

A. IMPLEMENTATION + STEWARDSHIP OF ROCHESTER 2034

INTRODUCTION

According to Section 28-a of the NYS General City Code, the legislature finds that “among the most important powers and duties granted by the legislature to a city government is the authority and responsibility to undertake city comprehensive planning and to regulate land use for the purpose of protecting the public health, safety and general welfare of its citizens.” To that end, **extensive public engagement, combined with research, analysis, and input from dedicated public servants across City Hall, resulted in the direction set forth in Rochester 2034.**

As a long-range plan, *Rochester 2034* includes Goals and Strategies, some of which can be implemented quickly and others that require organizational changes, collaboration, innovation, and funding. Each Strategy is assigned implementation “partners,” which often includes the City of Rochester. This may mean that the City will implement the Strategy itself or that it will lead as the convener of stakeholders who will implement the Strategy together. In other instances, partner organizations are listed where the City does not have a role or is not the appropriate lead.

The Office of Planning will be responsible for the overall stewardship and monitoring of *Rochester 2034* and will periodically update the Plan. Effective monitoring and implementation will help Rochester attract public and private investment and financing to achieve the vision and Goals of the Plan.

One result of a robust community engagement is that the community is aware of *Rochester 2034* and has an expectation that decisions will be driven by the Plan. Government and community decision makers will be held accountable to the Guiding Principles, Goals, and Strategies outlined in the Plan. Projects and programming of the City and community groups must work toward aligning with these elements of the Plan. The Office of Planning will work with colleagues, departments, systems, and elected officials in City Hall to build that alignment into the routines and the framework of decision-making, while also looking for opportunities to engage the community in implementation.

KEY TAKEAWAYS

- *Rochester 2034* will be adopted by City Council and City Code will be modified to recognize and help implement *Rochester 2034*.
- *Rochester 2034* will inform City budget decisions and lays the groundwork to update the City’s Zoning Code.
- The City plays an important role in helping to implement *Rochester 2034*, but it is a community-wide plan, not just a City plan.
- Successfully implementing *Rochester 2034* will take collaboration, funding, resources, and commitment from the public and community partners in addition to City Hall.

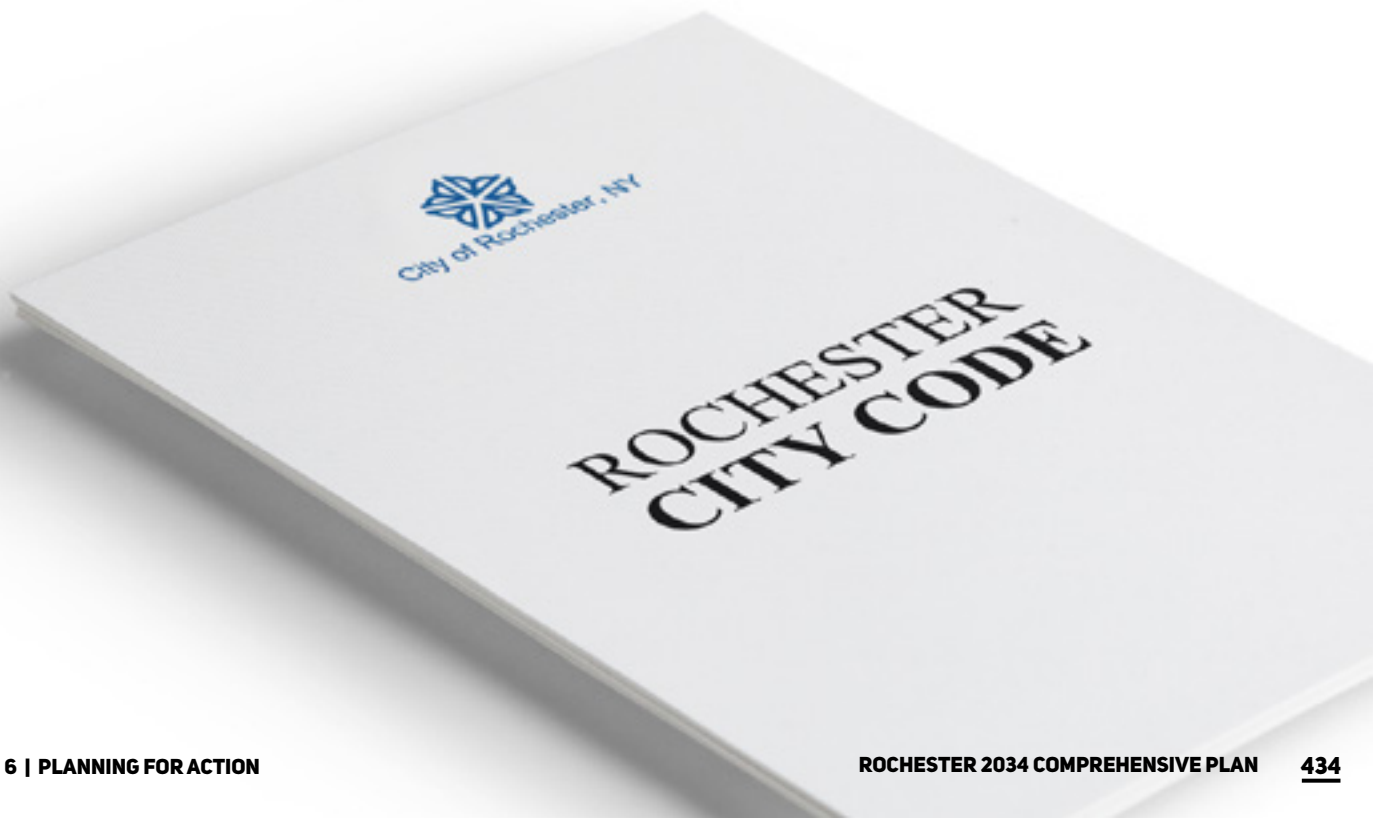
IMPLEMENTATION THROUGH THE CITY CODE

PLAN ADOPTION

Section 14-1 of the City Charter, states:

“There shall be a City Comprehensive Plan, approved by the City Council, which shall identify the goals, objectives, principles, policies, standards, directions and/or programs for the immediate and long-range protection, maintenance, enhancement, growth and development of the City. The Comprehensive Plan shall consist of materials, written and/or graphic, including but not limited to plans, maps, charts, studies, ordinances, resolutions, reports and other descriptive material. The Comprehensive Plan shall be readily identifiable and available for use by the public; it shall consider the diversity of resources and conditions in the City; it shall be developed through an open and flexible planning process and while promoting the health, safety and welfare of the people of the City; and it shall consider the needs of the region.”

In accordance with the City Charter and the NYS General City Law, a Comprehensive Plan is adopted by City Council through an ordinance. Moreover, the Charter requires City Council to produce a municipal code that consists of “ordinances and local laws of a general nature”. Chapter 130 of the City Code is where the comprehensive plan is officially presented.



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IMPLEMENTATION THROUGH THE CITY CODE CONTINUED

CHAPTER 130 OF THE CITY CODE: COMPREHENSIVE PLAN

According to Chapter 130, the comprehensive plan shall be considered an official statement of the City of Rochester with respect to the:

- 1 Existing and developing character of various areas of the city;
- 2 Proper objectives, standards and direction for the future maintenance, growth and development of the city;
- 3 Means to be employed to protect existing character or development and to encourage future development that will be in the best interest of the city; and
- 4 Actions and programs to be undertaken by the City with respect to its future maintenance and development.

It further states that the comprehensive plan shall serve as a guide and resource for City officials and agencies in the performance of their duties.

CHAPTER 120 OF THE CITY CODE: ZONING CODE

Zoning is a critical tool to successfully implement the land use and placemaking goals outlined in *Rochester 2034*. In fact, a comprehensive plan that is kept current is necessary before a local government can lawfully adopt or amend zoning. Thereafter, aligning zoning with the Plan is an ongoing process. Upon adoption of *Rochester 2034*, the process of revising zoning will involve substantial effort on the part of City staff and the community.

The Zoning Code includes two parts: the zoning text and the zoning map. The text of the ordinance contains the community development objectives and the necessary technical provisions to regulate building form and the use of land. The zoning map delineates the boundaries of the specific districts or zones created in the code. The revised districts

will be guided by the Character Areas shown in [Initiative Area 2, The Placemaking Plan](#) of *Rochester 2034*. The text will be guided by the Placemaking Principles and Action Plan listed in that Initiative Area.

Currently, the City Planning Commission (CPC) is the primary entity responsible for administering the connection of the comprehensive plan with zoning decisions. In accordance with the Zoning Code, the CPC must consider the comprehensive plan in their decisions for designation of Preservation Districts and local landmarks, on amending the zoning text and map, and for approving subdivisions, cluster developments and Special Permits. The CPC is key to reinforcing the vision, Guiding Principles, Goals, and Strategies in the land use decision-making infrastructure in City Hall.

IMPLEMENTATION THROUGH THE CITY CODE CONTINUED

CHAPTER 104 OF THE CITY CODE: STREETS AND STREET ENCROACHMENTS

The City Zoning Code only regulates development that is located within a parcel of land, which amounts to approximately 85% of the city. The remaining 15% of land is public right-of-way (ROW) and is regulated through Chapter 104 of the City Code and, in a minor way, through Chapter 128, Land Subdivision Regulations. The design of ROW facilities (e.g., roads, sidewalks, bike lanes, tree pits, etc.) is primarily administered by the City Engineer. While the comprehensive plan is not specifically referenced in Chapter 104, the closest tie is in City's *Complete Streets Policy* (§104-29), stating:

“The City seeks to create an interconnected network of transportation facilities which accommodate all modes of travel in a manner that is consistent with neighborhood context and supportive of community goals by establishing a Complete Streets Policy to incorporate active transportation into the planning, design, and operation of all future city street projects, whether new construction, reconstruction, rehabilitation, or pavement maintenance.”

The design and interface between private development (buildings) and the adjacent public sidewalks and streets is often how the public experiences the city. The current separation of Chapter 104 and Chapter 120 can lead to disjointed design and decision making. *Rochester 2034* seeks to better connect these two regulatory processes, as discussed in [Initiative Area 2, The Placemaking Plan](#), potentially through the creation of a Unified Development Code (see sidebar).

UNIFIED DEVELOPMENT CODE

A Unified Development Code (UDC) is a document that consolidates all development-related regulations including zoning requirements, subdivision regulations, design and development standards, and review procedures on public and private parcels and within the right-of-way into one consolidated code. By integrating all types of development, the UDC offers a more flexible and comprehensive approach to design, which leads to a more consistent treatment of different and interrelated types of development. A UDC recognizes the interrelationship between contiguous land areas and better facilitates the regulation of the shared boundaries.



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IMPLEMENTATION THROUGH CITY BUDGET PLANNING

Funding is also a key implementing tool for a comprehensive plan. Funds are allocated through the operating budget, Capital Improvement Program, and Consolidated Community Development Plan.

OPERATING BUDGET

The annual operating budget shows the projected revenue and associated expenses and outlines the City's work plan and delivery of services for the year. The comprehensive plan is an effective tool to help ensure that the budget is responsive to community goals and priorities as reflected in the various elements of the Plan.

CAPITAL IMPROVEMENT PROGRAM

The City's Capital Improvement Program presents the spending plan for major infrastructure improvements and public construction projects, prioritized across a five-year timeframe. The development of this annual program will take guidance from the Goals and Strategies of *Rochester 2034*.

CONSOLIDATED COMMUNITY DEVELOPMENT PROGRAM

The Consolidated Plan is a 5-year strategic plan, required by the U.S. Department of Housing and Urban Development, which guides the allocation of federal entitlement funds available through the Community Development Block Grant (CDBG) Program, Home Investment Partnerships (HOME) Program, Emergency Solutions Grant (ESG) Program, and Housing Opportunities for Persons with AIDS (HOPWA). The Consolidated Plan will also be informed by *Rochester 2034*.

"Fiscal responsibility and fair stewardship of taxpayers' dollars is something we work very hard at. It gives me great pride to have a team at City Hall – especially those in the Finance and Budget Departments – whose diligence and proficiency have resulted in Rochester's excellent bond ratings. There is a great deal of exciting investment and revitalization taking place in our city right now. Our excellent credit ratings help us continue our mission of building a safer, more vibrant city with sufficient jobs and educational opportunities for all of our residents."

–Mayor Lovely A. Warren
(quote from January 2017 when Rochester's bond rating was upgraded from an A+ to an AA-)

IMPLEMENTATION THROUGH SEQR

Outside of the City Code, the comprehensive plan is a consideration in all discretionary decision making processes that trigger review under the New York State Environmental Quality Review Act (SEQR). SEQR establishes a process to systematically consider environmental factors early in the planning stages of actions that are directly undertaken, funded or approved by local, regional and state agencies. Within those environmental factors to be considered is the consistency of the proposed action with officially adopted plans or goals. This is a substantial implementation tool for early consideration of *Rochester 2034* in regulatory decision making.

IMPLEMENTATION PLANNING AND ADVOCACY

The Office of Planning will take a leadership role in advocacy and spurring implementation of *Rochester 2034*. To assist in the implementation process, a Master Action Plan, which is a tool to help sort and organize all of the Plan's Goals and Strategies, is available on the Comprehensive Plan [website](#). Recognizing that *Rochester 2034* is a 15-year plan, the action plans include Goals and Strategies that will be implementable over time.

Not all strategies will be immediately pursued. After plan adoption, the Office of Planning will work with a plan implementation oversight committee to set some high-level priorities and timelines and manage a collection of implementation teams based on topics covered in *Rochester 2034*. Those implementation teams will include partners, such as those identified in the Action Plans, from inside and outside of City Hall.

When setting direction, the oversight committee will need to consider the capacity of City staff and resources, as well the capacity of external stakeholders. As priorities arise, additional staff and/or professional services may be necessary to effectively carry out the Plan. As success is incrementally achieved, subsequent prioritization exercises will follow to continue implementation activities. *Rochester 2034* is meant to be a "living document", in that Goals and Strategies may be revised periodically as conditions change, priorities evolve, and new ideas emerge. A forum for routinely updating the community and City leaders on the implementation progress of *Rochester 2034* will be designed and implemented, including the preparation of a biennial report.

Rochester 2034 is a community-wide plan, not a City plan. There are some Strategies identified in the Action Plans that the City may implement on its own. However, most Strategies will require collaboration, funding, resources, and commitment from the public and our community partners.

It will be critical to sustain public support and significant community investment beyond the City's budget by civic leaders, funders, developers, and other key partners if we want to successfully implement this Plan and realize the vision of *Rochester 2034*.



A. IMPLEMENTATION + STEWARDSHIP OF ROCHESTER 2034 [IMP]

ACTION PLAN

GOAL	STRATEGIES	PARTNERS
IMP-1 Implement <i>Rochester 2034</i> through City Code and procedures.	IMP-1a Amend Chapter 130, Comprehensive Plan, to codify selected portions of <i>Rochester 2034</i> . While including the text of the entire document in the City Code is not possible, all or portions of it can be adopted by reference.	City
	IMP-1b Rewrite the Zoning Code and Map as either a standalone document or as part of a Unified Development Code. Within that new code, enhance the connection between zoning decisions and <i>Rochester 2034</i> .	City
	IMP-1c Revise the Subdivision Code to be consistent with the <i>Rochester 2034</i> Placemaking Plan.	City
	IMP-1d Explore the option of converting the City's development-related codes into a Unified Development Code (UDC). A UDC would modernize and consolidate all development regulations into one code that includes standards and design guidelines, outlined in the Placemaking Plan.	City
	IMP-1e Develop a mechanism for including a reference to <i>Rochester 2034</i> in City Council items, encouraging the regular use of the Plan and ensuring legislative actions are consistent with the Plan.	City
	IMP-1f Require land use boards and commissions to specifically reference Principles/Sections/Goals/Strategies of <i>Rochester 2034</i> in decisions.	City

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
IMP-2 Use Rochester 2034 to inform City budgets and programming.	IMP-2a Connect the “Key Performance Indicators” of the City Operating Budget to <i>Rochester 2034</i> .	City
	IMP-2b Provide a reference to <i>Rochester 2034</i> in the CIP budget allocation requests.	City
	IMP-2c Align the 5-year Consolidated Community Development Plan with Goals of <i>Rochester 2034</i> .	City
IMP-3 Implement Rochester 2034 through collaboration and organization.	IMP-3a Develop an oversight committee, led by the Mayor’s Office, to provide oversight of and direction to the implementation of <i>Rochester 2034</i> .	City , Community Groups/Funders
	IMP-3b Under the direction of an oversight committee, create teams to help prioritize and implement Action Plan Goals and Strategies. These teams should include a mix of City staff and strategic partners identified in the Action Plans.	City , Community Groups/Funders
	IMP-3c Prepare a forum, online or otherwise, for routinely updating the community on the implementation progress of <i>Rochester 2034</i> . This should include a biennial report to update the community and City leaders on the status of the prioritized list of Goals and Strategies.	City
	IMP-3d Facilitate development of regular meetings between planners from neighboring municipalities, as well as regional planning and development agencies, to encourage information sharing and regional collaboration.	City , RTS, GTC, NYS, Monroe County, GFLRPC, Neighboring Municipalities
	IMP-3e Aggressively communicate the vision, Goals, and Strategies of <i>Rochester 2034</i> to secure the commitment, resources, and collaboration needed from strategic partners to implement <i>Rochester 2034</i> .	City , Monroe County, Federal Government, NYS, FLREDC, Community Groups/Funders