

A. ECONOMIC GROWTH [ECN]

ACTION PLAN

GOAL	STRATEGIES	PARTNERS
<p>ECN-1 Attract businesses to downtown Rochester.</p>	<p>ECN-1a Coordinate advocacy and align resources to support the growth and attraction of new companies to Downtown Rochester.</p>	<p>RDDC, City, Monroe County, GRE, Chamber of Commerce, NYS, Federal Government</p>
	<p>ECN-1b Leverage the ROC The Riverway initiative to market downtown Rochester as a vibrant community with waterfront amenities and cultural programming.</p>	<p>City, Monroe County, GRE, Developers</p>
	<p>ECN-1c Continue the public/private partnership that defines the Downtown Innovation Zone for adding real economic value to the city and the regional economy.</p>	<p>City, RDDC, Chamber of Commerce, GRE</p>
	<p>ECN-1d Support the video game development incubator, sponsored by the Rochester Downtown Development Corporation and RIT, to provide opportunity for startups to locate and grow in Downtown.</p>	<p>RDDC, RIT, City, Monroe County, Developers</p>
	<p>ECN-1e Partner with Rochester-based companies to help create a strong business case for investing in downtown. Use that business case to better market downtown as a location for business investment and development.</p>	<p>City, GRE, Business Community</p>
	<p>ECN-1f Develop strategies to create increased demand for storefront spaces in downtown.</p>	<p>City, RDDC, Business Community, Building/Property Owners</p>
	<p>ECN-1g Explore the idea of offering incentives to building owners to subdivide their building into commercial condominiums as a way to attract the commercial market that would prefer to own their space.</p>	<p>City, Building/Property Owners</p>

Notes:

1. Partners listed in bold are recommended to lead the implementation of that strategy.
2. For a list of partner acronyms see [Appendix A](#).

GOAL	STRATEGIES	PARTNERS
ECN-1 Attract businesses to downtown Rochester.	ECN-1h Continue to attract mixed-income residents to downtown to provide a strong customer base for attracting retail, restaurants, and street vibrancy.	City, Developers
ECN-2 Support existing and help/incentivize new neighborhood businesses.	ECN-2a Implement the recommendations of the 2019 City of Rochester Commercial Corridor Study.	City , REDCO, Building/Property Owners, Business Community, Community Groups/Funders
	ECN-2b Guided by the 2019 City of Rochester Commercial Corridor Study, create a new financing vehicle housed within the Rochester Economic Development Corporation (REDCO) aimed at providing predevelopment funds for small businesses. This investment should focus on high-impact neighborhood projects that will serve as anchors for further development in neighborhood districts.	City, REDCO, Banks/Community Lenders, Community Groups/Funders
	ECN-2c In accordance with the recommendations of the 2019 City of Rochester Commercial Corridor Study, look for opportunities in Neighborhood Mixed-use Character Areas to establish small community parking lots to support businesses along the corridor. Creating parking opportunities should start with looking for existing parking lots that are appropriately located and underutilized to then negotiate arrangements for opening the lot for public use. Special assessment districts could also be used as a tool for funding the construction and maintenance of well-designed and appropriately located community parking lots.	City , Business Community, REDCO, Property Owners

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<p>ECN-2</p> <p>Support existing and help/incentivize new neighborhood businesses.</p>	<p>ECN-2d Continue the efforts to reinforce and grow the Rochester Public Market as a community, local business, and entrepreneurial incubation anchor in Rochester, particularly for businesses in craft production, small scale food processing, and food service.</p>	<p>City, REDCO</p>
	<p>ECN-2e Assess and reduce administrative and regulatory barriers for small business development and support.</p>	<p>City, REDCO</p>
	<p>ECN-2f Continue to explore creative and innovative ways to finance businesses, focusing on providing grants, below-market interest rates on loans, and large-scale economic development incentives through programs like the SBA 504 lending program.</p>	<p>City, REDCO</p>
	<p>ECN-2g Continue to support and expand programs such as Kiva Rochester and other innovative community-based methods for increasing capital access such as micro-lending, shared assets, and resource pools.</p>	<p>City, Kiva Rochester, REDCO</p>
	<p>ECN-2h Collaborate with traditional financial institutions to make lending practices more accessible and culturally inclusive.</p>	<p>City, REDCO, Banks/Community Lenders</p>
	<p>ECN-2i Raise awareness of new and existing financial products and strategies available to residents and small businesses.</p>	<p>City, Business Community, REDCO, Community Groups/Funders, Banks/Community Lenders, Realtors</p>

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GOAL	STRATEGIES	PARTNERS
ECN-2 Support existing and help/incentivize new neighborhood businesses.	ECN-2j Develop and support community and business promotional initiatives like Shop the ROC, Small Business Week, and Shop Small Businesses campaigns.	City , Education/ Medical Institutions, Chamber of Commerce, Celebrate City Living Coalition, Business Community
	ECN-2k Foster interest in neighborhood businesses as part of the Celebrate City Living initiative.	City, Celebrate City Living Coalition, Business Community
	ECN-2l Offer businesses a stronger and more coordinated network of service providers focused on technical assistance, training, and mentorship opportunities. Focus on connecting service providers through systems integration, shared performance management, navigating multiple levels of bureaucracy for development projects, the creation of a central hub of information and referrals, and increased funding to support “Navigators/Advocates” to assist in accessing services.	City , REDCO, Business Community, RIT Center for Urban Entrepreneurship
	ECN-2m Expand the role of street liaisons to help recruit businesses, provide technical assistance to existing businesses, and market the district by regularly creating events, organizing business promos, implementing social media campaigns, etc.	City , Business Community, REDCO
	ECN-2n Expand the Land Bank’s focus to include commercial properties in support of strengthening neighborhood commercial districts.	Rochester Land Bank , Developers

A. ECONOMIC GROWTH [ECN]

ACTION PLAN

GOAL	STRATEGIES	PARTNERS
<p>ECN-3</p> <p>Support entrepreneurship as the foundation of business development.</p>	<p>ECN-3a Support and grow startup businesses in the community through incubator and small business programs and initiatives, such as NextCorps, Luminate, RIT Center for Urban Entrepreneurship, and the Commissary.</p>	<p>City, Monroe County, NYS, RDDC</p>
	<p>ECN-3b Recognize home-based businesses as starting points of the business development lifecycle and provide resources and support to those with the potential to grow and eventually own and-or occupy community-based commercial structures. In addition to providing support, regulatory burdens should be reduced to further encourage these uses while not compromising the character of their surroundings.</p>	<p>City, Home-based Businesses</p>
	<p>ECN-3c Support existing efforts to incubate and accelerate startups conceived on local college and university campuses and make the business case for them to remain and grow in Rochester instead of fleeing to larger markets.</p>	<p>City, Education/ Medical Institutions, GRE, Business Community, Chamber of Commerce</p>
	<p>ECN-3d Create more opportunities for pipeline business development by allowing pop-up commercial uses, mobile vending, temporary land uses, and business support for home-based businesses, thereby providing business incubator and test marketing at low costs.</p>	<p>City, Developers, Banks/Community Lenders</p>
<p>ECN-4</p> <p>Continue to support and attract job-generating economic development.</p>	<p>ECN-4a Maintain inventories of privately-owned and publicly-owned strategic development sites in Rochester, particularly in Opportunity Zones. Actively market them and consider providing a degree of pre-approval for generic redevelopment concept plans to expedite the development approval process.</p>	<p>City</p>

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GOAL	STRATEGIES	PARTNERS
ECN-4 Continue to support and attract job-generating economic development.	ECN-4b Assemble and actively market City-owned vacant lots in low-demand housing market areas for economic development that will generate jobs for the surrounding residents. Appropriately zone the areas for economic development.	City, GRE
	ECN-4c Take a survey of retail space downtown and along key business corridors, in order to identify sites for potential commercial investment, and to better understand the retail market in Rochester.	City
	ECN-4d Increase outreach efforts to the industrial/ manufacturing sector to maintain and enhance strong business relationships. Rochester's manufacturing base provides well-paying entry-level and mid-skill level jobs to neighborhood residents.	City, REDCO
	ECN-4e Support and facilitate private capital investment projects for existing and new industrial/ manufacturing businesses in the City through financial incentives and technical assistance.	City, Monroe County, NYS
	ECN-4f In accordance with the Finger Lakes Forward: United for Success Plan, increase program focus on industries such as optics/photonics, food production, advanced manufacturing, and technology. These industries are gaining regional momentum in large part due to the growing prominence of RIT and UR.	City, GRE, REDCO, Chamber of Commerce, Monroe County

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GOAL	STRATEGIES	PARTNERS
ECN-4 Continue to support and attract job-generating economic development.	ECN-4g Develop strategies and approaches to help increase the amount of venture capital available to invest in business startups, including those in the technology, optics and imaging sectors.	City, Banks/Community Lenders, Wealth Management Firms
	ECN-4h Continue to support the redevelopment of Eastman Business Park through their master plan and business development strategies.	City , Business Community
ECN-5 Improve opportunities for historically disadvantaged businesses through business development programming and by providing access to contracting opportunities with the City of Rochester.	ECN-5a Support MWBEs by more intentionally producing and distributing information about certification, contracting requirements, and other aspects of MWBE regulation.	City , Business Community
	ECN-5b Leverage business accelerator strategies and programs to assist MWBEs' progression from sub-contractors to prime contractors.	City
	ECN-5c Ensure loan and grant-making processes are equitable and responsive to the needs of all cultures, ethnicities, and abilities.	City
	ECN-5d Work to make procurement processes and activities more equitable and responsive to the needs of all cultures, ethnicities, and abilities.	City

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GOAL	STRATEGIES	PARTNERS
ECN-6 Establish a culture of collaboration among Anchor Institutions and other regional partners in order to better drive positive economic change locally.	ECN-6a Create a formalized anchor collaborative network in the Greater Rochester region. Draft goals and strategies for anchor collaboration including support for OWN Rochester Companies, shifting procurement streams to support local businesses, hiring employees from low-income communities, community-building activities, living wage, supporting local homeownership, and more.	City , OWN Rochester, Education/Medical Institutions, Business Community
	ECN-6b Define the City’s role as an Anchor Institution in the Rochester community. Develop an anchor mission, and participate in the collaborative network as both a convener and a member.	City
	ECN-6c Attract students and Anchor Institution workers into local businesses with targeted welcome signs, home team recognition/specials, displayed school colors/mascots, etc.	Education/Medical Institutions City, Business Community
	ECN-6d Encourage regional anchor institutions, including NY State agencies, to identify opportunities for establishing/growing a physical presence in Downtown or somewhere else in the city.	City , NYS, Educational/Medical Institutions, Business Community
	ECN-6e Create/enhance programming, similar to <i>Into the ROC-RIT</i> , that encourages local college/university students to engage in Rochester city life through volunteerism, attending events, taking tours, and other activities that introduces students to Rochester’s assets.	City, Education/Medical Institutions, Business Community, Event Sponsors, Visit Rochester

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<p>ECN-6 Establish a culture of collaboration among Anchor Institutions and other regional partners in order to better drive positive economic change locally.</p>	ECN-6f	Collaborate with FLREDC and other regional partners to focus on increasing job density in the city. Recent work from the Brookings Institution shows that businesses, workers, and urban economies thrive more when there is intentional and collaborative focus on policies and investments that advance more concentrated job growth patterns, combined with transformative placemaking.	FLREDC, GRE, Chamber of Commerce, RDDC, City, Monroe County, RMAPI
<p>ECN-7 Focus on market research, data, and analysis to drive economic development decisions and programming.</p>	ECN-7a	Track and analyze City and REDCO investments to evaluate impact and determine most impactful uses of public resources.	City, REDCO
	ECN-7b	Adopt evidence-based methods and approaches to analyzing citywide economic/market trends, commercial dynamics, and economic development opportunities on an on-going basis.	City, GRE, Education Institutions
	ECN-7c	Utilize market research to develop resources in response to emerging markets. For example, conduct a retail and consumer service leakage analysis to better understand retail and service market opportunities and track key market indicators at the neighborhood and city levels.	City, GRE

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