ **Growing the population** will restore the critical mass of residents needed to support local businesses, deconcentrate poverty, & address housing affordability.
- ◆ **Updating zoning regulations** will help create jobs, reoccupy vacant commercial spaces, & preserve community assets.
- ◆ **High standards for building & site design** will make Rochester more attractive to residents, businesses, & visitors.



### GOALS

- ◆ Create a **comprehensive placemaking approach** that goes beyond traditional land use planning, with a particular emphasis on aligning land use & transportation planning efforts.
- ◆ Elevate the **pedestrian & bicyclist experience** through infrastructure, policies, traffic safety enforcement, & education.
- ◆ Improve **public parks, open spaces, public facilities, & waterfront access**.
- ◆ Support **capacity building & creative programs**, both organic & formal, that enable more localized participation in placemaking.

### EXAMPLE STRATEGIES

- ◆ Update the **zoning code regulations & map** to reflect the vision expressed in the Placemaking Plan.
- ◆ Focus **mixed-use investment along transit corridors**; establish a form-based code for these areas.
- ◆ Identify strategies for **encouraging more small-scale, incremental development in downtown** & other mixed-use corridors/districts.
- ◆ Transition away from minimum parking requirements to a more **holistic, multi-modal approach**.
- ◆ Work with the architecture & development community to raise the **design standards for mixed-use & multi-family building projects**.
- ◆ Expand **bike facilities & the multi-use trail network** to better connect origins & destinations & enhance the cycling environment.
- ◆ Partner with the RPO to identify potential sites in the river corridor for **outdoor performances**.



**PLACEMAKING ELEMENTS LEGEND**

**CHARACTER AREAS**

- Parks + Open Space
- Low Density Residential
- Medium Density Residential
- High Density Residential
- Boutique Mixed-Use
- Neighborhood Mixed-Use
- Flexible Mixed-Use
- Downtown Mixed-Use
- Regional Commercial
- Industrial
- Institutional Campus

**MULTI-USE TRAILS + PROTECTED BIKE LANES**

- Existing Trails + Protected Lanes
- Existing Spur Trails + Park Paths
- Recommended Trails + Protected Lanes
- Recommended Spur Trails + Park Paths

**DRAFT REIMAGINE RTS CORRIDORS**

- Frequent
- Local

**OTHER PLACEMAKING ELEMENTS**

- Parks + Open Space
- Community Facilities
- River Access
- Infrastructure + Streetscapes
- Neighborhood Planning

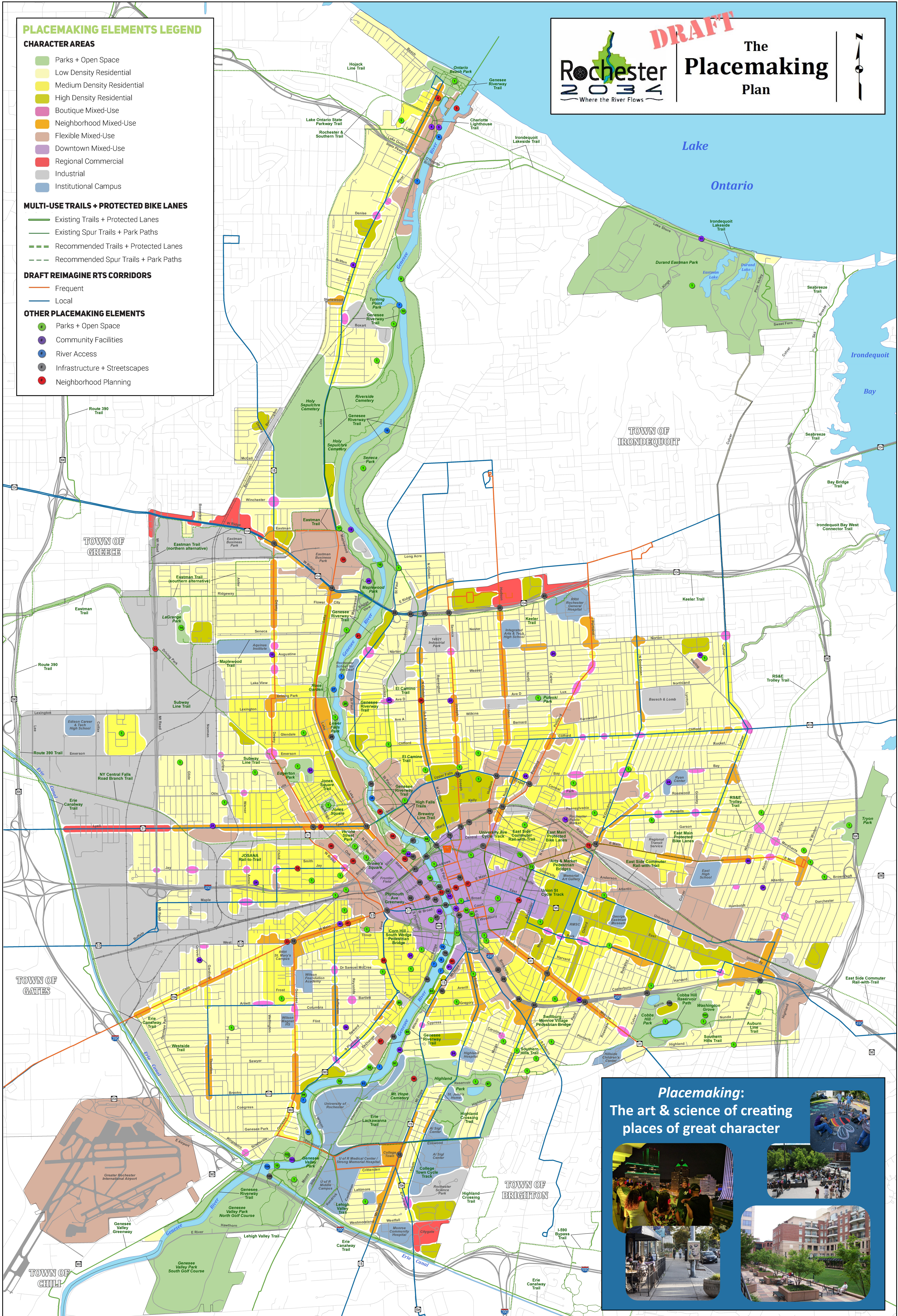
DRAFT

The  
Placemaking  
Plan

Rochester

2034

Where the River Flows



Placemaking:

The art & science of creating  
places of great character

# COMPREHENSIVE PLAN SECTION: HOUSING



## KEY TAKEAWAYS

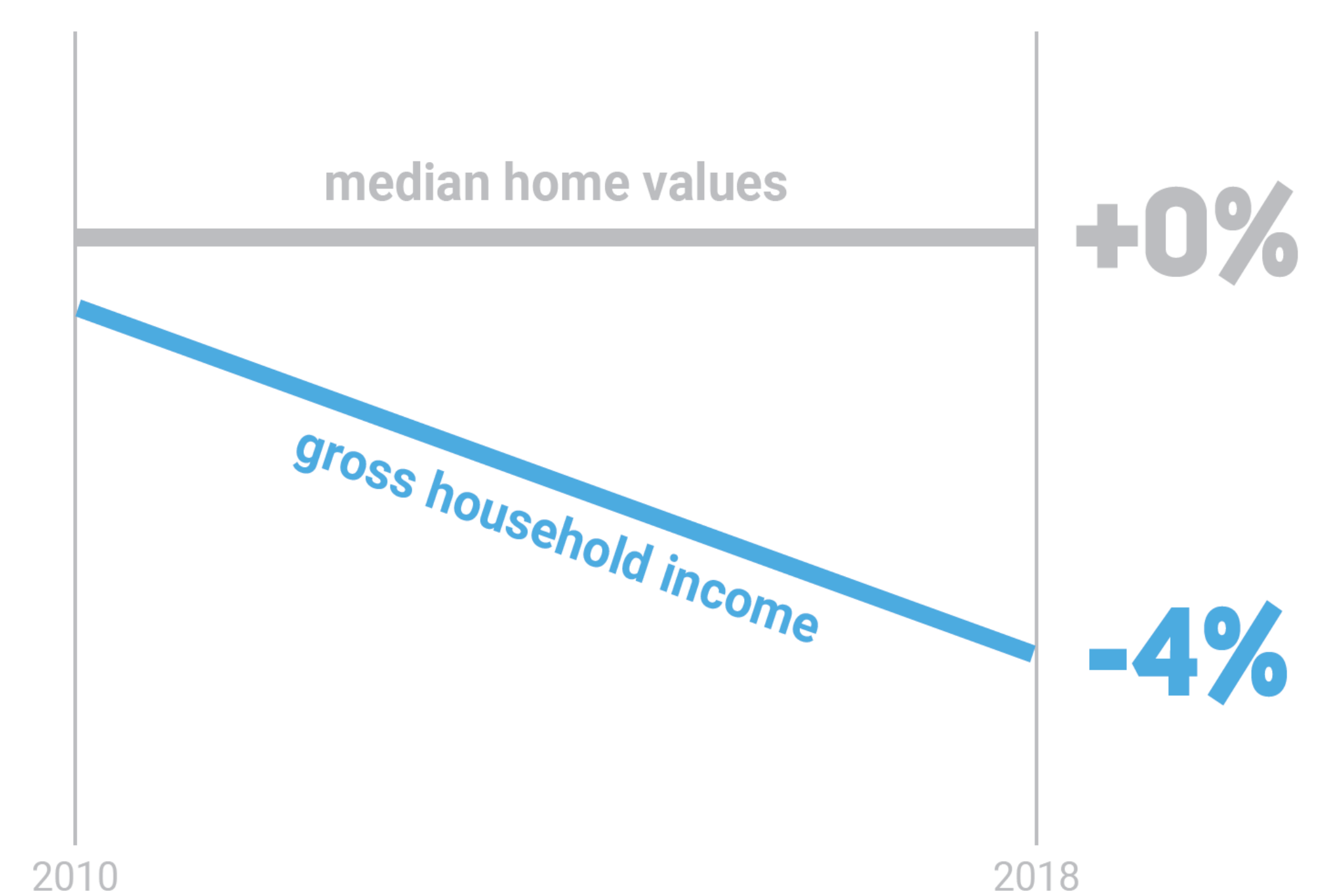
- ◆ Our **proactive code enforcement & lead ordinance** are nationally recognized models for maintaining & increasing healthy housing.
- ◆ We should better **promote city living & diversify housing choices**, affordability, & income across all neighborhoods.
- ◆ The City's **housing market is soft**, overall, but has wide variation across neighborhoods.
- ◆ **Low-incomes are at the root of Rochester's housing affordability challenges**, as opposed to widespread rising housing costs.
- ◆ Need to encourage the **strongest market areas to be more inclusive, revitalize middle market areas, & stabilize & position weaker market areas** for community development & job growth.



## GOALS

- ◆ Improve coordination to promote more **holistic housing policy & community development**.
- ◆ Pursue new housing development that **grows the city's population & fosters vibrant, equitable neighborhoods**.
- ◆ Pursue additional strategies that support **innovative & equitable housing development**.
- ◆ Develop **middle neighborhoods strategies** & advocacy in order to expand homeownership & build community wealth.

Household Income vs. Home Value



## EXAMPLE STRATEGIES

- ◆ Encourage the development of **new housing types** across a wide range of affordability levels & ownership models.
- ◆ Expand Rochester's **innovative healthy housing work** while maintaining focus on preventing child lead poisoning.
- ◆ Focus **housing investment & mixed-use development along multimodal corridors** & near key anchors (jobs, health/childcare, schools, services, parks) & ensure high quality urban design.
- ◆ Use information from the **2018 Housing Market Study** to inform housing & community development.
- ◆ Increase the effectiveness, impact, & reach of the **Rochester Land Bank**.

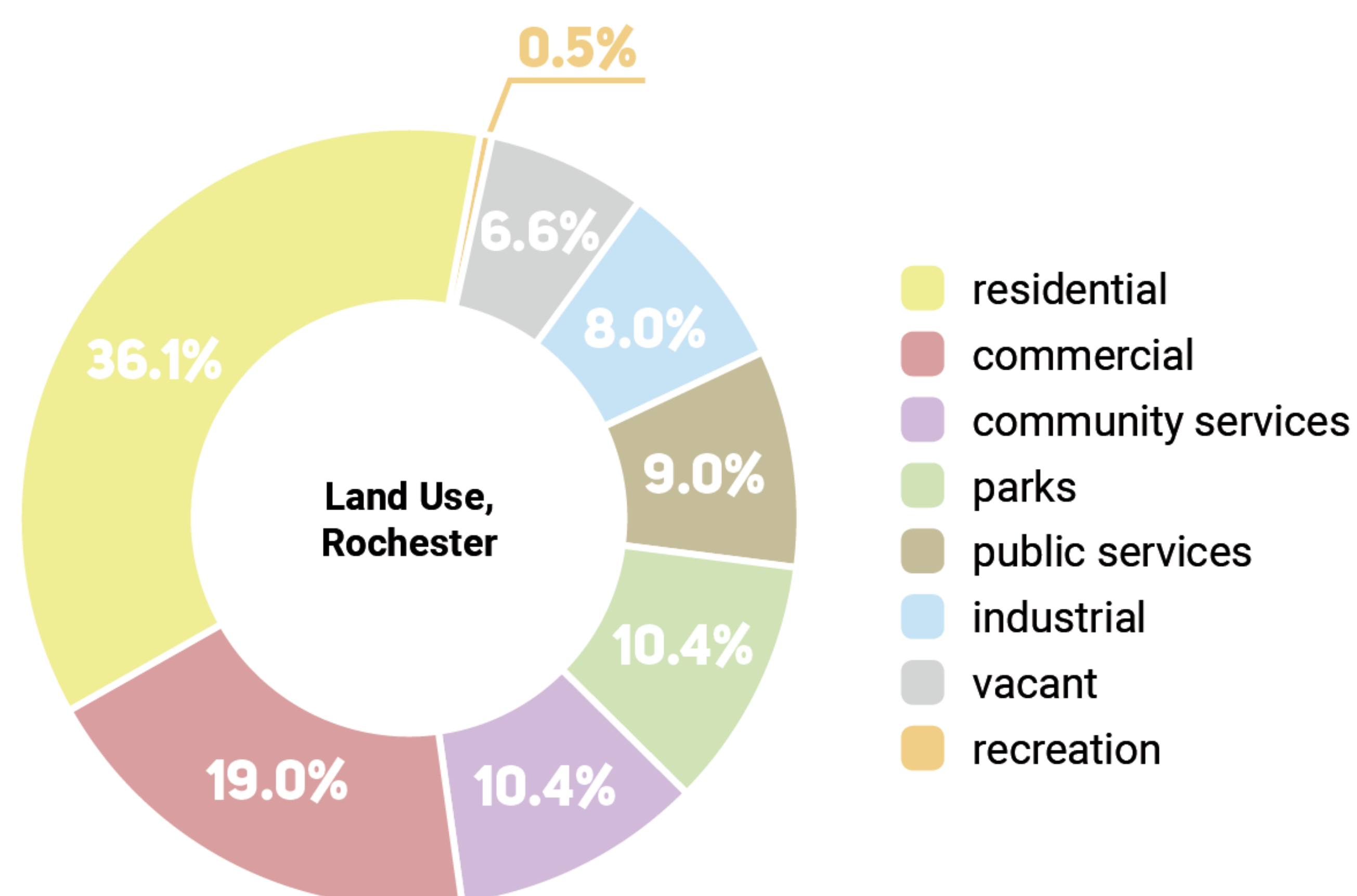


# COMPREHENSIVE PLAN SECTION: VACANT LANDS



## KEY TAKEAWAYS

- ◆ Half of the vacant parcels in Rochester are **owned by the City**.
- ◆ All City-owned vacant lots are maintained at a **“clean & green” standard**, which exceeds what many cities have in place.
- ◆ The City should become more strategic in how it **plans for & disposes of City-owned vacant land**.
- ◆ Until redevelopment is feasible, vacant lots are **opportunities for interim uses** (gardens, play spaces, art or beautification projects).



## GOALS

- ◆ Strategically position vacant sites for **expedited redevelopment**.
- ◆ Create **playable spaces** on vacant lots.
- ◆ Facilitate **community gardening** on vacant lots.
- ◆ Create the City Hall administrative infrastructure to allow **creative & flexible options** for repurposing vacant lots.

## EXAMPLE STRATEGIES

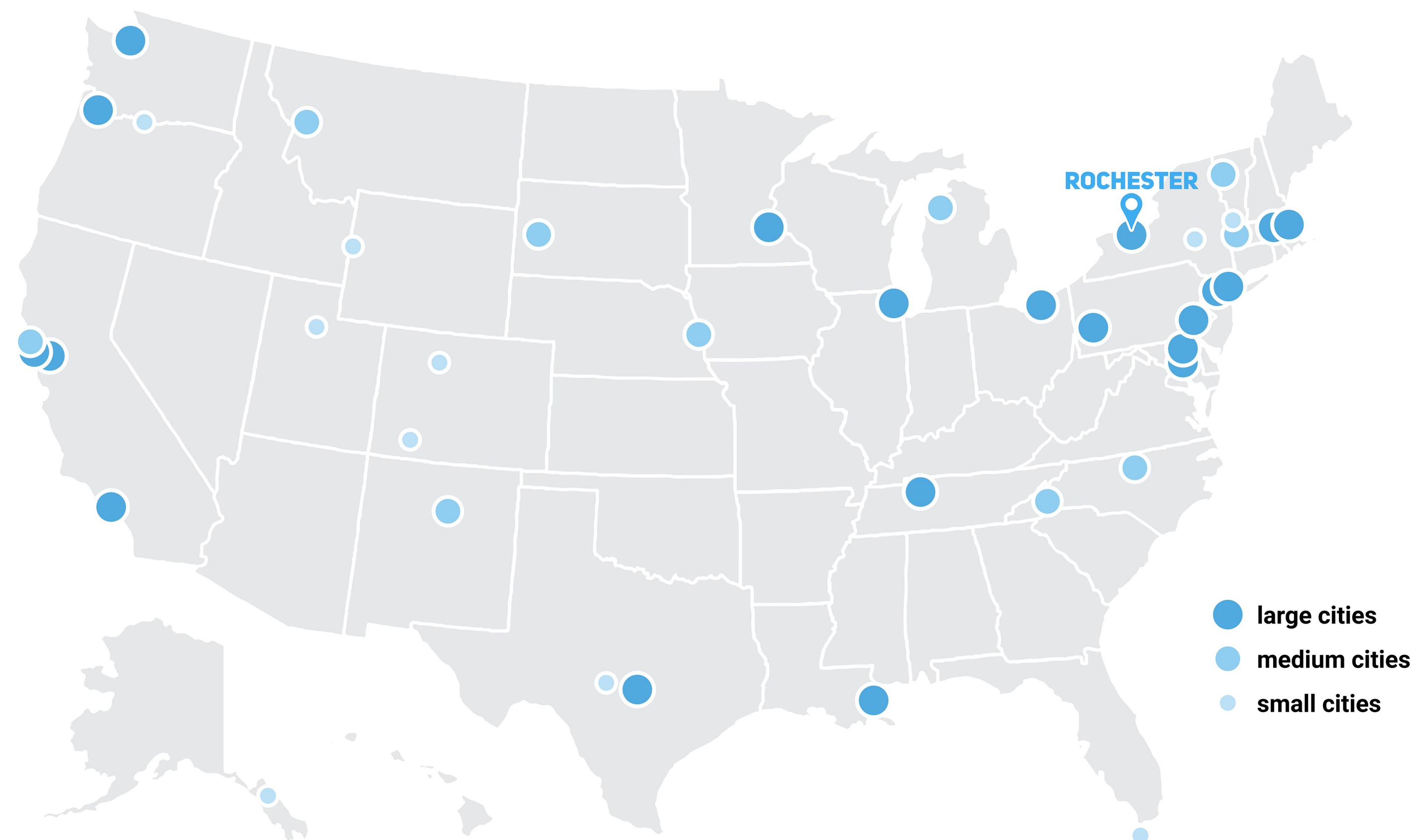
- ◆ Create **long-term garden permit/lease arrangements** for applicants with a successful track record & neighborhood support.
- ◆ Remove or revise the City’s policies around **“buildable” & “unbuildable” lots**.
- ◆ Develop creative programming for public **art installations** on strategic vacant lots throughout the city.
- ◆ Identify community groups with capacity to help manage & program vacant lot space for **community gathering & playability**.
- ◆ Align **demolition funding & processes** with planned reuse of vacant lots.



# COMPREHENSIVE PLAN SECTION: ARTS + CULTURE



## MOST VIBRANT CITIES FOR THE ARTS, 2018



Rochester routinely appears in the *Arts Vibrancy Index's Top 20* for large metro areas in the country, and in 2018 **Rochester ranked 17th** – just below Chicago, but above Austin and Pittsburgh!

## KEY TAKEAWAYS

- ◆ Rochester's arts & culture scene is **diverse & strong**, considering the city's size.
- ◆ **Collaboration among artists**, arts organizations, institutions, the City, & philanthropic supporters is necessary to move community goals forward.
- ◆ We should aggressively promote **Rochester as a City of the Arts**.
- ◆ Integrating public art into **development projects & public spaces** can help make Rochester more beautiful.

## GOALS

- ◆ Support, grow, & sustain the **creative economy**.
- ◆ Support local arts & cultural organizations through **community collaboration & joint fundraising**.
- ◆ Increase access to public art & cultural resources in an **equitable & culturally sensitive** way.



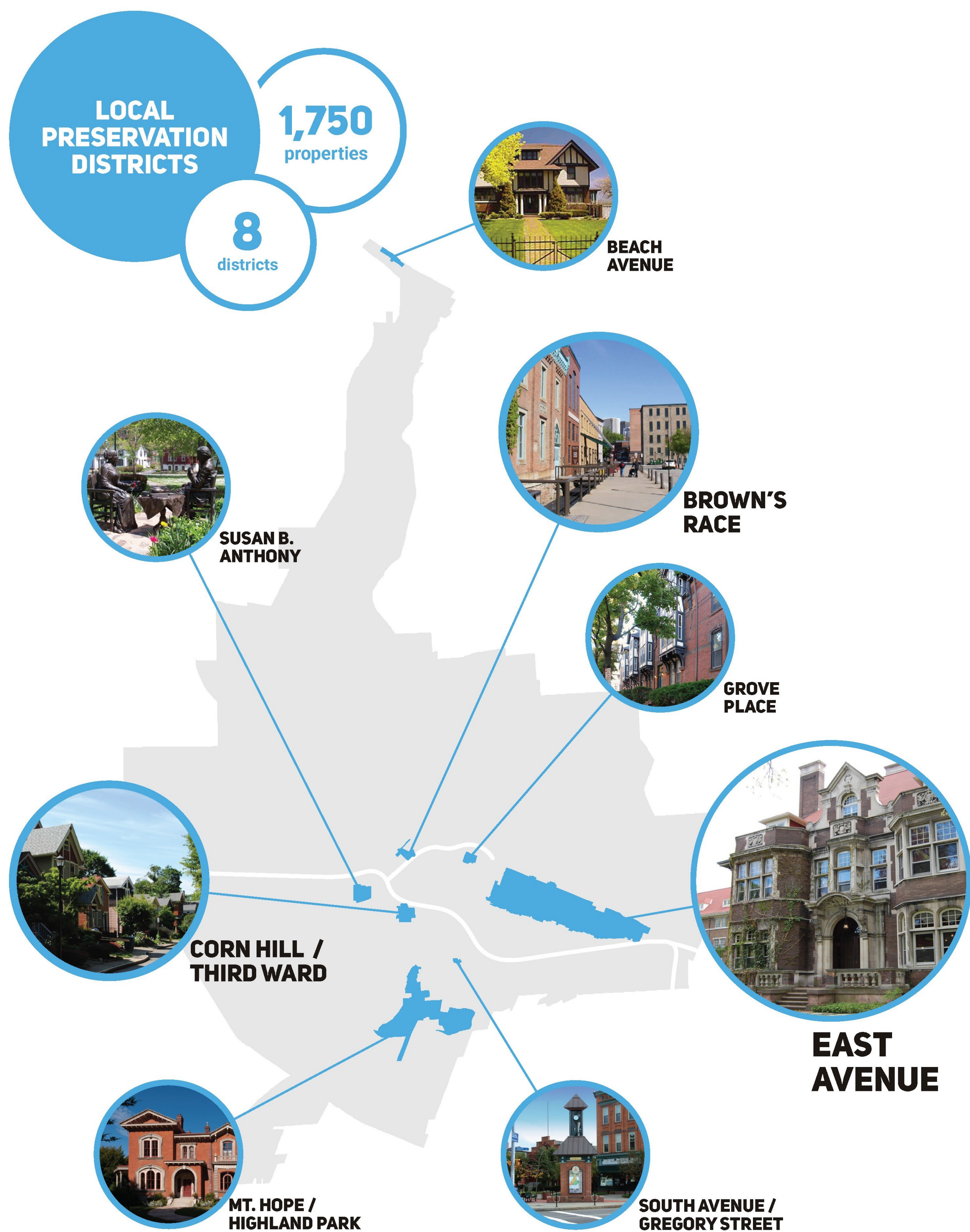
## EXAMPLE STRATEGIES

- ◆ Create a **Public Art Master Plan** that connects public art & cultural programming to neighborhood revitalization, community building, placemaking, economic development, etc.
- ◆ Revisit a **percent-for-art ordinance** & explore what models might be most effective & impactful in Rochester.
- ◆ Work to streamline procedures & regulations to **encourage more live music, plays, & other performances** throughout the city.
- ◆ Identify **geographic areas that lack public art or cultural programming** & work to expand public art installations, opportunities at rec centers or libraries, or other creative partnerships.





# COMPREHENSIVE PLAN SECTION: HISTORIC PRESERVATION



## KEY TAKEAWAYS

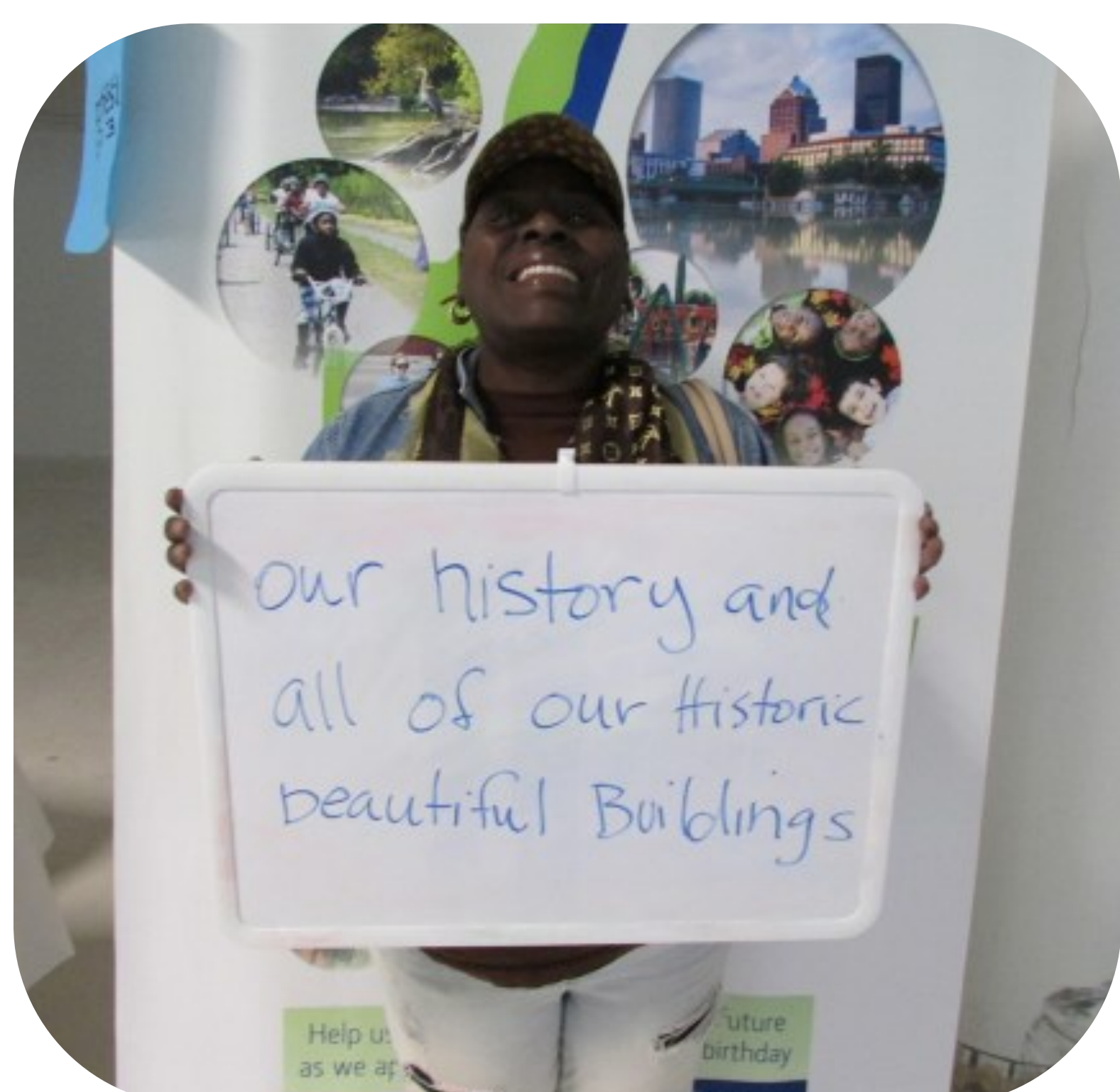
- ◆ Rochester has **one of the most historic housing stocks** in the country & values its historic properties.
- ◆ Historic properties **safeguard the city's heritage**, stabilize & improve property values, foster civic pride, enhance the city's attraction of tourists & visitors, & strengthen the economy.
- ◆ Owners of designated historic buildings can receive **tax incentives to help rehabilitate** their properties.
- ◆ **Historic preservation efforts** can be boosted through collaborations among the City, community partners, homeowners, property owners, & developers.

## GOALS

- ◆ Promote & preserve **Rochester's rich history**.
- ◆ Promote benefits of the **NYS tax credit programs** for rehabilitation of homes & businesses in historic districts.
- ◆ Reduce **barriers to rehabilitating buildings** in Preservation Districts & foster enthusiasm for owning homes in these areas of the city.
- ◆ Use local regulations & programs to supplement the State & federal government's **protection of historic resources**.



*My favorite thing about Rochester is...*



## EXAMPLE STRATEGIES

- ◆ Develop a marketing strategy about the **benefits of historic tax credit programs** & how they work.
- ◆ Identify opportunities to improve the **Rochester Preservation Board application process**, ensuring the process is not an unnecessary barrier to redevelopment.
- ◆ Develop a series of Rochester **Historic Walking Tours & Biking Tours**.
- ◆ Retain Zoning Code provisions for "**Designated Buildings of Historic Value**" & routinely update the list of designated properties.

# SCHOOLS + COMMUNITY CENTERS



## KEY TAKEAWAYS

- ◆ These facilities play an important role in the **health & vitality of neighborhoods**.
- ◆ The **neighborhood/community school model** positions schools as multi-purpose community centers that help bring a neighborhood together.
- ◆ Highlighting the **successes & assets of RCSD** can help to counter the dominant negative perception of city schools.
- ◆ Need to pursue every option possible to improve **educational outcomes & attract more young people & families** to live in the city.
- ◆ Libraries are evolving into **neighborhood resource centers** that offer a wide range of programming to meet the needs of residents & businesses.



## GOALS

- ◆ Improve conditions for students to ensure a **healthy & nurturing environment for learning**.
- ◆ Nurture a **culture of positivity around public school options & benefits** in order to encourage current residents & students, as well as helping rebuild the city's population.
- ◆ Reposition public facilities to serve as **multi-purpose community centers**.
- ◆ Provide **educational facilities & programs of the highest quality**, enriching the student experience through stronger connections to their community, the arts, & the natural environment.

## EXAMPLE STRATEGIES

- ◆ Convert more schools to the **neighborhood and/or community schools model**.
- ◆ Develop a **nature center in Maplewood Park**, serving as a hub for nature-based educational enrichment & expeditionary experiences.
- ◆ Expand **college scholarship opportunities** for RCSD students through existing programs at UR & RIT and/or by pursuing a full scholarship program like Buffalo's "Say Yes to Education" or the Kalamazoo Promise.
- ◆ Implement the recently completed **Rochester Public Library Branch Facilities & Operation Plan**, which will help redefine libraries as resource centers for neighborhoods.



# COMPREHENSIVE PLAN SECTION: PUBLIC HEALTH + SAFETY



## KEY TAKEAWAYS

- ◆ RPD is dedicated to using the **community policing model** & being transparent & accountable to the public.
- ◆ RFD has received the highest insurance rating achievable & is recognized as one of the **finest departments in New York State**.
- ◆ **Public health is a complex topic** that is integrated into multiple sections of *Rochester 2034*.
- ◆ **Access to health services & healthy food** are essential to community health & wellness, & require greater attention in the future.

## GOALS

- ◆ Continue building **connections & partnerships with the community** to enhance public safety.
- ◆ Incorporate **preventative public safety & active design principles** into development projects & infrastructure.
- ◆ Increase the **capabilities of the RPD & RFD through collaboration**, data analysis, technology, & new/improved resources.
- ◆ Improve overall community health by addressing, **needs, service provision, & access**.
- ◆ Increase **access to healthy foods** & decrease the proliferation of stores that only offer unhealthy, highly-processed, low-nutrient food.



## EXAMPLE STRATEGIES

- ◆ Strengthen **community trust & partnership** by enhancing RPD's model of Community Policing.
- ◆ Recruit a **diverse, high-quality workforce to RPD & RFD** through partnerships with schools, community organizations, faith leaders, etc.
- ◆ Work with health partners to inventory health facilities in the city & **document major health issues, opportunities, & gaps**.
- ◆ Work with partners to help fundraise & expand initiatives that provide **access to fresh & nutritious food** to underserved youth, families, & seniors.

# COMPREHENSIVE PLAN SECTION: COMMUNITY BEAUTIFICATION

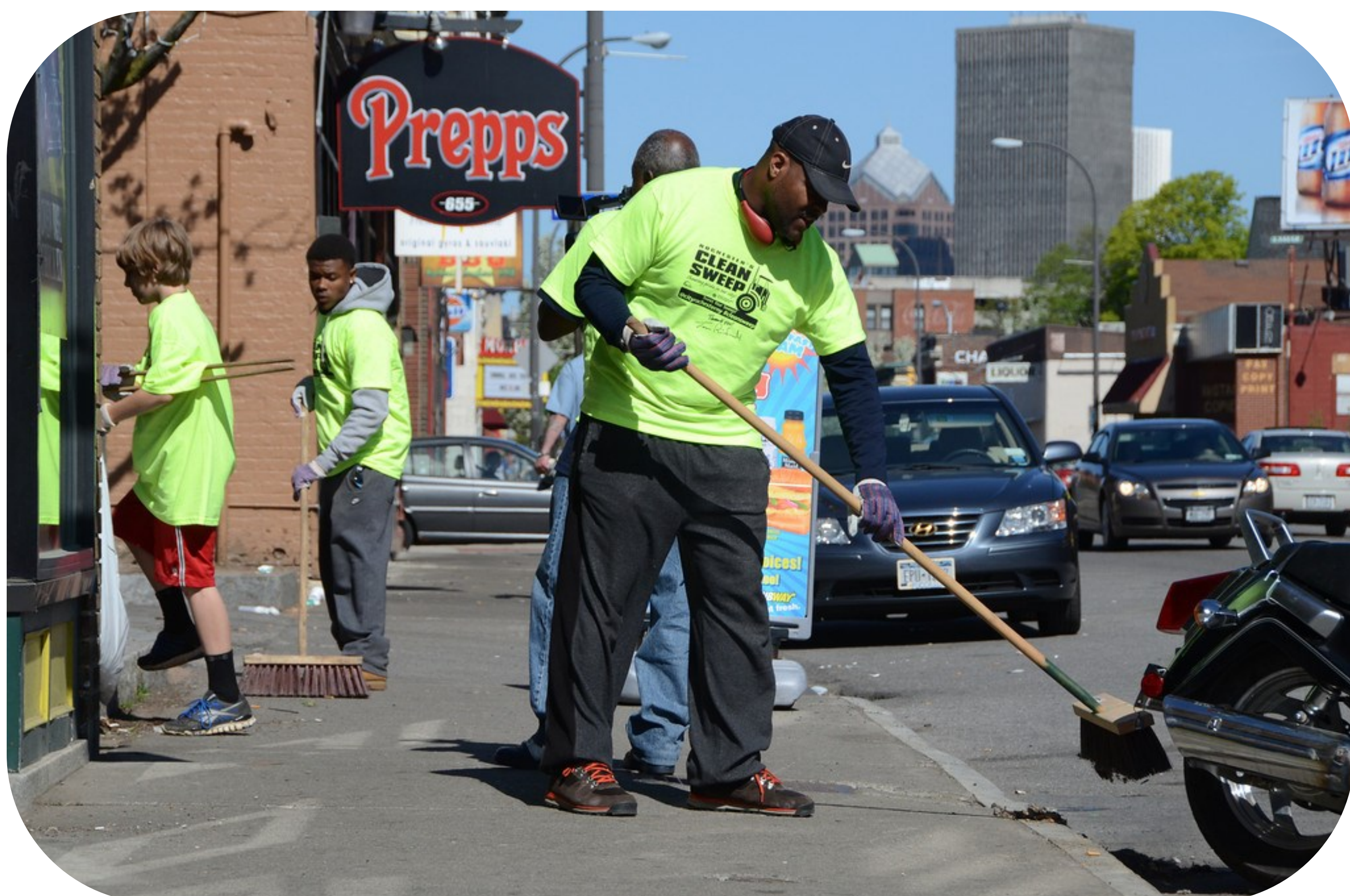


## KEY TAKEAWAYS

- ◆ Rochester's river gorge, waterfronts & waterfalls, park system, & historic neighborhoods make it a **uniquely beautiful city**.
- ◆ Preserving historic buildings & ensuring high quality design for new buildings are critical to **protecting Rochester's character**.
- ◆ Rochester's **public art, parks, & natural resources** also contribute to its beauty.
- ◆ Clean Sweep, Flower City Looking Good, & Keep Rochester Beautiful are important **City-community partnerships** to celebrate our city and keep neighborhoods, parks, & streets looking their best.

## GOALS

- ◆ Continue & expand **community beautification efforts**.
- ◆ Continue & expand existing efforts to decrease the **accumulation of litter** in the community.

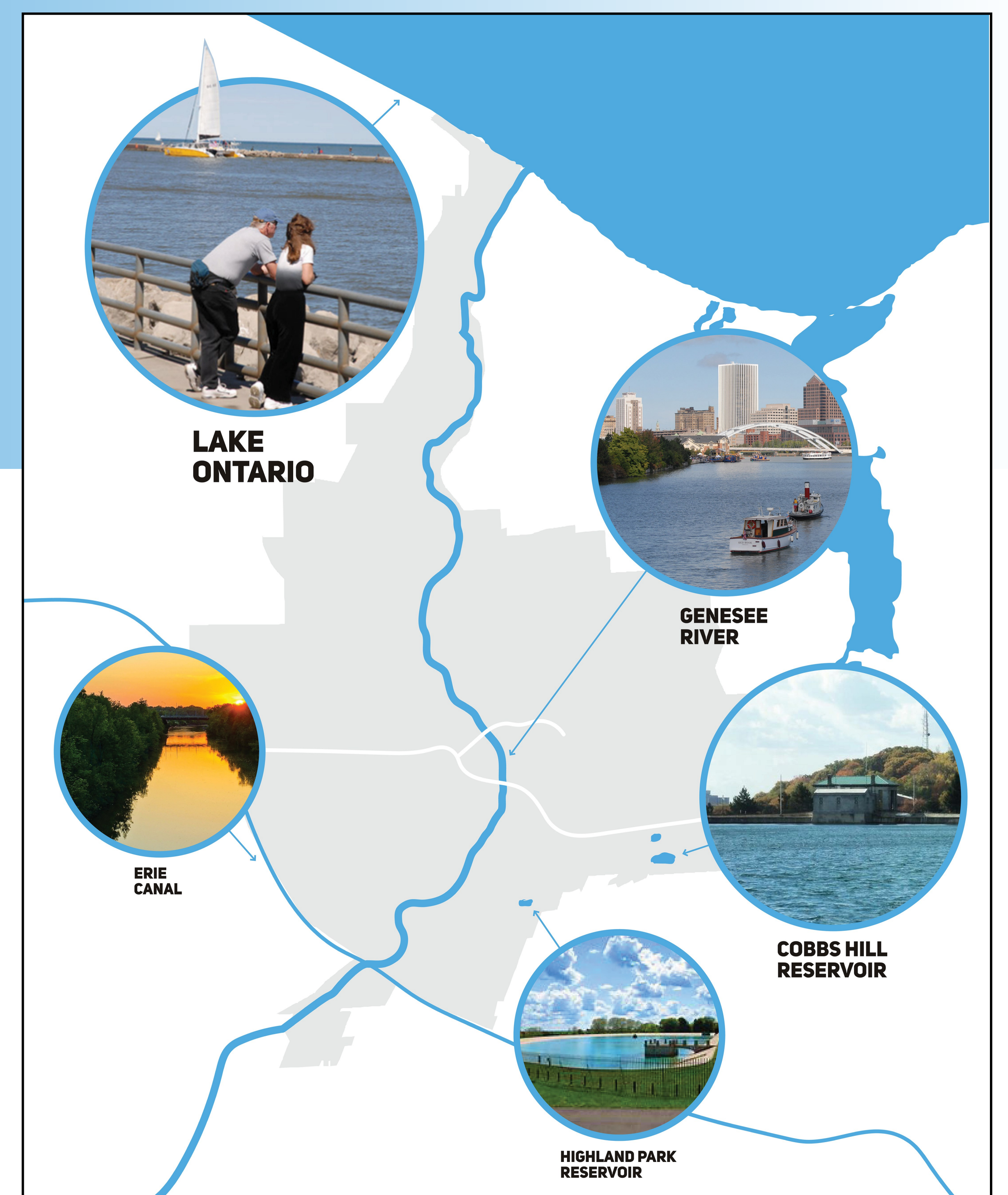


## EXAMPLE STRATEGIES

- ◆ Pursue funding for **small neighborhood grants** to help empower & support more neighborhood-driven community beautification efforts.
- ◆ Use an annual Litter Index Inventory to **monitor litter conditions & trends**, & to establish priority areas where litter abatement efforts should be targeted.
- ◆ Identify additional staff to help support the **Flower City Looking Good Door-hanger Program**.

## KEY TAKEAWAYS

- ◆ Rochester has an **abundance of fresh water**, which is a unique asset we should build on.
- ◆ Rochester has been consistently awarded for having the **best tasting drinking water in NY State**.
- ◆ **Stormwater infrastructure & regulations** protect water quality & prevent flood damage.
- ◆ A **healthy urban forest** is an important part of the city's infrastructure & essential for the well-being of residents.
- ◆ Despite being an urban area, Rochester provides **valuable habitats** for many fish, birds, & other animals.



## GOALS

- ◆ Invest in **infrastructure, policy, & advocacy efforts** that protect & enhance our water resources.
- ◆ Provide ongoing upgrades & modernization of **water distribution, storage, & treatment systems**.
- ◆ Protect & expand Rochester's **urban forest**.
- ◆ Promote & protect Rochester's **natural resources as assets** for attracting residents, businesses, & tourists.
- ◆ Promote long-term sustainability through increased **environmental awareness & education**.

## EXAMPLE STRATEGIES

- ◆ Expand investments in **green infrastructure** in areas surrounded by impervious materials to reduce stormwater runoff.
- ◆ Upgrade & modernize the **water supply conduit system**.
- ◆ Use the **Forestry Master Plan** to guide further efforts to protect & expand the urban forest; update of the current Master Plan.
- ◆ Develop diverse & engaging **environmental programming** that instills a love of the natural world & cultivates stewardship in our youth.



# COMPREHENSIVE PLAN SECTION: PARKS, RECREATION, + OPEN SPACE



## KEY TAKEAWAYS

- ◆ Rochester has a **historic & nationally renowned park system**, including more than 3,500 acres of parks & open space & 35 miles of multi-use trails.
- ◆ It is important to provide **safe access to parks, trails, & recreational amenities** for all residents & to design programming that serves our diverse community.
- ◆ Implementing the **ROC the Riverway Vision Plan** will leverage the waterfront for economic development while increasing public access to the river & parks system.



## GOALS

- ◆ Reclaim the Genesee River & the parks & recreation system as **foundational assets that help achieve cross-cutting community goals**.
- ◆ Ensure **high quality maintenance, operations, & safety** of parks & trails.
- ◆ Extend the parks & rec system's reach through innovative **programming & strategic infrastructure investments**.

## EXAMPLE STRATEGIES





- ◆ Develop a system-wide **Parks & Recreation Master Plan**.
- ◆ Complete the **Genesee Riverway Trail** along the entire river corridor & improve its connectivity to neighborhoods & other trails.
- ◆ Increase the **visibility & welcoming environment** near parks & rec facilities through murals, playful elements, wayfinding, & traffic calming.
- ◆ Activate parks with **community-oriented programming** for diverse audiences, ages, interests, & abilities.
- ◆ Use rec centers to support **non-recreation activities** (health screenings, adult ed, food/nutrition, etc.).



COMPREHENSIVE PLAN SECTION:  
**PARKS, RECREATION,  
+ OPEN SPACE**

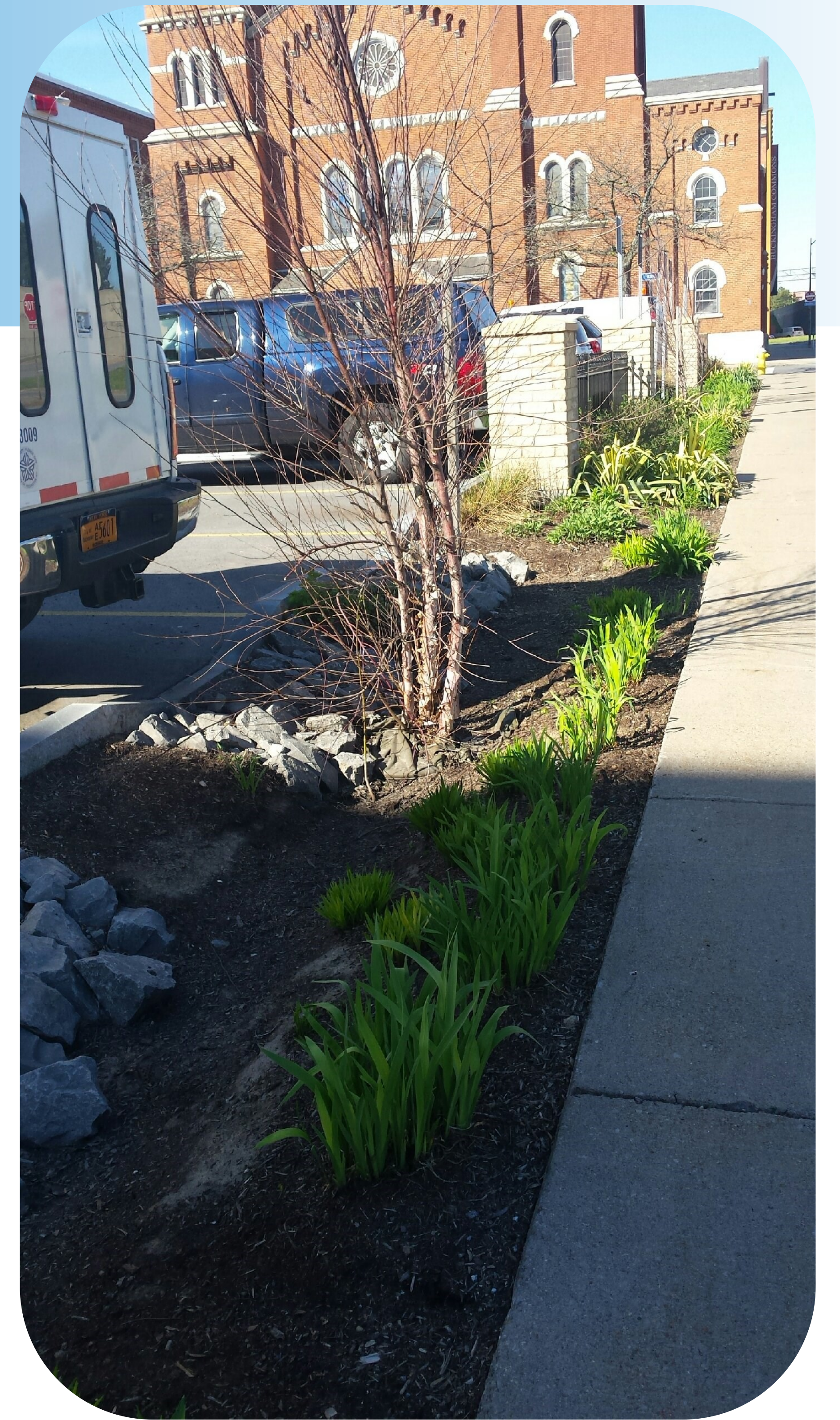


## PARKS, REC, + OPEN SPACE SYSTEM

-  parks and open space
-  trails
-  bike lanes
-  city recreation centers

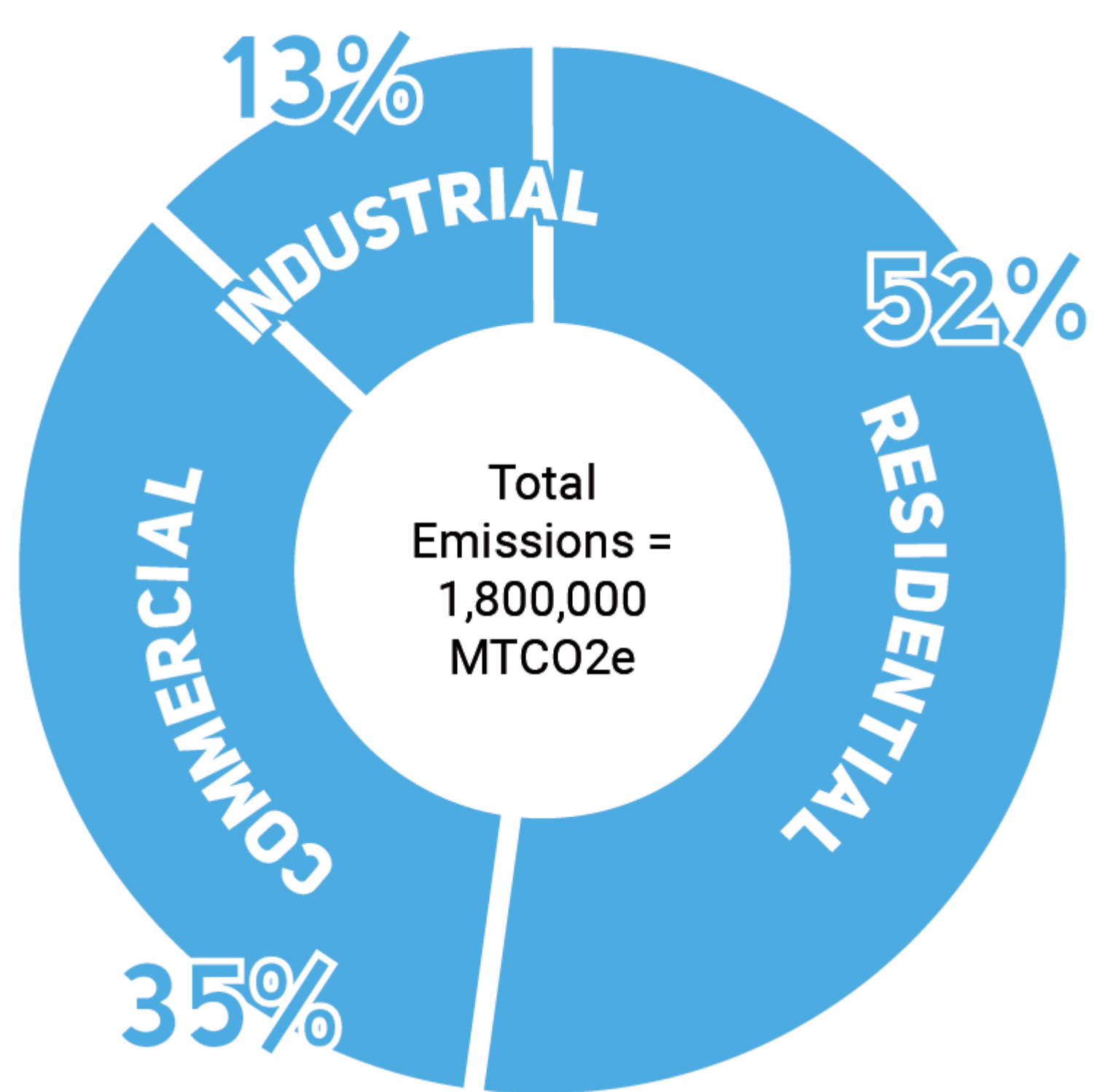


# COMPREHENSIVE PLAN SECTION: CLIMATE CHANGE MITIGATION + ADAPTATION



## KEY TAKEAWAYS

- ◆ **Rochester Climate Action Plan goals:** reduce greenhouse gas emissions 40% below 2010 levels by 2030, 80% by 2050.
- ◆ **Climate Change Resilience Plan** will **identify & prioritize adaptation strategies** to pursue.
- ◆ The City is working to **reduce emissions through operations** (City buildings, vehicle fleets, Lexington Solar Field, etc.) & **grow access to renewable energy** for residents & businesses.
- ◆ Need to assist **residential & commercial building conversions** to clean, renewable energy.



## GOALS

- ◆ Improve Rochester's ability to **mitigate & adapt to climate change** through coordinated planning, plan implementation, & performance monitoring.
- ◆ Use **City authority, facilities, policies, operations, & investment** to help achieve climate action planning goals.
- ◆ Work with property owners & community development partners to **improve building energy performance & sustainability**.
- ◆ Develop broad **outreach campaigns & community programs** to educate people & support sustainable living.

## EXAMPLE STRATEGIES

- ◆ Develop & implement a **Climate Change Resilience Plan**.
- ◆ Support implementation of the **High Falls Ecodistrict** as a neighborhood-scale sustainable development model.
- ◆ Expand the **Emerson Street solar field** & identify additional renewable energy opportunities.
- ◆ Implement **community shared solar options & programming**, particularly where it could benefit low-moderate income residents.
- ◆ Expand multi-modal transportation facilities & continue to install **electric vehicle charging ports & bicycle parking** on City-owned parking lots & other facilities.





# COMPREHENSIVE PLAN SECTION: URBAN AGRICULTURE + COMMUNITY GARDENS



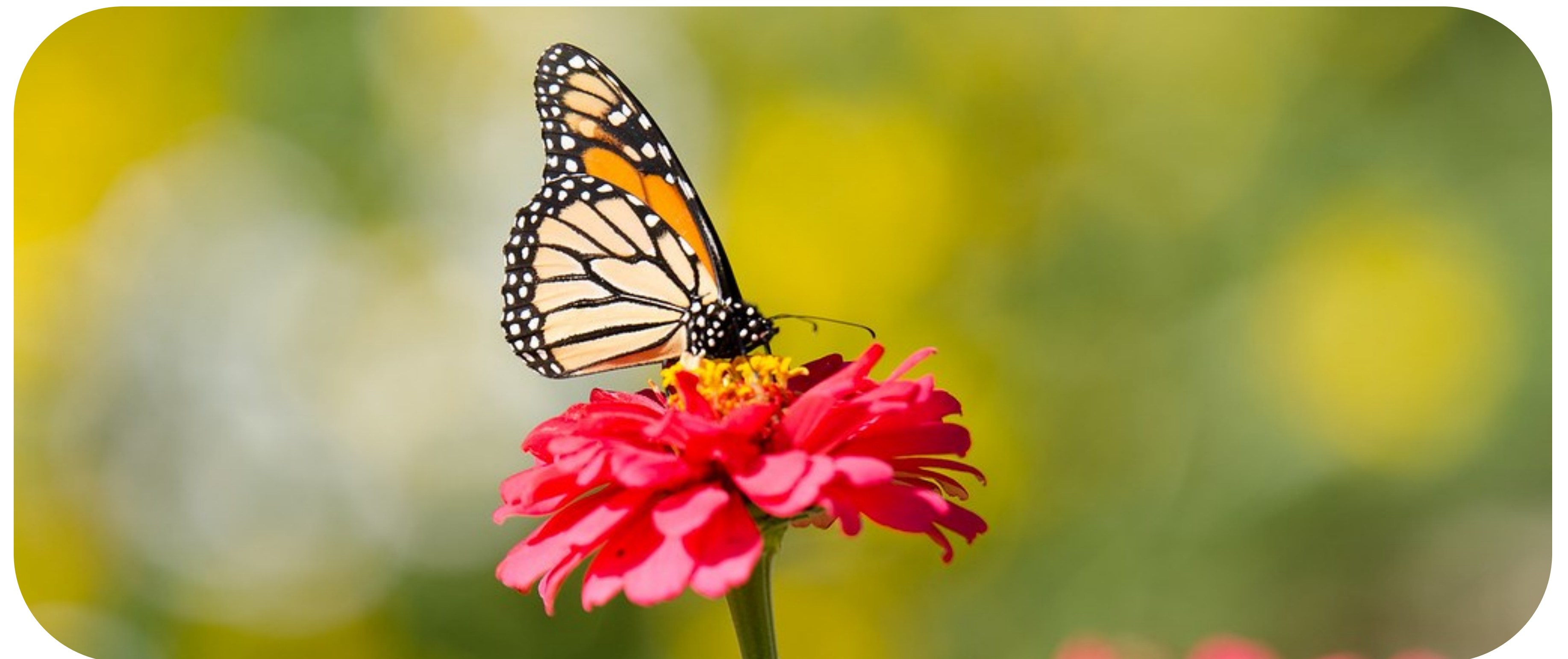
## KEY TAKEAWAYS

- ◆ Community gardens help meet a growing demand for **locally-grown food**, especially fresh produce.
- ◆ Gardens also **bring people together**, teach values & skills, & beautify neighborhoods.
- ◆ Most urban soils **may not be suitable for growing food** for consumption, necessitating raised beds.
- ◆ Finding **individuals or groups that can maintain a community garden** for several years can be difficult.
- ◆ **Creative new ideas & approaches** should continue to drive City policy & community programming in support of community gardening & urban agriculture.



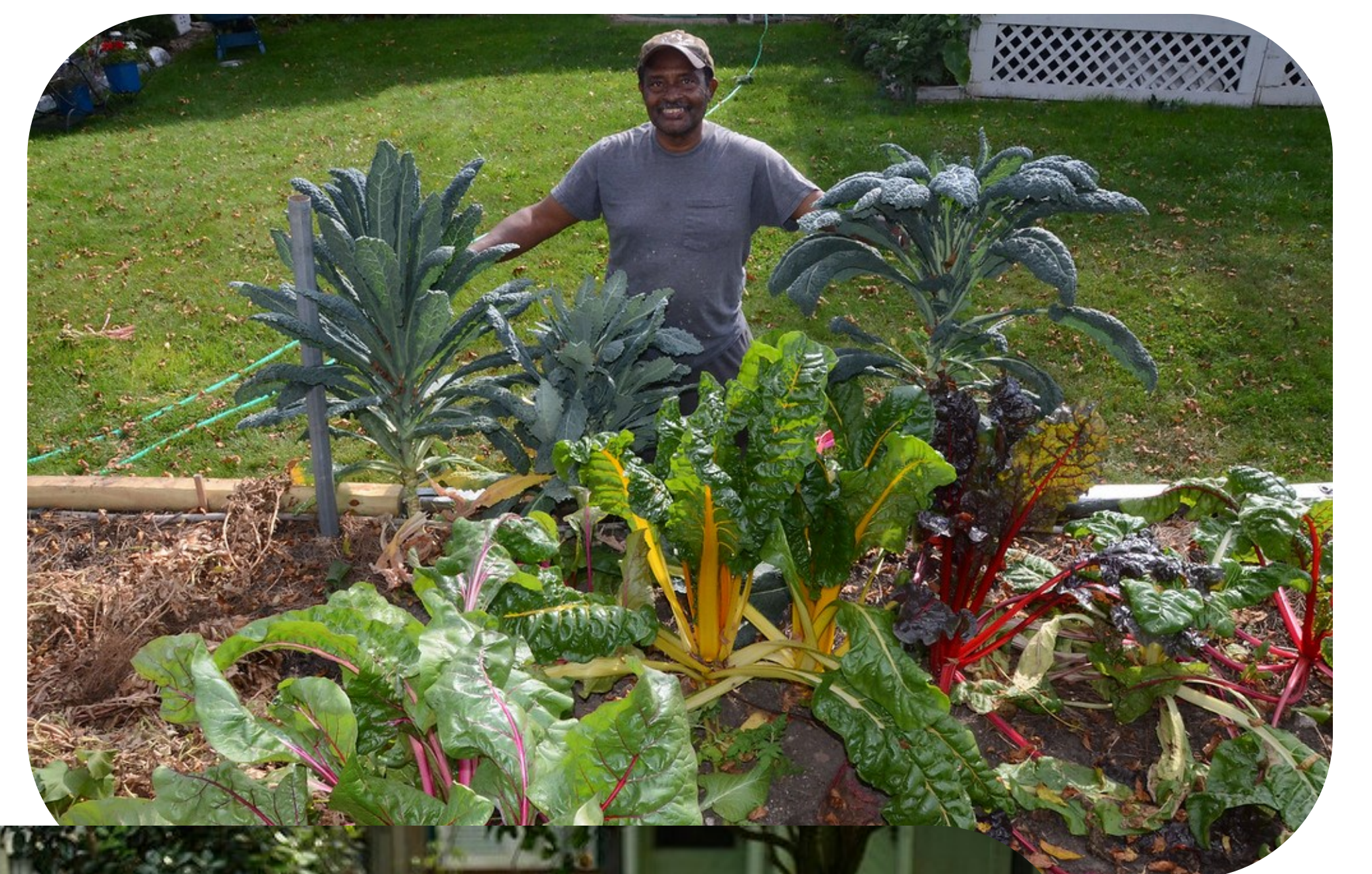
## GOALS

- ◆ Support **urban agriculture** as a valid reuse option for vacant land & vacant buildings.
- ◆ Facilitate **community gardening** on City-owned vacant lots.
- ◆ Explore **innovative urban agriculture initiatives**.

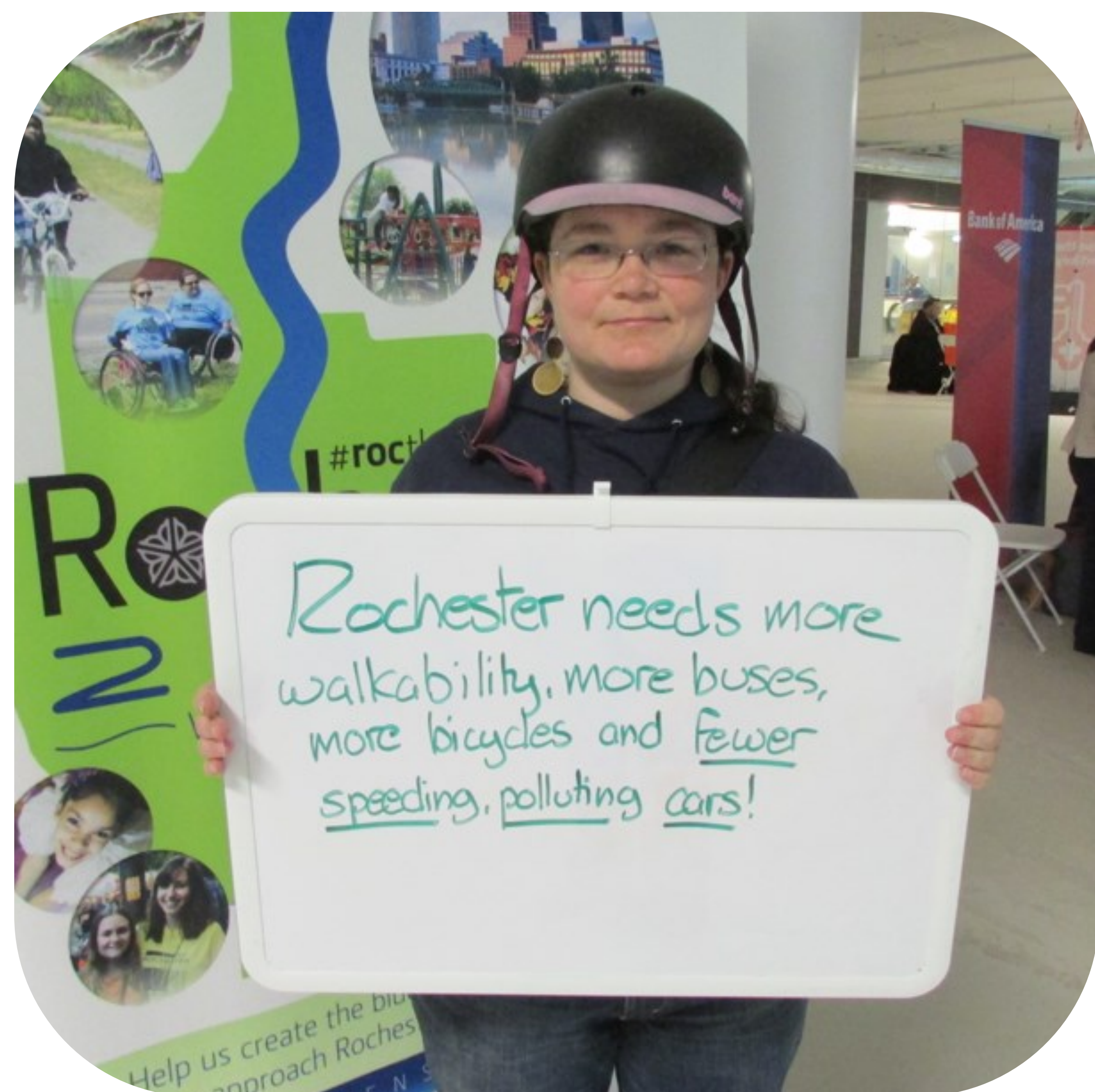


## EXAMPLE STRATEGIES

- ◆ Adopt a **comprehensive urban agriculture policy** that addresses environmental, health, & social benefits & provides a vision for the future of urban agriculture.
- ◆ Consider **changes to the zoning code** to encourage gardening as a principle use within specified parameters.
- ◆ Explore the feasibility of introducing **edible landscaping** into public parks, streetscapes, & landscaping around public buildings.
- ◆ Continue & enhance the City's **Flower City Feeling Good** series.



# COMPREHENSIVE PLAN SECTION: TRANSPORTATION



## KEY TAKEAWAYS

- ◆ Thriving cities offer a **diverse range of transportation choices** & invest in quality infrastructure for all modes.
- ◆ **Equity & safety** should be key drivers of multi-modal transportation decision-making.
- ◆ **Integrating land use & transportation decisions** is an important part of encouraging transportation choices.
- ◆ With the growth of shared mobility services & emerging technologies, implementing **“transportation demand management”** strategies are important to help manage change & remain competitive.

## GOALS

- ◆ Improve the quality, connectivity, accessibility, & safety of the **pedestrian network**.
- ◆ Expand the dedicated **bicycle network** & work to increase bicycle mode share.
- ◆ Implement a **high-frequency transit network** & work to grow its impact & reach.
- ◆ Eliminate **traffic injuries & deaths** through strategic traffic calming, community outreach & education, & enforcement.
- ◆ Develop **“transportation demand management”** policies & initiatives that help reduce drive-alone trips, particularly for workers & large employers.



## EXAMPLE STRATEGIES

- ◆ Create an **Active Transportation Program** to coordinate & target multi-modal projects.
- ◆ Strategically **fill gaps in the dedicated bicycle network** while also expanding it to form a safe, interconnected grid.
- ◆ Implement the **Reimagine RTS** proposed transit network & do complementary planning & capital improvements.
- ◆ Assess where to focus **ADA-compliant accessibility improvements** to the pedestrian network.
- ◆ Develop a **multimodal traffic safety initiative** & combine with strategic traffic calming investments to reduce vehicle speeds.

# COMPREHENSIVE PLAN SECTION: ECONOMIC GROWTH



## KEY TAKEAWAYS

- ◆ **Creative & aggressive economic development strategies** are needed for reinvention, building on unique assets.
- ◆ Rochester has a rich legacy of **innovation in science, technology, & manufacturing**.
- ◆ Need to **grow the number of businesses & employees** located in Rochester & **prepare a skilled workforce** that can help attract & retain businesses.
- ◆ Need to **restore Downtown** as our region's economic core, **revitalize key neighborhood corridors**, & support development of **non-traditional businesses**.
- ◆ We have a **relatively strong manufacturing sector**, especially advanced manufacturing, that is well positioned to grow.

## GOALS

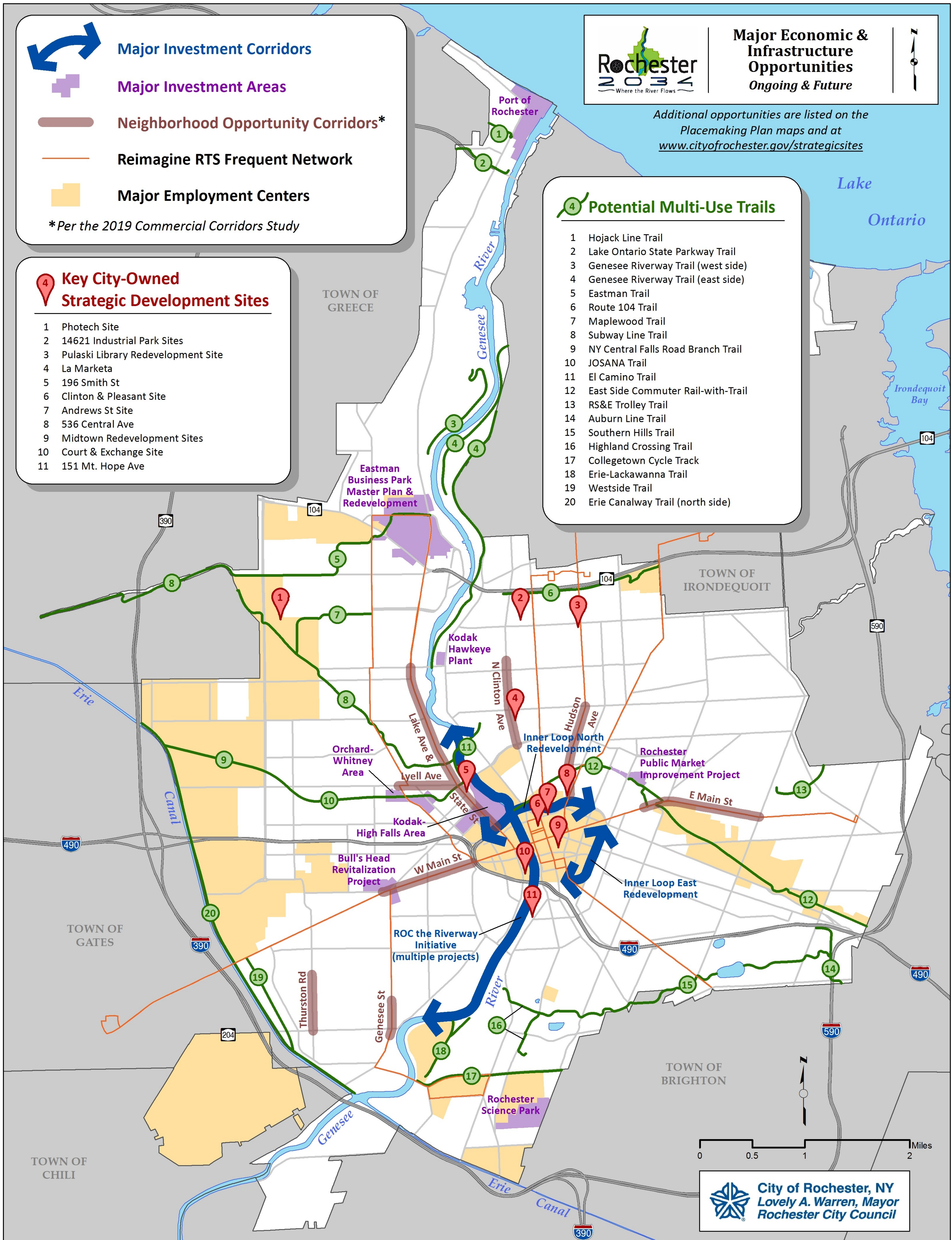
- ◆ **Attract businesses to Downtown** through advocacy, incentives, & marketing.
- ◆ Support existing & help/incentivize **new neighborhood businesses**.
- ◆ Support **entrepreneurship** as the foundation of business development.
- ◆ Improve opportunities for **historically disadvantaged businesses**.
- ◆ Establish a culture of **collaboration among Anchor Institutions** in order to better drive positive economic change locally.
- ◆ Grow the **advanced manufacturing sector**, with more opportunities for city residents.

## EXAMPLE STRATEGIES

- ◆ Expand “**pipeline**” **business development techniques** such as pop-up commercial uses, mobile vending, & business support for home-based businesses, providing business incubator & test marketing at low costs.
- ◆ Expand the **Land Bank's focus to include commercial properties** in support of strengthening neighborhood commercial districts.
- ◆ Support creation of a **video game development incubator**, leveraging talented graduates of local colleges & universities.
- ◆ Ensure **loan & grant-making processes are equitable & responsive** to the needs of all cultures, ethnicities, & abilities.



# COMPREHENSIVE PLAN SECTION: ECONOMIC GROWTH

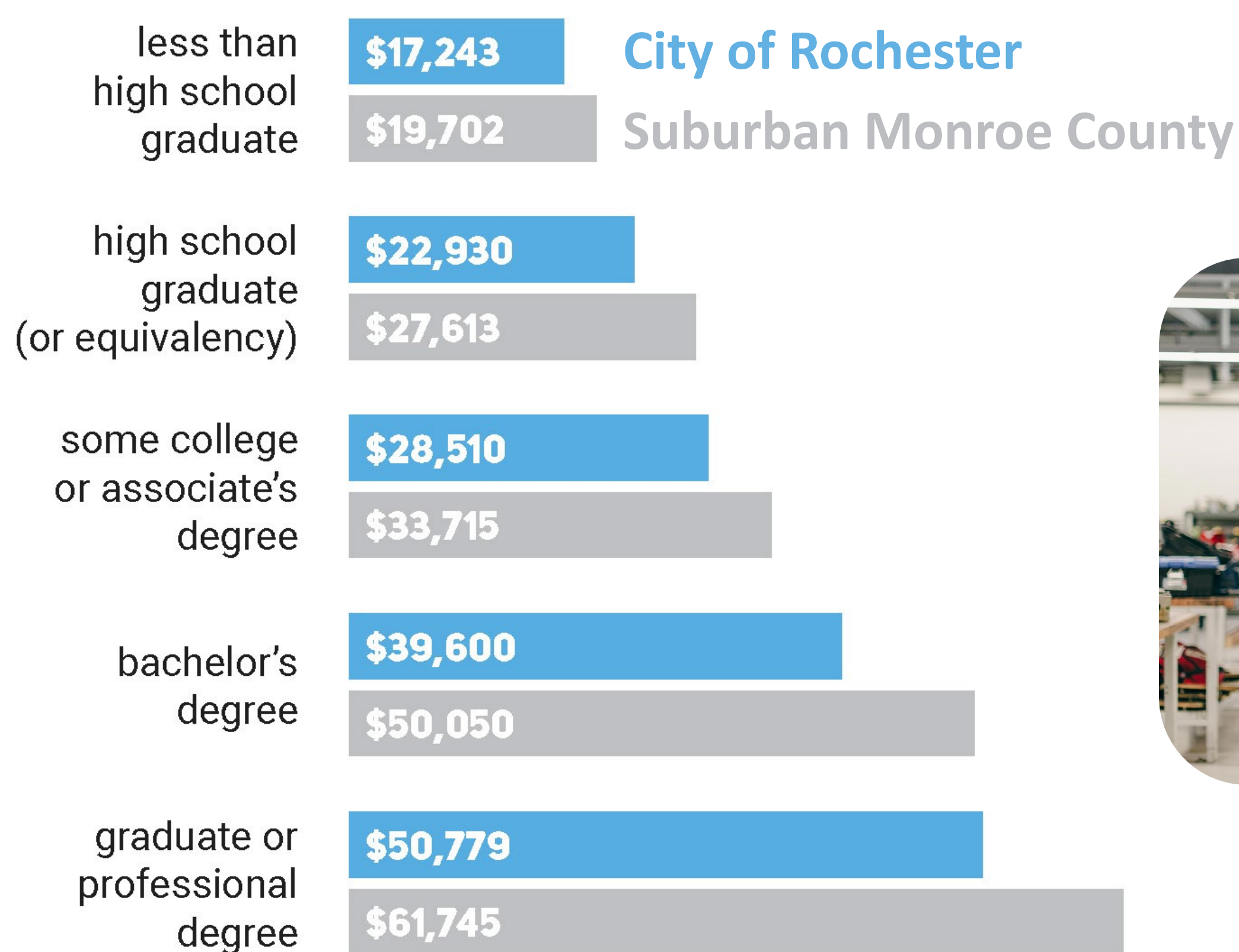


## KEY TAKEAWAYS

- ◆ Increasing employment & raising incomes of residents are top priorities for Rochester.
- ◆ The skills & readiness of the city's workforce must **match the kinds of jobs available**.
- ◆ Successful training programs exist in the community today, but often **struggle to connect to potential participants**.
- ◆ Local workforce development partners must work together & stay current to best **respond to a competitive & constantly evolving job market**.
- ◆ Rochester's **immigrant & refugee populations** contribute to a diverse, entrepreneurial workforce.



Median Earnings for Workers 25 or Older with Earnings



## GOALS

- ◆ Help build the **capacity of workforce development programs** & encourage collaboration to better serve program participants.
- ◆ Work with partner organizations to build better **connections between workforce programs**.
- ◆ Focus workforce development efforts on **vulnerable populations**.
- ◆ Provide more support for **individuals starting their own businesses**.

## EXAMPLE STRATEGIES

- ◆ Identify labor needs & growing industries & share with workforce partners to help **guide their strategies & support skills development**.
- ◆ Use **libraries & rec centers as hubs** for workforce development.
- ◆ Develop new resources to provide crucial services to support workforce programs such as **childcare, transportation, stipends, & benefits navigation**.
- ◆ Encourage local businesses to partner with colleges/universities to help **retain students after graduation** & establish strong employment pipelines.



# COMPREHENSIVE PLAN SECTION: TOURISM



## KEY TAKEAWAYS

- ◆ The **average visitor spends \$240-\$450** on Rochester hotels, restaurants, museums, & shops **each day**.
- ◆ Rochester's **variety of natural, historical, cultural, & business assets** are all things that can attract visitors.
- ◆ Better **promotion of events & amenities** can be enhanced through community partnerships.
- ◆ Tourism is an opportunity for residents to **build community pride** by showing off our unique identity & assets to visitors.



## GOALS

- ◆ Expand opportunities to **attract new visitors** to the city.
- ◆ Enhance the **visitor experience**.
- ◆ Increase **tourism dollars** spent within the city.



## EXAMPLE STRATEGIES

- ◆ Leverage **ROC the Riverway investments** to support tourism marketing for downtown's convention district.
- ◆ Develop events & activities during the wintertime & promote existing wintertime activities to **encourage 4-season tourism**.
- ◆ Increase the number of **bike share station locations near hotels** to encourage visitor use of Pace Bikes to explore the city.
- ◆ Install "Welcome to Rochester" kiosks at Brooks Landing, Corn Hill Landing, Erie Harbor Landing, & at the Port of Rochester to **greet visiting boaters & direct them to local destinations**.

COMPREHENSIVE PLAN SECTION:  
**CITY +  
 NEIGHBORHOOD  
 PROMOTION**



**KEY TAKEAWAYS**

- ◆ Rochester has a great story & the entire community must work together to make sure it is heard.
- ◆ Promotional efforts like Celebrate City Living & Downtown Definitely highlight the **benefits of living & investing in the City** & help to foster interest & excitement.
- ◆ By **marketing & branding their neighborhoods**, community organizations can help foster community pride & bring in new residents & businesses.
- ◆ More needs to be done to **celebrate & promote school programming & successes** in the RCSD.

**GOALS**

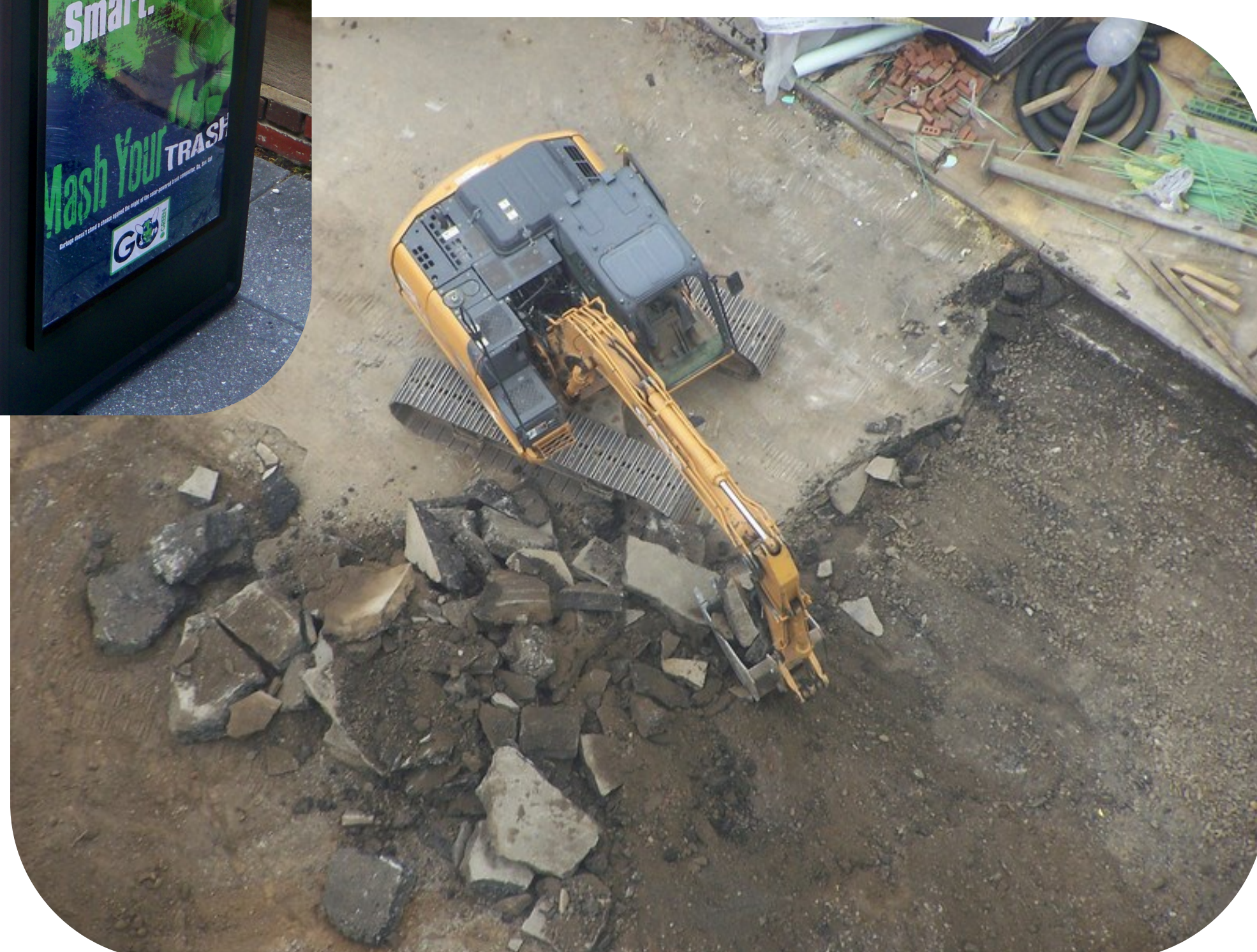
- ◆ Support neighborhood efforts around **branding & promotion**.
- ◆ Promote the City of Rochester as a **premier place to live, work, & visit**.
- ◆ Work with the RCSD to promote innovative **school programming & successes**.



**EXAMPLE STRATEGIES**

- ◆ Implement more **community & neighborhood branding & promotion**, including signage, public art, beautification projects, banners, brochures, etc.
- ◆ Create more **intentional positive messaging** about the city through Celebrate City Living, What's Good Rochester, & other similar platforms.
- ◆ Facilitate a design competition for the creation of a **new official city flag** for the City of Rochester (see current flag at left).
- ◆ Produce regular videos featuring students, graduates, parents, & teachers that **promote positive stories about city schools**.

# COMPREHENSIVE PLAN SECTION: SMART CITY INNOVATIONS

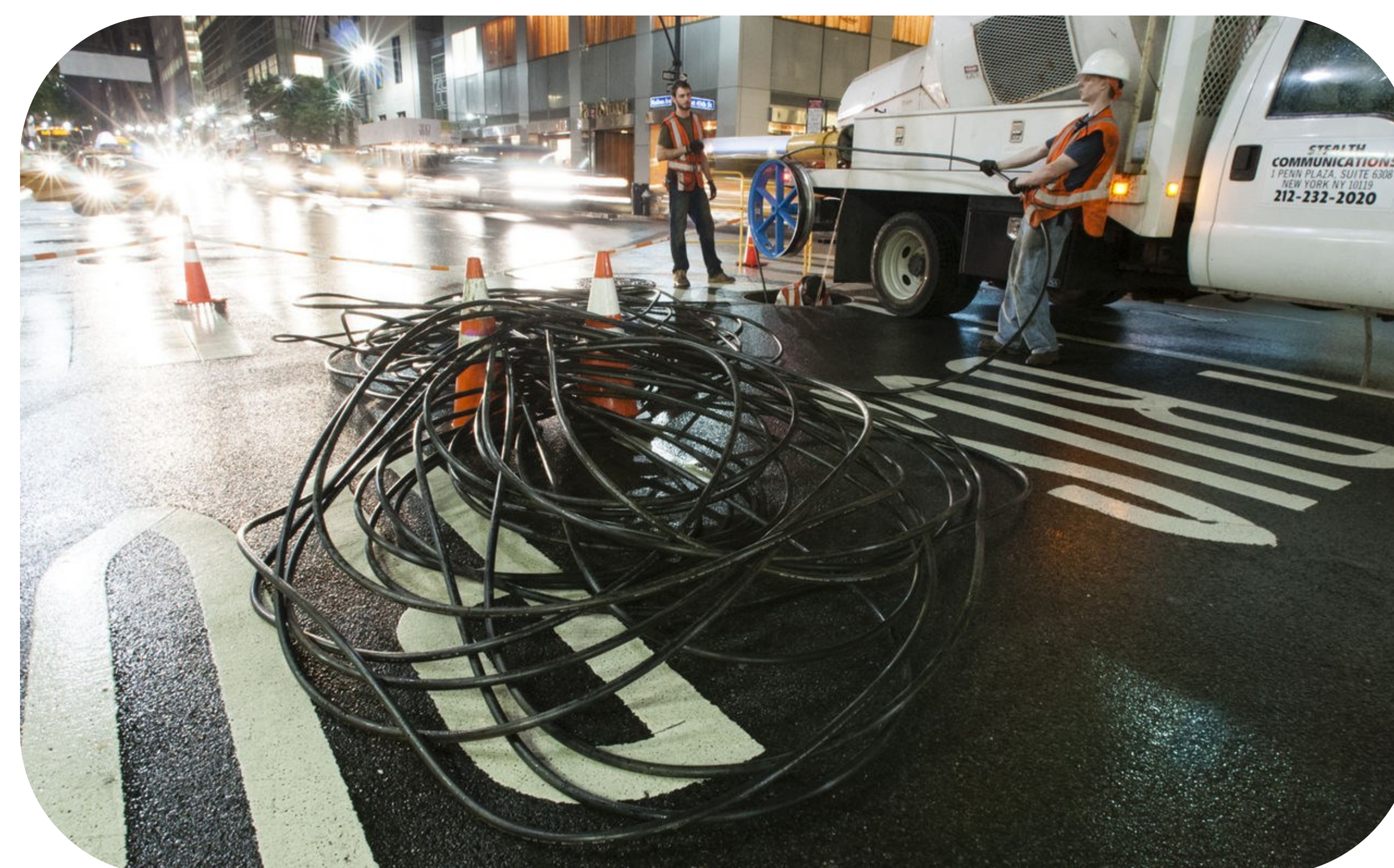


## KEY TAKEAWAYS

- ◆ Rochester seeks to improve as a “smart” city, using information, smart infrastructure, & communication technologies to **better serve residents & businesses**.
- ◆ **Open data** encourages innovation, civic empowerment, & trust between City Hall & the people of Rochester.
- ◆ Increasing **access to high-speed internet & cellular technologies** will help connect people to opportunities.

## GOALS

- ◆ Increase access to **high-speed internet & cellular technologies**.
- ◆ Improve **Transportation Systems** using Smart Technologies.
- ◆ Improve **municipal technology** to better serve the city, its residents, & its stakeholders.



## EXAMPLE STRATEGIES

- ◆ Implement a **smart-metering strategy** for tracking utility usage.
- ◆ Increase access to high-speed internet, particularly in **vulnerable & middle neighborhoods**.
- ◆ Implement **real time parking analytics** & make parking data publicly viewable through a smart phone app.
- ◆ Study the feasibility of **combining street reconstruction projects** with replacing multiple residential **water connections**, as well as the installation of a block or district **geothermal systems**.



# BUILDING NEIGHBORHOOD CAPACITY



## KEY TAKEAWAYS

- ◆ Everyone, regardless of age, gender, ability, language, culture, or housing situation should **benefit from the goals of Rochester 2034**.
- ◆ **Neighborhood & community organizations** are critical partners to implement *Rochester 2034*.
- ◆ **Collaboration** among government, residents, businesses, neighborhood groups, & community development partners make it possible to pool knowledge, balance interests, reduce conflict, & sustain engagement.
- ◆ Many **neighborhood groups could benefit from additional support** & resources to better engage the people they serve.



## GOALS

- ◆ Build the **capacity of community organizations** & associations.
- ◆ Continuously improve **City Hall public outreach & communication** of City services.
- ◆ Improve City Hall systems to make them more **inclusive & accessible**.
- ◆ Increase **resident engagement** in City decision-making processes.

## EXAMPLE STRATEGIES

- ◆ Create a **Neighborhood Toolkit** to help build the capacity of neighborhood organizations.
- ◆ Better **promote City services** through media/social media, web maps & apps, etc.
- ◆ Support & participate in the creation of a **deaf community master plan** by NTID.
- ◆ Actively engage & invite city residents to participate in **City boards & commissions**, & recruit more traditionally underrepresented populations & young people to serve on them.

