



Rochester
2034
MOVING FORWARD

A FOUR-YEAR PROGRESS REPORT
APRIL 2024



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The Office of City Planning extends its gratitude to all who have contributed to both the implementation of *Rochester 2034* and the development of this progress report. This includes Mayor Malik Evans and his team, numerous City departments and their talented staff, City Council, and key community partners – institutions, not-for-profits, neighborhood groups, businesses, and individual Rochesterians. All of these people have offered their time, talent, and treasure as they have rallied behind the Plan and are ensuring *Rochester 2034* is Moving Forward.

ROCHESTER 2034 PLAN OVERVIEW

The *Rochester 2034 Comprehensive Plan* is an ambitious document that lays out a shared vision, principles, goals, and strategies aimed at ensuring a vibrant, thriving, and healthy community upon celebration of the City's 200th birthday in 2034. When *Rochester 2034* was adopted in November 2019, the Office of City Planning committed to report back to the community every two years and to provide updates on Plan implementation. This document is the second of those biennial reports. It illustrates the incredible amount of projects, programs, and policies being developed across many critical subjects. It also highlights how many City departments and community partners, in coordination with the Mayor's Office and City Council, are ensuring that *Rochester 2034* is Moving Forward.

Rochester 2034 covers a wide variety of topics (called "Sections" in the Plan), from housing and transportation to economic growth and historic preservation. Each topic/section includes an Action Plan, with Goals and Strategies that are aligned with an overarching community Vision and set of Guiding Principles. Overall, the Plan presents a blueprint for growth and development in the city, with four main themes carried throughout:

- Positioning Rochester for Growth
- Connecting Land-Use and Transportation
- Placemaking
- Social and Economic Equity

The full *Rochester 2034 Comprehensive Plan* can be accessed at Rochester2034.com. A *Rochester 2034* Guidebook, which provides an overview of the Plan and some of its key highlights and recommendations, can be found [here](#). To supplement the written Plan document, two interactive web-based tools provide another way to explore the Plan recommendations:

- [The Placemaking Plan Map](#) is an interactive map of all the proposed Character Areas (which are a basis for the development of a new zoning code) and place-based recommendations in Initiative Area 2, The Placemaking Plan.
- The [Master Action Plan](#) is an interactive list of all the Strategies and Goals in the Plan, which can be sorted by keyword, topic/section, or Principle.

The Vision Statement and Guiding Principles of *Rochester 2034*, which represent the foundation of the rest of the Plan, are displayed on the following pages.

2034 VISION STATEMENT

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.



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.



PROSPERITY

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



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, accessible 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 accessibility, 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.



EVENTS SINCE THE PLAN'S ADOPTION

The adoption of the Plan in 2019 only added to the momentum that had been building for several years prior. While the city faces significant challenges related to poverty, education, and systemic racism, Rochester has also been seeing increased and highly-visible investment – from the private and public sectors – and a growing sense of pride not seen in generations. *Rochester 2034's* timing proved to be critical, amplifying that momentum while helping position the community for difficult days ahead.

The community never could have anticipated how the world would change after the Plan was completed in 2019. The COVID-19 pandemic began just months after City Council adopted the Plan, creating a public health crisis with severe economic and social consequences. 2020 was also marked by substantial tension in police-community relations and a growing awareness – locally and nationally – of racial injustice. These circumstances presented challenges and tested the community's resiliency in ways not seen before in Rochester. At the time of adoption, the Plan did not anticipate issues like these effecting the city to the extent that they did. However, the Plan's built-in flexibility, along with its vision for a healthy, equitable, resilient community, provided some guidance on how to navigate these challenges.

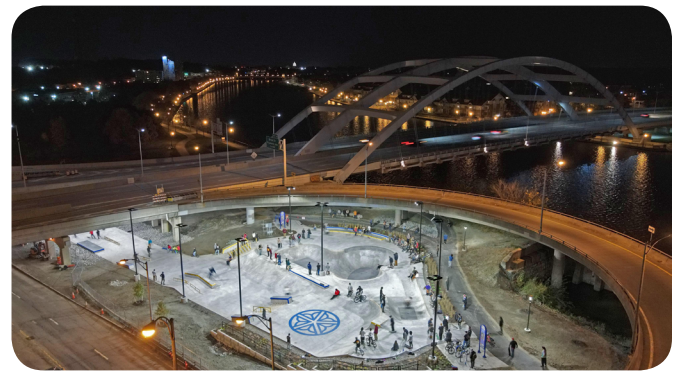
A critical development in this story was the mayoral transition that took place after the Plan was completed. Mayor Malik Evans, who was on City Council when the Plan was adopted, took office in January 2022. It is not a given that incoming mayors continue to prioritize comprehensive plans developed under previous administrations. Rochester is highly fortunate that Mayor Evans and his Administration immediately placed their full support behind the continued implementation of the Plan, frequently referring to it as our city's "North Star". This ensured that City staff at all levels will continue to look to the Plan to shape our investments and policies.



In the midst of these mighty challenges and transitions, progress and positive news abounds. This includes progress on projects that were underway before the Plan's adoption and things that have emerged since that time. The [ROC the Riverway](#) initiative marches forward, despite the hurdles created by the pandemic, garnering the excitement and optimism that has eluded Downtown Rochester for decades. The Inner Loop East Transformation Project has attracted national attention as a powerful example of stitching together the urban fabric that was torn by expressway construction in the mid-20th Century. The project's success has helped to build momentum for transforming the remaining two-thirds of the expressway – the [Inner Loop North Transformation Study](#) was completed in 2022 and has moved into the preliminary design phase. The City was a fortunate recipient of a major influx of federal dollars through the [Coronavirus Aid, Relief, and Economic Security \(CARES\)](#) and [American Rescue Plan Act \(ARPA\)](#). While none of this funding was anticipated, much of it has been and will continue to be guided by the framework of *Rochester 2034*.

One theme of the Comprehensive Plan is “positioning Rochester for growth”, a trajectory that could only be planned for and hoped for, not guaranteed, at the time of adoption. The newly released 2020 Census data showed that Rochester made modest gains in population for the first time since 1960, a remarkable reversal of a painful trajectory. The data suggests that the historical trends of population loss and disinvestment in Rochester are not permanent. This news provides a hopeful context for *Rochester 2034 Moving Forward* and continued efforts to build a city that is an even greater source of pride.

While *Rochester 2034* has only played a partial role in this excitement and momentum, its framework is designed to both support initiatives that were underway and to guide future projects, policies, and investment decisions. Now more than ever, the health and vitality of this city requires focused and coordinated investments, enhanced partnerships with community stakeholders, and a shared vision of a city that will soon celebrate its 200th birthday. The Plan provides a balance of a solid framework and flexible strategies to achieve that vision.



PLAN IMPLEMENTATION PROGRESS TO DATE

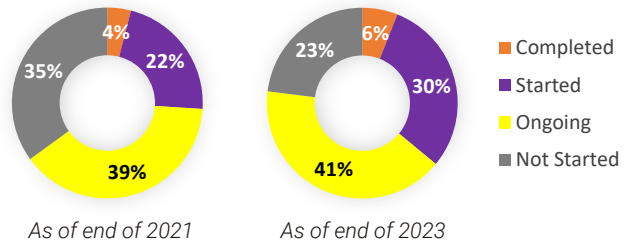
- 88** | # of **Goals in the plan**
- 84** | # of **Goals** with work underway
- 628** | # of **Strategies** in the plan
- 478** | # of **Strategies** with work underway

Throughout these challenging and evolving circumstances, the City and community continued its work on implementing both short and long-term Strategies of the Plan. As stated in Strategy IMP-3c, the Office of City Planning is committed to report back on implementation progress every two years. This is the second of these reports.

Internal processes in City Hall have been created to ensure that decisions being made throughout all departments are aligned with and guided by the adopted Plan. Whether it is constructing the annual City budget, working on legislation going to a land-use board or City Council, or developing the spending plan for ARPA funds, each department is required to align their actions with *Rochester 2034* to ensure the community's Vision and Goals are being implemented.

The prioritization of Strategies in the Plan is a difficult and complex endeavor. Some Strategies are ongoing in nature, others could be initiated now, while others need foundational work before proceeding. Additionally, unforeseen challenges or opportunities may shift priorities within the 15-year window.

Status of Strategies



Lastly, the focus of investments is often dependent on the skills, personnel, and funding resources available at any given time, making a specific ordering of 600+ Strategies difficult to orchestrate over 15 years. Therefore, instead of creating a formal prioritization of Strategies, the Office of City Planning continues to collaborate with the Mayor's Office, multiple City departments, and the community to assess the greatest needs and opportunities.

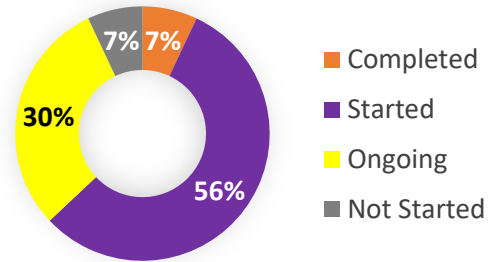
As a result of this dynamic process, 36% of Strategies across all Sections of *Rochester 2034* are either started or completed, up from 26% in the previous Progress Report*. Another 41% of Strategies are considered ongoing, in that they do not have a distinct start or end date – they are efforts that the City and community partners are working on continuously. In addition, progress either continues or has begun on nearly every Goal in the Plan. The following pages breakdown the implementation of both the Goals and Strategies by Section. Highlights of example Strategies are included for each Section. In addition, an update is included with each Strategy that provides more information about how the action has progressed, as well as links to relevant websites. The complete list of all 628 Strategies and their status can be found in the Appendix.

* While this represents very encouraging progress, this rate of implementation should not be expected during each two-year reporting period. *Rochester 2034* includes dozens of Strategies that represent work that was already underway. It was important to capture them as examples of ways to achieve certain Goals, but they are not new ideas and therefore affect the each report's implementation rate.

THE PLACEMAKING PLAN

7 | # of **Goals**
 57 | # of **Strategies**

Status of Strategies



Strategy Highlights

PMP-1c

Completed

Develop mechanisms and relationships within City departments that elevate the holistic placemaking approach in investment and development review decisions, including development of the annual Capital Improvement Program.

UPDATE: The Placemaking perspective and the guidance provided by Rochester 2034 is integrated into numerous City processes including the City Budget, Capital Improvement Program, Consolidated Plan, City Council process, Site Plan Review, Project Review Committee, and others.

PMP-1a

Started

Update the zoning code regulations and map to reflect the vision expressed in the Character Areas of the Placemaking Plan.

UPDATE: Within months of adopting the Rochester 2034 Comprehensive Plan, including the Placemaking Plan, the City's Zoning Division and Office of City Planning embarked on developing a new zoning code and map for Rochester. Known as the [Zoning Alignment Project](#) (ZAP), this initiative consists of updating, and at times completely rewriting, sections of the code to reflect the vision and goals expressed in the Placemaking Plan. A draft zoning map has been created to further align zoning regulations with the Plan. Extensive community engagement, which follows all that was done during the creation of Rochester 2034, has occurred between 2020 and 2023. As of Feb 2024, ZAP is about 75% done. The full draft code and map were released to the public in Sept 2023, which kicked off the State Environmental Quality Review phase of the project. The ZAP team is currently reviewing all comments submitted in response to the full draft code and map to consider potential revisions. The new code and map are expected to be brought before City Council to consider for adoption in late 2024.

PMP-2a

Started

Identify strategies for encouraging more small-scale, incremental development in downtown and other mixed-use corridors/districts to complement the larger projects that have dominated recent development. This may include partnering with federal and state agencies to refine/expand programs or create new funding mechanisms.

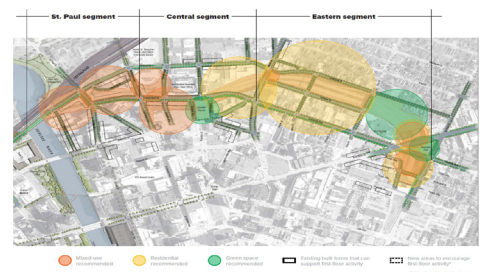
UPDATE: This issue will be explored as part of the Inner Loop North Mobility and Development Strategy, which will start in 2024. The project will consider the appropriate balance and location of infill development and open space; a diversity of potential land uses; potential siting, building form, and massing; further input from diverse community voices; and transportation considerations such as curb cuts, access management, circulation, multi-modal connectivity, shared mobility and transit hubs, and parking (including for bicycles).

PMP-4I

Started

Continue to provide aggressive enforcement of property maintenance and nuisance laws.

UPDATE: Pursuant to [Housing Quality Task Force](#) recommendations, the City increased staffing in Code Enforcement and added an attorney in the Law Department focusing on housing issues. The City also increased fines for code violations, expedited the issuance of default letters, and added new Building Owner Registry requirements for vacant properties and disclosure of LLC members.



THE PLACEMAKING PLAN

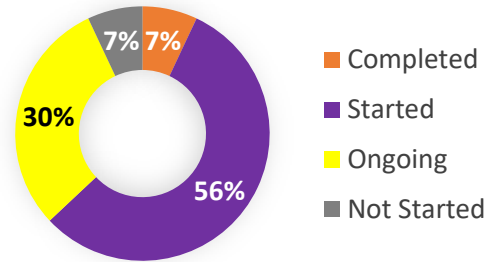
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7 # of **Goals**

57 # of **Strategies***

* Does not include 110 location-specific strategies as discussed on the next page.

Status of Strategies



Strategy Highlights

PMP-6c

Started

Continue to implement the Local Waterfront Revitalization Program and the ROC the Riverway Vision Plan.

UPDATE: Several projects identified in the LWRP have been completed including the [Brewery Line Trail](#), [ROC City Skatepark \(Phase 1\)](#), [Petten St Boat Launch](#), [Running Track Bridge](#) stabilization and [Genesee Gateway Park](#) improvements. Several others are in the design phase including Phases 2 and 3 of the [Skatepark](#), [Aqueduct Reimagined](#), and Phase II of [West River Wall](#). Additionally, a process was established through Site Plan Review to ensure that all projects within the LWRP boundary are compliant with the plan.

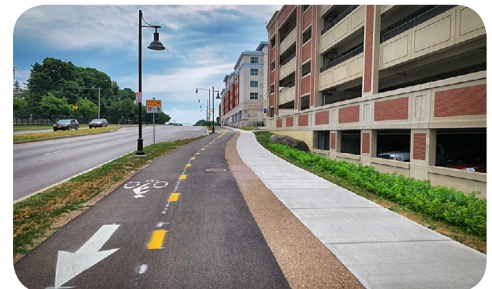


PMP-5b

Ongoing

Expand bicycle facilities and the multi-use trail network to better connect origins and destinations and enhance the environment for active transportation choices.

UPDATE: Example projects in recent years include the Elmwood/South Reconstruction, which added cycletracks along Elmwood and parts of South Ave, the bike lanes added to parts of Jefferson Ave, and the bike lanes added to Waring Road and parts of Culver. In addition, the City completed an [Active Transportation Plan](#) in 2023, which provides further guidance and prioritization of bicycle and multi-use trail projects for future investment.



PMP-5c

Ongoing

Improve safety for all modes of transportation at key intersections and along primary corridors.

UPDATE: The City's Department of Environmental Services secured USDOT Safe Streets For All funding to develop pedestrian area focus plans, an implementation plan for bicycle spine network, and a plan for improved clearance of trails/bike facilities in winter. The City will continue to evaluate grant opportunities to do further safety improvements.



PMP-6e

Ongoing

Identify opportunities throughout the river corridor, the parks system, and streetscape projects to proliferate public art, educational opportunities, historic interpretation, celebration of the local natural environment, and 'urban play' elements; work with developers to incorporate these elements into private development whenever possible.

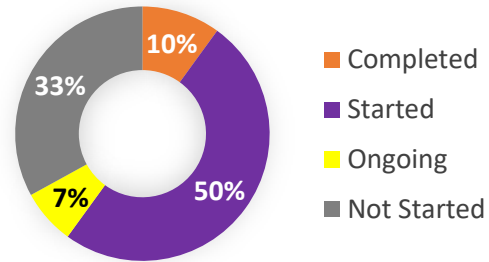
UPDATE: New murals were completed for the ROC City Skatepark in 2022. FY24-25 funding for small art installations in the ROC the Riverway Corridor are being considered as part of the CIP process. Additionally, the Percent for the Arts Program was formalized and fully funded, and is now facilitated by City Planning. The Riverie tour boat was established in Corn Hill to replace the Sam Patch and features extensive environmental and river-based educational programming for RCSD children.



THE PLACEMAKING PLAN (LOCATION-SPECIFIC STRATEGIES)

1 | # of **Goals**
 110 | # of **Strategies**

Status of Strategies



Strategy Highlights

PMP-5a #26 Per the Rochester Public Library Branch Facilities and Operations Master Plan, upgrade the Lincoln branch to better serve as a flexible opportunity space. Include a full interior renovation, improved wayfinding and signage, expanded resources for social services and health/wellness staff, and improved connections to the toy library.

Completed

UPDATE: The Lincoln Library branch has been successfully updated and opened in 2023.



PMP-5a #50 Per the ROC the Riverway initiative, continue to design and implement solutions for Rundel Library's north and south terraces, repairing/replacing critical underground infrastructure while developing dynamic public spaces adjacent to the building and river.

Completed

UPDATE: The Rundel North Terrace project was completed in 2022 and includes multiple public art installations.



PMP-5a #72 Per the ROC the Riverway initiative, continue to make upgrades and enhancements to High Falls Terrace Park, including new amenities, establishing the Brewery Line Trail and connecting paths, public art, and studying the feasibility of creating a High Falls Overlook.

Completed

UPDATE: The Brewery Line Trail in High Falls Terrace Park was completed in 2023, including improvements to the High Falls overlook. This segment is an exciting new feature in this historic park and will be a key linkage in the overall Genesee Riverway Trail system, once connections are made to it from the north and south.



PMP-5a #81 Continue mixed-use development on lands of the former Inner Loop, including creation of a "Neighborhood of Play" centered around The Strong National Museum of Play's expansion.

Completed

UPDATE: Construction is complete for The Strong National Museum of Play and surrounding buildings, including several mixed-use, mixed-income buildings, a hotel, and parking garage that form the Neighborhood of Play. Site 7 is in negotiations for development, otherwise all other sites in the Inner Loop East corridor have been completed.



PMP-5a #83 Per the ROC the Riverway initiative, continue to support Corn Hill Navigation's campaign to purchase a new tour boat and return excursions and educational programming to the Genesee River.

Completed

UPDATE: Corn Hill Navigation (CHN) Waterfront Center at the Downtown Harbor opened in 2023, with CHN providing harbormaster services on behalf of the City. Riverie boat tours launched in mid-2023, including extensive environmental and river-based educational programming for RCSD students.



PMP-5a #21 Develop a river-oriented nature center at the Maplewood Training Center site in Maplewood Park. The center could be part of a larger network of river and urban ecology-oriented facilities along the Genesee.

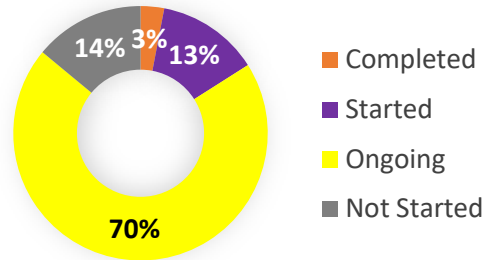
Started

UPDATE: Design of building conversion and site improvements are underway. The anticipated design completion is in spring 2024, followed by construction starting in summer 2024.

HOUSING

6 # of **Goals**
 37 # of **Strategies**

Status of Strategies



Strategy Highlights

HSG-3d

Ongoing

Partner with the Monroe County Aging Alliance and local towns and villages on Age-Friendly Community planning and certification efforts, and develop strategies to produce housing types needed by the growing senior population.

UPDATE: In Spring 2022, the [Monroe County Aging Alliance](#) (MCAA) released its plan, "Creating a Community for a Lifetime - [An Action Plan for an Age-Friendly/Livable Rochester and Monroe County](#)." The plan was funded by the City, Monroe County Office for Aging, and the Rochester Area Community Foundation. It outlines a number of strategies related to housing. MCAA published a [Progress Report](#) on the plan in 2022. The City will continue to partner with MCAA on these efforts.



HSG-5i

Ongoing

Continue to implement the City's Visitability Guidelines and continue to support NYS funded projects that require 10% of their housing units to be fully accessible and at least 4% to be designed for those that may be visually or hearing impaired.

UPDATE: All NYS funded projects that the City partners with incorporate these goals, and the City abides by the requirements for all housing development projects.



HSG-4d

Ongoing

Encourage the development of new, creative, emerging housing types and styles that reflect the varied needs and evolving preferences of city residents. This could include workforce housing, condos, co-housing, ranch homes, tiny or small homes, micro apartments, in-law apartments, senior communities, live/work spaces, etc.

UPDATE: An example project involves a partnership between the City and REACH to secure funding for a tiny house village in the Edgerton neighborhood. More broadly, the proposed Zoning Code and Map as part of the [Zoning Alignment Project](#) includes several items that support this Strategy, including:

- Introduces the new "Pocket Neighborhood" use that will allow unique housing options, including: small lot residential development; co-housing, which organizes dwellings around shared spaces, and is maintained in shared ownership/stewardship by residents; a new tiny-home community; or other housing configurations that allow for elements of communal living.
- Allows for live-work uses in the Low-Density Residential District, making that available in all residential districts.
- Allows Boarding Houses in the Low-Density Residential and Medium-Density Residential Districts by Special Permit, in a home that is owner occupied.
- Eliminates the requirements for a minimum lot size for development. Not relying on lot size minimums allows the option to build small houses on small lots offering another housing option for city residents.

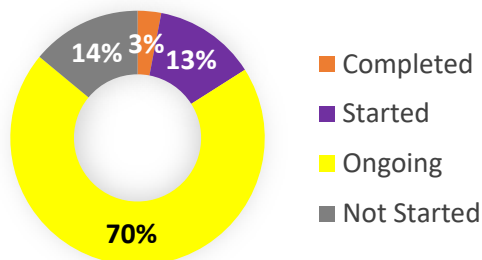


HOUSING

(CONTINUED)

6 | # of **Goals**
 37 | # of **Strategies**

Status of Strategies



Strategy Highlights

HSG-4a

Ongoing

Support the production of new high-quality, mixed-income housing that is affordable and accessible to people across a wide range of incomes, abilities, household sizes, life stages, and ages.

UPDATE: The City's [Housing Division](#) is actively involved in numerous housing developments every year that are addressing this Strategy around diversity of housing options. One of the City's primary initiatives related to this is the Affordable Housing Development Request for Proposals that is released at least annually. Also the Home Rochester program continues to comply with this goal.



HSG-6a

Ongoing

Proactively partner with developers and the Rochester Land Bank to rehab vacant homes and make them available for first time, income qualified homebuyers in middle market neighborhoods.

UPDATE: Underway through work with [Rochester Housing Development Fund Corporation / HOME Rochester Program](#). The Land Bank is coordinating with HOME Headquarters for the Dream Program to rehab properties for homeownership.



HSG-5a

Ongoing

Increase the effectiveness, impact, and reach of the Rochester Land Bank to control the disposition of tax delinquent properties in order to increase owner occupancy and ensure that more properties are brought up to code:

- Identify and grow sustainable funding sources for the Land Bank
- Expand the network of pre-qualified development partners that the Land Bank can work with.

UPDATE: The [Land Bank](#) received American Rescue Plan Act funding and additional resources from the State. The Land Bank Board is working on a Request for Proposals to select a consultant to perform a strategic plan in 2024.



HSG-5f

Ongoing

Explore creative financing options (micro mortgages, loan interest write-downs, mixed-use property rehab loans) and ownership models (resident landlords, cooperatives, land trusts, affordable condos) that could help to expand access to homeownership and housing reinvestment.

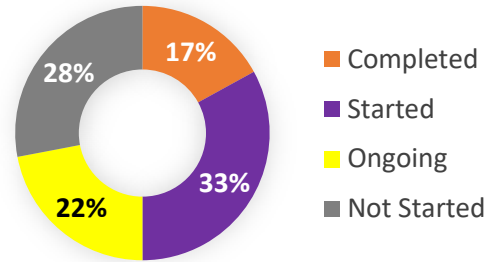
UPDATE: The City recently launched a [Small Mixed-Use & Commercial Renovation Program](#) (SMUCR) for use in commercial corridors to provide very-low interest rate loans to building owners for mixed use and commercial economic development projects.



VACANT LANDS

4 | # of **Goals**
 18 | # of **Strategies**

Status of Strategies



Strategy Highlights

VNT-1c

Completed

Allocate additional funds to broaden the City's clean demolition initiative. Confer with regulatory agencies to determine the appropriate backfill soil quality for the anticipated or known redevelopment.

UPDATE: The City changed its demolition practices to emphasize "clean" demo and better position vacant lots for reuse. Demolition contractors now demolish basements and foundations along with structures and fill them in with clean soil. This reduces environmental issues and cost burden for a potential developer, increasing site value and making them more marketable. All demos conducted by the City are now "clean" demos. More information can be found on the [City's Demolition Program](#) page.



VNT-3c

Started

Consider changes to the Zoning Code that allow gardening as a principle use within specified parameters.

UPDATE: Community Gardens and Urban Farms are principal uses added to the Zoning Code in the proposed new Zoning Code developed through the [Zoning Alignment Project](#).



VNT-4d

Started

During the rewrite of the City Zoning Code, include provisions to allow long-term temporary uses of vacant lots for gardening and/or community gathering/events space.

UPDATE: The proposal Zoning Code and Map includes Community Gardens as a permitted use in residential districts. If approved and adopted as drafted, community gardens will be allowed as of right for any length of time. In addition, the following temporary uses, within specified parameters, will be allowed in a community garden or on a vacant lot: Entertainment, Sales Event, and Farmer's Market, including live or pre-recorded entertainment.



VNT-4e

Started

Review models from other cities to develop some creative programming for public art installations on strategic vacant lots throughout all areas of the City of Rochester.

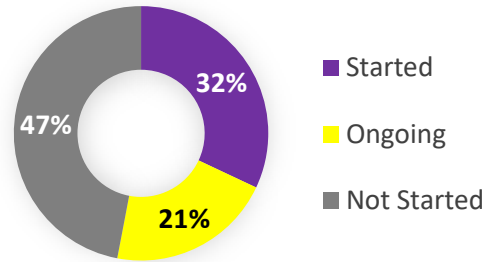
UPDATE: The City is partnering with three organizations (WALL\THERAPY, Flower City Arts Center, and Teen Empowerment) to develop "art parks." This pilot project will create one or two art parks, however the long-term goal is to develop an art park in each of the quadrants. The focus of the project is to use art to begin to address youth trauma; there will be multiple ways for youth to participate in the project. The project team will be looking at vacant lots as potential sites for the art parks. This project took inspiration from projects created across the country through Bloomberg Public Art Challenge, many of which sought to use vacant lots for public art.



ARTS + CULTURE

3 | # of **Goals**
 19 | # of **Strategies**

Status of Strategies



Strategy Highlights

AC-1b

Started

Work with existing and emerging artists and arts leadership groups to develop an arts and creative sector master plan, making recommendations for an organizational structure within City government to support the arts community and to clarify the City Arts Policy (also known as the Percent for Arts Ordinance).

UPDATE: In collaboration with County partners, the City will soon launch the development of an Arts and Culture Plan for the City of Rochester and Monroe County. In addition, the City started implementing the [Percent for the Arts](#) program in 2022. The program was created through collaboration with the [Arts & Creative Community Committee \(AC³\)](#), a stakeholder group of local artists and arts organizations. Previously, Percent for the Arts funding could only be spent on capital art (permanent, physical art). The City amended the policy to enable funding to also support non-capital art (arts education, literary art, performing arts and other visual art). In 2022 and 2023, \$300,000 of Percent for the Arts funding was awarded.



AC-3g

Started

Heighten public awareness and facilitate improved connection to create a sense of connectivity of existing public art installations through outreach, self-guided walking and biking tours, branded signage, and through wayfinding tools. Include older public art installations and places of interest to draw them into the public consciousness. Consider the development of an interactive application that can be used to search for public art based on location or interest.

UPDATE: The City has collected data to create an expanded version of the Public Arts and Culture Investment map, which will include publicly accessible art on private property and provide a resource for people to experience art in the City. The City intends to use the map to create self-guided walking and biking tours, historic and educational vignettes, and promote the tool to the broader region.



AC-3j

Started

Develop a transparent system for tracking City investments in public art.

UPDATE: The City created a [Public Arts and Culture Investment](#) map based on funding from 2016-2021. The map is a tool for public transparency in art funding and for equity. This map was used to determine the locations of artwork for the first round of Percent for the Arts capital art funding; neighborhoods with less arts investment were prioritized for funding. The City intends to update the map annually.



AC-3b

Ongoing

Continue to support event planning and programming that celebrates the city's cultural and ethnic diversity. Seek to understand the demographics served at City-sponsored arts and cultural events so that programming and marketing can become as inclusive and culturally responsive as possible.

UPDATE: The City's Office of Special Events continues to provide funding throughout the community with the [Special Events Funding Application](#) (SEFA), celebrating our multiculturalism and diverse neighborhoods. The Arts & Creative Community Committee (AC³) also seeks to increase public art funding to underrepresented groups throughout Rochester.

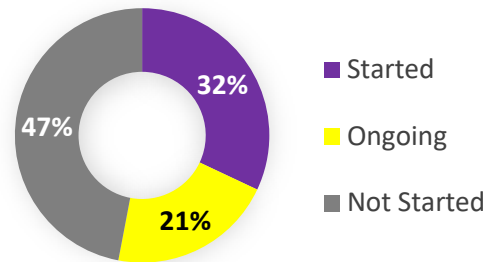


ARTS + CULTURE

(CONTINUED)

3 | # of **Goals**
 19 | # of **Strategies**

Status of Strategies



Strategy Highlights

AC-1a

Ongoing

Promote Rochester as a City of the Arts by leveraging marketing materials and promotions in new ways and to broader audiences:

- Collaborate with relevant organizations to plan public campaigns and strengthen the impact by including more stakeholders.
- Create or improve marketing materials that target creative economy employers looking to relocate.
- Promote Rochester as an artist friendly community because of our existing arts scene, historic housing stock, affordability, and educational amenities.

UPDATE: These promotions are ramping up thanks to the Percent for the Arts Program, upcoming Arts & Culture Plan, and the efforts of the Communications Bureau through social media and other channels. More information can be found on the [City's Arts page](#).

AC-2a

Ongoing

Collaboratively seek funding to support inclusive and equitable arts and culture programming. This may include proactively soliciting arts organizations or convening groups with similar missions to identify ways to coordinate efforts and resources.

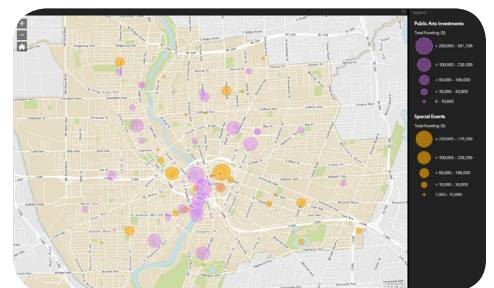
UPDATE: In 2023, the [Clarissa Uprooted](#) Pythodd Tribute Mural was installed thanks to a National Endowment for the Arts (NEA) grant awarded to the City and Teen Empowerment in partnership. Also in 2023, the City partnered with Flower City Arts Center, Teen Empowerment and WALL\THERAPY on another NEA grant application to fund a two-year art project that would focus on the potential for art to heal youth trauma. NEA announces winners in 2024. The City will continue to seek out these collaborative funding opportunities.

AC-3c

Ongoing

Identify geographic areas that lack public arts or cultural programming and work to increase access through expanded programming at rec centers or libraries, installation of public art where possible, or partnerships that bring programs like the MAG Connector.

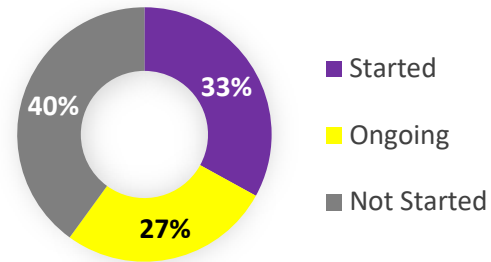
UPDATE: The City created a [Public Arts and Culture Investment](#) map based on funding from 2016-2021. The map is a tool for public transparency in art funding and for equity. This map was used to determine the locations of artwork for the first round of Percent for the Arts capital art funding; neighborhoods with less arts investment were prioritized for funding. First round includes murals at Ave D R-Center, Edgerton R-Center, Lincoln Library, School 19 and a mosaic artwork at Quamina Park. The City intends to continually update the map. Additionally, the Library refreshed existing artworks at several branches, including a new 3D model of Frederick Douglass at the Douglass Community Library.



HISTORIC PRESERVATION

4 | # of **Goals**
15 | # of **Strategies**

Status of Strategies



Strategy Highlights

HIS-1c

Ongoing

Continue to add properties on the Landmark Society's Five to Revive list to the City's inventory of strategic sites. This inventory presents a prioritized list of sites where reinvestment goals are focused

UPDATE: The Landmark Society selects key properties and buildings for its Five to Revive list every year. This list typically includes at least one location in the City of Rochester. Recent years have called attention for the need to preserve sites like Mt Hope Cemetery's Old Chapel, Cadillac Hotel, St. Michael's Church and surrounding neighborhood, Highland Reservoir, Cobbs Hill Reservoir, Vacuum Oil Site, and the city's urban tree canopy.



HIS-4a

Started

Retain Zoning Code provisions related to Designated Buildings of Historic Value, and maintain and routinely update the list to ensure it is accurately including properties of value.

UPDATE: The proposed Zoning Code is providing a new definition of Designated Buildings of Historic Value that is based on the State Historic Preservation Office list of historic resources.



HIS-1f

Ongoing

Support efforts to highlight and celebrate Rochester's role in the Civil Rights movement.

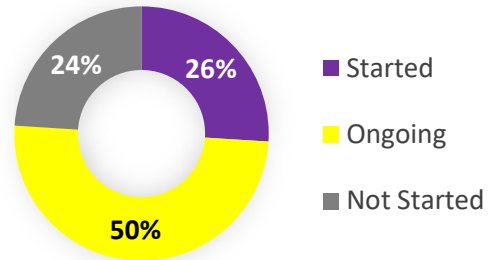
UPDATE: Minister Franklin D. Florence Civil Rights Park at Baden Park has been funded with ARPA and DASNY funds. Project design is anticipated to begin spring 2024. West River Wall Segment I and the Northstar Commons were completed in 2023 and feature a statue depicting the meeting between Frederick Douglass and Abraham Lincoln in 1864. Additionally, RPL Local History Division staff is creating a new archive and exhibit space focused on Rochester's BIPOC communities, with a special emphasis on civil rights.



SCHOOLS + COMMUNITY CENTERS

4 | # of **Goals**
33 | # of **Strategies**

Status of Strategies



Strategy Highlights

SCC-4d

Started

Support the development of a nature center in Maplewood Park, serving as a hub for nature-based educational enrichment and expeditionary experiences.

UPDATE: [Maplewood Nature Center](#) design plans are moving forward and have been earmarked for funding in FY 24-25. The Nature Center will provide an activated connection between the Genesee River and eco-system beyond the Center City, build upon Rochester's work to become a more active and playable city, and renew focus on activation of the Rochester riverfront.

SCC-4

(New Strategy)

Started

Provide educational facilities and programs of the highest quality, enriching the student experience through stronger connections to their community, the arts, and the natural environment.

UPDATE: The [Just Law](#) education program educates students about the U.S. legal system. It is a collaborative effort to help middle school students and high school freshmen in the Rochester City School District better understand local and federal laws and our country's legal system.

SCC-1c

Ongoing

Strengthen linkages between education institutions, employers, and economic development partners. Educational programs and degrees should be regularly modified to meet the workforce demands of local industries. Additional creative pipeline programs should be developed to provide multiple viable options for RCSD students.

UPDATE: In 2023, the [ACE Mentoring Program](#) was awarded \$36K in scholarships and tool voucher. The ACE Mentoring program exposes high school students (grades 9 – 12) to the fields of engineering, architecture and skilled trades. Students in the ACE program typically shadow and work closely with their mentors on projects that provide hands-on experience in solving the types of design, engineering and construction challenges industry professionals confront every day. Students typically learn how to use advanced computerized tools, such as AutoCAD, while special exercises and activities illustrate the industry's demand for young people skilled in math, physics, economics, art and other disciplines.

SCC-2a

Ongoing

Recognize and promote the positive outcomes, unique programs, and successful individuals coming from city schools. Work to change the negative narrative around city public schools, understanding that the root causes of the schools' issues are largely regional and not centered only on RCSD administration and/or city residents. The Greater Rochester region plays a role in and is directly impacted by outcomes of the city public schools. It is the responsibility of everyone in the region to address concentrated poverty and drive positive messaging to create better outcomes for city public schools.

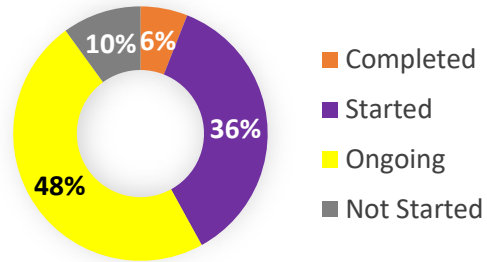
UPDATE: The [Pillars of Hope](#) program invites local African-American and Latinx professionals to visit Rochester City School District (RCSD) schools to share their experiences as student and alumni of RCSD and provide positive support to the students.



PUBLIC HEALTH + SAFETY

6 | # of **Goals**
 30 | # of **Strategies**

Status of Strategies



Strategy Highlights

PHS-3h

Started

Seek out opportunities to create more specialty teams through the Police and Fire Departments, including an Urban Search and Rescue Team.

UPDATE: Part of the RPD's 2023 reorganization included the creation of a new Violence Prevention Section which dedicated personnel for planning and implementation of strategic violence reduction initiatives. Also created was a full-time Special Operations Team, comprised of SWAT members, dedicated to highly-specialized assignments including dangerous incident response involving barricaded armed subjects, high-risk warrant execution and suspect apprehension, and hostage rescue.



PHS-3i

Started

Perform a Community Risk Assessment to evaluate the hazards faced by residents, and create a Community Risk Reduction program designed around the information gathered.

UPDATE: The RFD performs Community Risk Assessments within 15 Strategic Planning Zones as part of their Standard of Cover evaluation to identify hazards and better plan responses. The Community Risk Reduction Firefighter uses that data to communicate and educate the community on local hazards.



PHS-1a

Ongoing

Continue to enact and enhance the Rochester Police Department's (RPD's) model of Community Policing to better engage with the community on safety issues, and ensure that enforcement is a partnership with all members of the community, including people with disabilities or other challenges.

UPDATE: In October 2023, RPD underwent a major reorganization. The realignment plan was designed to augment the department's ability to address elevated levels of violent, gun-related crime, balance officer workloads, and control its overtime expenses. A Special Operation Bureau was created and joined Violence Prevention, Community Relations, and Criminal Investigations into a unified command structure to provide an opportunity for improved community input into violence problem identification and solutions while fostering community cooperation with criminal case investigations.



PHS-1

(New Strategy)

Ongoing

Continue building connections and partnerships with the community to enhance public safety efforts and impacts.

UPDATE: The City's [Office of Violence Prevention](#) (OVP) was created in 2022 to oversee all existing and future City-led, non-RPD initiatives related to reducing and preventing violence. OVP is focused on building and sustaining relationships with Community Based Organizations that address violent crime and its root causes. A key OVP initiative was the creation of the [Rochester Peace Collective](#) in 2022. The Collective is a group of grassroots programs and service providers made up of 19 organizations. It is a collaborative effort that guides investments from local funding organizations into innovative and proven programs that work to prevent violent crimes and address the associated trauma.



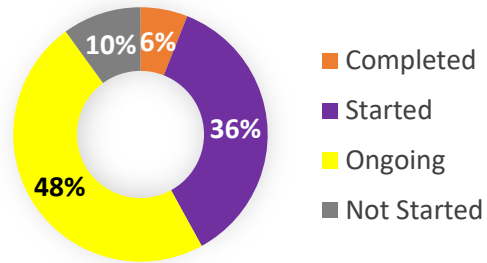
PUBLIC HEALTH + SAFETY

(CONTINUED)

6 | # of **Goals**

30 | # of **Strategies**

Status of Strategies



Strategy Highlights

PHS-1d

Ongoing

Promote and market RPD resources that address at-risk youths through rec centers, libraries, and schools.

UPDATE: RPD representatives participate in many community-led support groups and initiatives that center on providing resources to and opportunities for at-risk youth including the Community Volunteer Response Team, [Teen Empowerment](#), Police and Citizens Together Against Crime, Police Citizens Interaction Committee (Youth Council), [ROC Against Gun Violence Coalition](#), [Gun Involved Violence Elimination \(GIVE\) Program](#), Police Athletic League (PAL), No Mas, and [Project TIPS](#). Additionally, RPD works closely with the City's [Office of Violence Prevention and Department of Recreation and Human Services](#) on youth-centered initiatives.



PHS-6a

Ongoing

Work with partners to help fundraise and expand initiatives that provide access to fresh and nutritious food in neighborhoods and to underserved youth, families, seniors, and people with disabilities. Examples include the Public Market Token Program; Foodlink's many innovative initiatives; meals at schools, rec centers, senior centers, child care, and adult day programs; the summer meal program; and efforts to support existing and new community gardens.

UPDATE: The City's Healthy Food Accessibility Working Group issued a Request for Proposals to solicit innovative ideas to expand access to fresh and nutritious food for City residents. Six organizations were selected for the project including Trillium Food Pharmacy, Foodlink Curbside Market Enhancements, St. Joseph's Kitchen hot meal delivery and hours expansion, Cornell Cooperative Extension community garden/workforce training, Field and Fork expansion of Double Up Food Bucks, and Taproot Collective to support approximately 40 community gardens. These initiatives will begin in 2024.



PHS-6d

Ongoing

Find solutions to reducing the negative impacts of an overabundance of convenience stores in neighborhoods, including increasing access to other sources of food, and supporting convenience stores in increasing their supply of healthy, affordable foods.

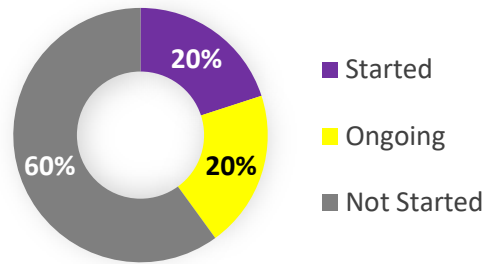
UPDATE: The City's Healthy Food Accessibility Working Group created the [Healthy Roc Grocer](#) program to evaluate, identify, and promote stores offering an array of healthy food options. The scoring system was finalized in December 2023. The first round of stores were evaluated in early 2024. The program will be announced publicly in the spring and promotional assistance will begin.



COMMUNITY BEAUTIFICATION

Status of Strategies

2 | # of **Goals**
 10 | # of **Strategies**



Strategy Highlights

BFN-2b

Started

Engage residents in litter cleanup by creating an “adopt a street” system for litter. Offer incentives for residents who pick up litter, such as acknowledgment from the Mayor’s office, or discounts from businesses.

UPDATE: Rochester is the first city in Western New York to join [Keep America Beautiful](#), a national non-profit that supports people in taking everyday actions that improve and beautify their community environment. As the City continues to promote programs like this, manage mini-clean sweeps, and develop its litter abatement infrastructure, community-led litter clean-up efforts have expanded as well. Additionally, the Neighborhood Service Centers are developing an Adopt-A-Block program that will include Adopt-A-Block Advocate and Builder roles.



BFN-1c

Started

For the purpose of supporting neighborhood-driven beautification efforts and to respond to community demand, evaluate policy and funding sources for providing water to community flower gardens.

UPDATE: The City is meeting with all potential garden permit holders in early 2024 to review the permit document, which lists obligations & expectations, and the permit process. The goal is to explore what works and what can be improved.



BFN-1b

Ongoing

To empower and support more neighborhood-driven community beautification efforts, bolster funding for small neighborhood grants, like the NeighborGood Grant or the Urban Agriculture Working Group mini-grants. These kinds of small grants do not require large amounts of money, yet they can create enthusiasm and momentum that may last longer than the immediate project. Activities like these empower and engage neighbors to clean up and beautify their own neighborhoods making them feel powerful and give a strong sense of community.

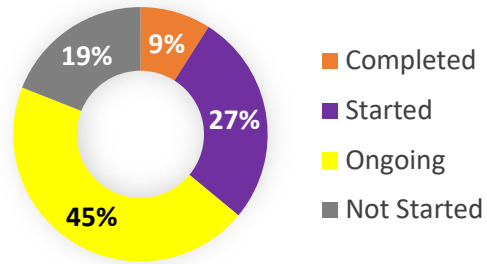
UPDATE: City officials are collaborating with the Rochester Area Community Foundation and ESL Foundation to explore the potential for additional support for neighborhood-led improvements, including possible expansion of the NeighborGood program.



NATURAL RESOURCES

5 # of **Goals**
 22 # of **Strategies**

Status of Strategies



Strategy Highlights

NR-3a

Started

Use the Forestry Master Plan to guide Rochester's efforts in protecting and expanding the urban forest and commission an update of the current Master Plan.

UPDATE: The [Urban Forest Master Plan](#) guides all of our tree maintenance activities. An update to the Urban Forest Master Plan is underway, with completion expected June 2024. The Plan has a particular focus on equity, bringing the benefits of the urban forest to everyone in our community.



NR-3c

Started

Identify a goal for the percentage of the city to be covered by tree canopy and set strategies for meeting that goal.

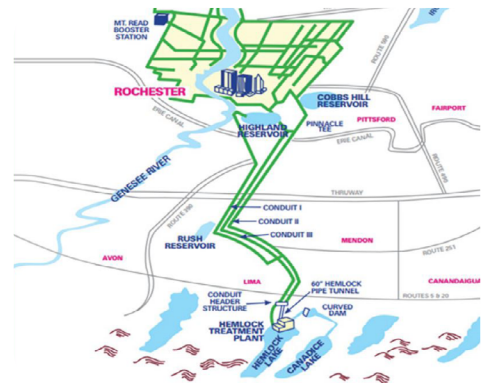
UPDATE: The City has started a Tree Expansion and Beautification Initiative to address disparities in tree canopy in disadvantaged communities. 2,000+ trees were planted in 2023, with 4,000 trees to be planted by 2025. The resulting tree canopy coverage will increase to 85% across all City quadrants.

NR-2b

Ongoing

Upgrade and modernize the water supply conduit system.

UPDATE: The Water Bureau completed installation of cathodic protection systems on a 4-mile section of the Conduits 2 and 3 in the Towns of Rush and Mendon. This new cathodic protection system includes an impressed current system and anodes to reduce external corrosion on these metallic structures. This will extend the useful life of the conduit system. This project also included 2 cross-connections and other improvements to the Conduits that will make the water transmission system more reliable.



NR-5a

Ongoing

Develop targeted education and community engagement campaigns on specific issues related to the personal and community benefits of environmental sustainability.

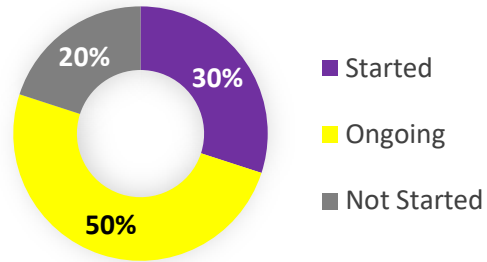
UPDATE: Climate Solutions Accelerator has initiated the [Amped Campaign](#). Education on the benefits of sustainability continue to be promoted on the [Sustainable Homes Rochester](#) and [Energy Smart Rochester](#) pages on the City website.



PARKS, RECREATION, + OPEN SPACE

Status of Strategies

5 | # of **Goals**
 30 | # of **Strategies**



Strategy Highlights

PR-5c

Started

Complete the Genesee Riverway Trail along the entire river corridor and improve and enhance its connectivity to the surrounding communities and other local and regional trails.

UPDATE: The Genesee Riverway Trail (GRT) Feasibility North Study will kick off in Spring 2024. The Study will examine and identify feasible options for filling in the remaining gaps of the GRT along both sides of the Genesee River between downtown and Lake Ontario.



PR-1a

Ongoing

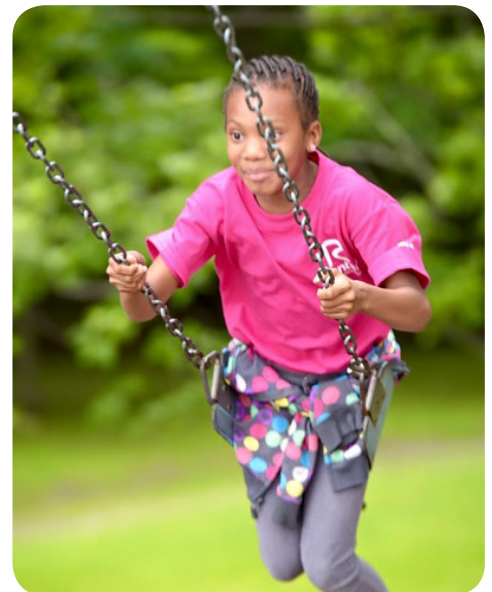
Implement existing parks and recreation-related plans.

UPDATE:

[Durand Beach Master Plan](#): design phase of beach house underway and anticipated for completion summer 2024; design of remedial site improvements to address stormwater management, erosion control, site restoration, beach access and user amenities underway with construction anticipated for summer 2024.

[MLK Park Master Plan](#): design of playground improvements underway with construction anticipated 2025; Phase IV improvements (design only) to address southwest berm area and Chestnut St and Court St streetscapes funded with CFA grant through NYS OPRHP, anticipated design start fall 2024.

[JOSANA Trail & Irondequoit Seneca Trail](#): NYS OPRHP Recreational Trails Program and local cash funding acquisition of idle CSX corridors; appraisals of corridors underway to be followed by negotiation with CSX for eventual purchase.



PR-3a

Ongoing

Provide adequate funding, technology, and staffing for high quality maintenance, operations, and safety of parks.

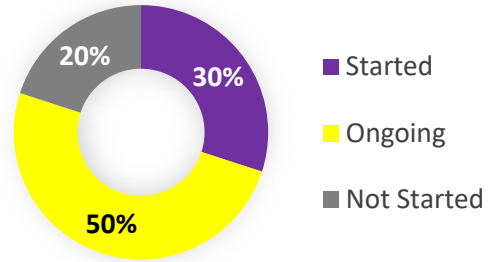
UPDATE: Community engagement throughout the development of Rochester 2034 made it abundantly clear that our community's parks and trails, including the maintenance and improvements to that system, were one of the top priorities of our residents. To begin to further expand resources for these assets, the City Budget for FY 2024 allocated funds for increased staff in Parks Operations to increase/enhance parks maintenance activities.

PARKS, RECREATION, + OPEN SPACE

(CONTINUED)

Status of Strategies

5 | # of **Goals**
30 | # of **Strategies**



Strategy Highlights

PR-5e

Started

Begin provision of snow plowing service to major trail segments, especially the Genesee Riverway Trail and other segments that are frequented by commuters and car-free households. Pursue the possibility of an “adopt a trail” program to assist with snow/ice clearance and litter control.

UPDATE: The City’s Department of Environmental Services Secured USDOT’s Safe Streets for All funding to develop a plan for expanded sidewalk, bike facility, and trail maintenance in the winter. This initiative, anticipated to begin in late 2024, will provide more specifics on cost, staffing, and equipment needed to provide a higher level of service than is currently provided.



PR-4b

Ongoing

Increase visibility and welcomeness near parks and recreation facilities through:
-Public art, murals, and playful design elements and amenities on or leading to rec centers, trails, park entrances, and other facilities
-Colorful, beautiful, and informative wayfinding and interpretation signage
-Traffic calming treatments to slow vehicular speeds and make it safer and easier to walk and bike to parks and recreation facilities.

UPDATE: With the recent formalization and consistent funding for the [Percent for the Arts](#) program, the City has begun installing murals and other public art at City facilities including new murals at Avenue D and Edgerton R-Center as well as an interactive sculpture / mosaic tile installation at Quamina Park. Additionally, the City recently secured USDOT Safe Streets For All funding to develop pedestrian area focus plans, which will focus in part on areas around schools, R-Centers, libraries, and parks.



PR-4c

Ongoing

Activate parks with community-oriented programming for diverse audiences, ages, interests, and abilities:

- Exercise, yoga, dance classes in parks
- Nature education and adventures, local history walks, garden programs, music
- Accessible adventures, athletics, and recreation programming

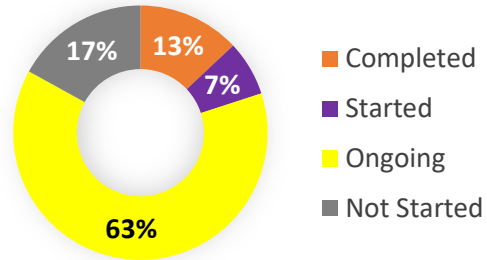
UPDATE: The City’s Department of Recreation and Human Services continues its refinement and evolution of the Flower City Feeling Good Series to include family-friendly bike rides and 'learn to bike' workshops with Reconnect Rochester, community hikes with Seneca Park Zoo Society, and guided paddle / learn to paddle events in collaboration with Genesee Waterways Center.



CLIMATE CHANGE MITIGATION + ADAPTATION

4 | # of **Goals**
 30 | # of **Strategies**

Status of Strategies



Strategy Highlights

CC-1e

Completed

Conduct a study to explore benefits, costs, and strategic opportunities to reduce solid waste, including topics such as municipal composting of food scraps and waste reduction incentives like “pay-as-you-throw.”

UPDATE: The Source-Separated Organics Feasibility Study was completed in 2020. A pilot food scraps collection program began in spring 2021 and was expanded in 2022. Creation of an Organics Management Plan will begin in 2024.



CC-1a

Ongoing

Implement the Rochester Climate Action Plan (CAP), using data and analysis to monitor and report progress towards our goal of reducing GHG emissions 40% by 2030, and 80% by 2050:

- Develop annual memo or report on status of each CAP strategy and action
- Update GHG Inventory at least once every 5 years (2020, 2025, 2030) and report current emissions by major sector (e.g. residential, business, transportation, etc.)
- Continue to evaluate the City's climate plans and goals to ensure alignment with the goals of the New York State Climate Leadership and Community Protection Act (CLCPA)

UPDATE: The 2017 Climate Action Plan continues to be implemented. An updated GHG Emissions inventory was completed in 2022, using 2019 data. The CAP will be updated, incorporating the new GHG data, in the near future.

To reduce greenhouse gasses, the main contributor to climate change, the City's CAP recommended actions within broad categories, including sustainable development, alternative transportation, stormwater management, reuse of vacant and underutilized properties, open space networks, and renewable energy. As part of the Zoning Alignment Project, the proposed Zoning Code and Map address each of these categories as described in Section IV.C.10. of the Generic Environmental Impact Statement.

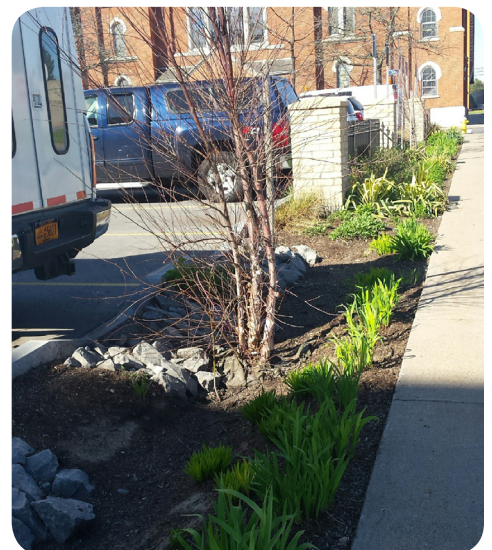


CC-1c

Ongoing

Encourage partners and the local research and science community to evaluate potential climate change impacts to water quality, supply, and infrastructure that includes analysis and recommendations for a regional approach to proactive watershed management.

UPDATE: The Monroe County Coastal Lakeshore Economy and Resiliency (CLEAR) Plan was completed in 2022. It supports local communities struggling with volatile lake water levels that impact private and public lands, including critical infrastructure. The Plan contains conceptual redesign projects that can improve the resiliency of facilities in the city including the DEC Fishing Access site on St Paul, Durand Eastman Beach, Turning Point Park boat launch and boardwalk, and at-risk points along the Genesee Riverway Trail.

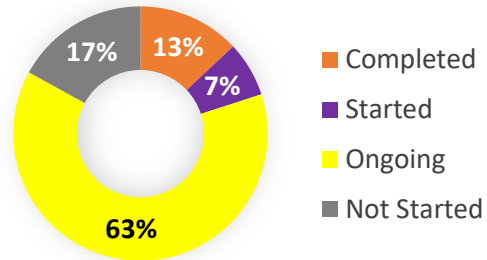


CLIMATE CHANGE MITIGATION + ADAPTATION

(CONTINUED)

4 | # of **Goals**
 30 | # of **Strategies**

Status of Strategies



Strategy Highlights

CC-2f

Ongoing

Continue to convert the City's streetlights to LED, and install lighting controls where feasible

UPDATE: As part of the Climate Smart Action Plan, the City installs and/or retrofits LED street lighting systems on a rolling basis as funding permits. Since 2016, the City has replaced over 60% of the street lighting inventory with LED lights, effectively reducing the annual consumption of electricity for street lighting from 18,500,000 kWh (kilowatt hours) to approximately 10,000,000 kWh. Example projects that have either installed LED lighting as part of the project or retrofitted existing street lighting with LED are:

Mt. Hope Avenue Improvements
 All railroad and highway underpasses
 Thurston Road
 North Clinton Ave



CC-2l

Ongoing

Encourage companies to utilize clean fuel, low-emission vehicles for their fleets through participation in programs such as the State Voucher Incentive Fund and EPA's SmartWay program.

UPDATE: The City is represented on the Board of Directors of [Greater Rochester Clean Cities](#), the local Department of Energy Clean Cities coalition, which seeks to educate and promote the adoption of alternative fuel vehicles by organizations throughout the region.



CC-3c

Ongoing

Develop a targeted outreach campaign, technical assistance programs, and incentives that help renters and landlords – particularly for low-moderate income tenants and the landlords who rent to them – to understand the benefits and financing opportunities available to support energy efficiency and renewable energy improvements in their units.

UPDATE: Utilizing NYSERDA Clean Energy Communities grant funding, the City has developed two education and outreach campaigns for homeowners, renters and landlords, called [Sustainable Homes Rochester](#) and [Energy Smart Rochester](#). These campaigns provide resources to assist with energy efficiency and renewable energy.

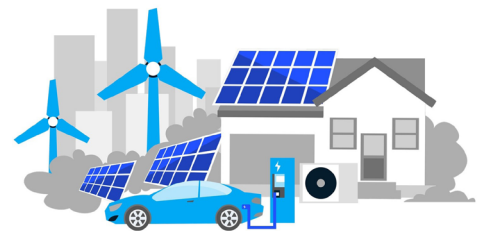


CC-4b

Ongoing

Continue to support beneficial electrification through education, incentives, upgrading City facilities, and incorporating it into a Requests for Proposals scoring process.

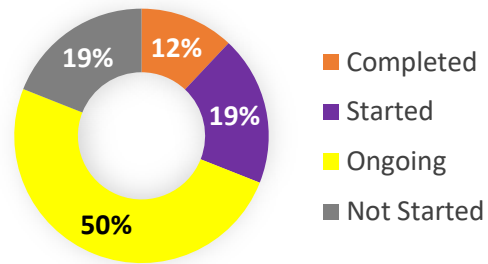
UPDATE: The City is participating with multiple community partners on the [Amped](#) campaign which targets commercial, institutional, and residential entities with resources and educational materials to improve energy efficiency, adopt renewable energy and reduce energy usage and GHG emissions. Additionally, the Division of Environmental Quality has been working with Neighborhood and Business Development Department to incorporate sustainability requirements into Requests for Proposals and into the proposal scoring process.



URBAN AGRICULTURE + COMMUNITY GARDENS

3 # of **Goals**
16 # of **Strategies**

Status of Strategies



Strategy Highlights

UAG-1a

Started

Adopt a comprehensive urban agriculture policy that addresses the environmental, health, social, and economic benefits of urban agriculture and provides a vision for the future of urban agriculture in Rochester.

UPDATE: A comprehensive urban agriculture policy is a primary goal of the City's Food Systems Plan kicked off in December 2023 and will be addressed through the efforts of the final plan.



UAG-2b

Started

Convene a meeting with representative gardeners and relevant City staff to assess the garden permit process and garden support to discuss opportunities for improvement and efficiencies.

UPDATE: The City is conducting mandatory meetings for all potential garden permit holders in early 2024. Topics of the meetings will include reviewing the permit itself (obligations & expectations) as well as the permit process and improvements that can be made to the application.



UAG-3a

Started

Research the feasibility of introducing edible landscaping into public parks, streetscapes, and landscaping around public buildings

UPDATE: The City's Department of Recreation and Human Services Horticulture Team installed raised bed gardens at several R-Center locations. In addition, they are implementing edible and pollinator friendly landscaping pilot plots at various park locations.



UAG-1b

Ongoing

Make changes to the Zoning Code that allow urban agriculture as a principle use within specified parameters.

UPDATE: Where the existing Zoning Code is essentially silent on urban agriculture, the proposed Zoning Code, developed through the [Zoning Alignment Project](#), introduces provisions for urban agriculture in two forms – Community Garden and Urban Farm. Both forms of urban agriculture are included as principal uses in the Use Matrix in the proposed Zoning Code, which is in the final stages of community input. The proposed Code was written with the guidance of the Urban Ag Working Group. Standards are proposed for both uses to ensure protection from negative impacts on adjacent residents.



UAG-1h

Ongoing

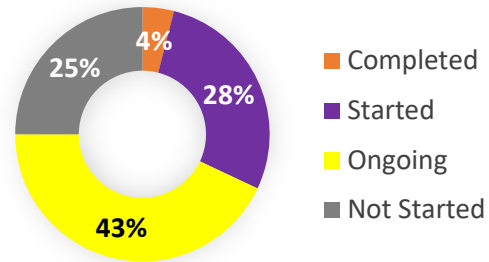
Sponsor grants to support community gardening as well as other urban agriculture applications.

UPDATE: [Taproot Collective](#) received grant funding from NYS Department of Agriculture and Markets to bring water resources and materials to gardeners on City lots. It included free water for summer 2023, paying for the \$75 annual fee and the water used for all the barrels for the summer. An endorsement from the City was given to [Cornell Cooperative Extension of Monroe County \(CCE\)](#) for an application for funding from Northeastern IPM Center Partnership Grant. CCE is planning to install a very large garden on Ketchum and Remington (4 adjacent lots total) in 2024. Selection process is underway.

TRANSPORTATION

6 # of **Goals**
 49 # of **Strategies**

Status of Strategies



Strategy Highlights

TRN-1k

Started

Create an Active Transportation Program to coordinate and target multi-modal projects, including the establishment of a Complete Streets Advisory Committee, regular reporting on the implementation of Rochester's Complete Streets Policy, and implementation of pilot projects or temporary tactical urbanism treatments that test and refine new concepts for best application in Rochester.

UPDATE: The City's [Active Transportation Plan](#) was completed in October 2023 which outlines the creation and management of an Active Transportation Program and Complete Streets Advisory Committee, which is scheduled to launch in 2024.



TRN-5c

Ongoing

Target areas around schools, rec centers, libraries, trails/trail crossings, and parks for traffic calming efforts that help to reduce motor vehicle speeds such as street art projects, playful elements, welcoming murals and public art, speed humps, curb extensions, enhanced crosswalks, road diets, and changed crosswalk timers.

UPDATE: [Reconnect Rochester's](#) two most recent [Complete Street Makeover Projects](#), which included intersection murals, flexible bollards, and enhanced crosswalks, have demonstrated positive outcomes and reception for both School 17 and the Arnett Branch Library. In addition, the City secured USDOT's Safe Streets for All funding to develop pedestrian area focus plans, an implementation plan for bicycle spine network, and a plan for improved clearance of trails/bike facilities in winter. We continue to evaluate grant opportunities to do further safety improvements.

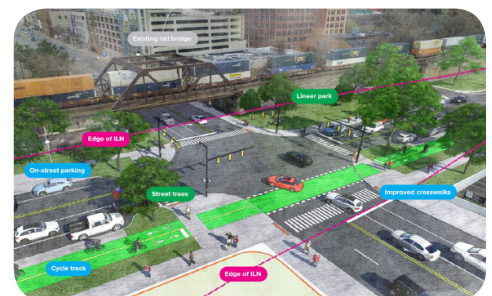


TRN-1d

Ongoing

Evaluate alternatives, advance recommendations, and seek funding to implement a redesign of the Inner Loop North corridor, including expressway removal and restoration of at-grade "complete" streets, infill development parcels, new green spaces for active and passive recreation, and multi-modal linkages to reconnect Northeast Quadrant neighborhoods with Downtown, the riverfront, and Genesee Riverway Trail.

UPDATE: The Inner Loop North Transformation Study project kicked off in January 2020. In spring 2021, the project team developed six different design concepts, which were shared and vetted through a series of community meetings in the summer of 2021. Based on community input, the City selected a "preferred concept" for the corridor in October 2021 called "Restore the Grid" that completely removes the Inner Loop Expressway and restores an interconnected grid of surface streets. The Study was completed in summer 2022. The study is being followed by the preliminary design phase of the project, which began in late 2023.



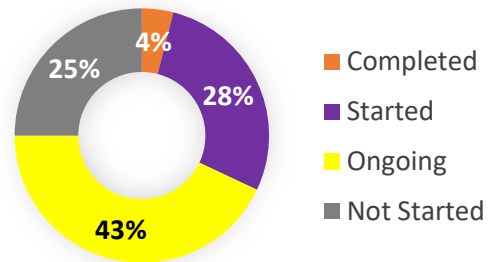
TRANSPORTATION

(CONTINUED)

6 | # of **Goals**

49 | # of **Strategies**

Status of Strategies



Strategy Highlights

TRN-1m

Ongoing

Support the use of the trail system as a transportation corridor by installing lighting, wayfinding signage, and providing all-season maintenance and litter services along key segments to start and expanding as resources allow.

UPDATE: The Genesee Riverway Trail system now consists of over 500 orientation and wayfinding signs to guide users throughout the trail system and to local attraction. A GIS system was also developed to track and monitor all sign conditions for maintenance condition and accuracy in wayfinding information. In addition, the City's Department of Environmental Services has secured USDOT's Safe Streets for All funds to develop plan for enhanced winter clearing of trails, sidewalks, bike facilities, etc.



TRN-1b

Ongoing

Implement previously completed plans that improve multi-modal accessibility, including: Rochester Bicycle Boulevards Plan, Irondequoit Seneca Trail Feasibility Study, Finger Lakes Regional Trail Initiative, JOSANA Trail Feasibility Study, Eastman Trail, East Main Arts and Market District Plan, Roc the Riverway Vision Plan, Reimagine RTS.

UPDATE: The [Eastman Trail Phase I](#) - construction from Latona Rd to Mt. Read Blvd was complete in 2022. [JOSANA Trail](#) & Irondequoit Seneca Trail - NYS OPRHP Recreational Trails Program along with local cash funding are being assembled for acquisition of idle CSX corridors; appraisals of corridors is underway to be followed by negotiation with CSX for eventual purchase. The City continues to seek TAP-CMAQ funds to continue implementation of bicycle boulevards. Bicycle Boulevards Phase 2 was completed 2021.



TRN-5h

Ongoing

Continue and grow the City's summer recreation bicycle programming, safety education for youth and adults, and community rides. Also work to better link City recreation's bicycle programming and education work to other efforts (by City departments and community partners) to promote bicycle culture in Rochester.

UPDATE: Reconnect Rochester hosts Learn to Ride classes at Jackson R Center during summer months in partnership with DRHS, and hosts Flower City Feeling Good bike rides on Wednesdays to familiarize residents with safe, low-stress ways to bike around the City.

TRN-5i

Ongoing

Work with community partners to implement safe routes to school strategies that encourage students to walk or bike to school, and develop similar initiatives that create "safe routes to..." parks and recreation facilities, libraries, and other key community centers to promote bicycle culture in Rochester.

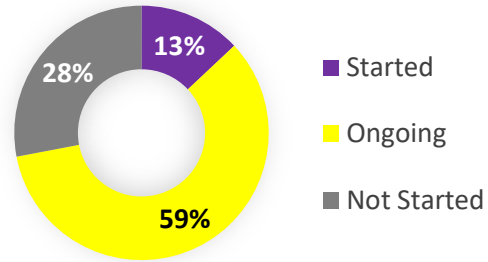
UPDATE: Rochester Reconnect started a bicycle bus program encouraging children to ride their bikes to and from School #12. In addition, the City secured USDOT's Safe Streets for All funding to develop pedestrian area focus plans, an implementation plan for bicycle spine network, and a plan for improved clearance of trails/bike facilities in winter. The City continues to evaluate grant opportunities to do further safety improvements.



ECONOMIC GROWTH

7 | # of **Goals**
 47 | # of **Strategies**

Status of Strategies



Strategy Highlights

ECN-2I

Started

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.

UPDATE: In 2023, the [Office of Financial Empowerment \(OFE\)](#) started providing individualized resource navigation services that connects entrepreneurs with internal offices and external organizations that can provide resources to fit the specific and unique needs of their businesses. This includes mentorship, preparing entrepreneurs to apply for grants and loans, identifying their ideal client, assisting them with obtaining access to certifications they may need and helping them start, grow, and sustain their businesses. Additionally, the OFE launched its first Entrepreneurial Training Program cohort, which includes 50 small and micro businesses. This program includes in depth training, one-on-one coaching, and skill development to increase the sustainability and growth of their business.



ECN-3d

Started

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.

UPDATE: Some of these uses are allowed in the current zoning code; the rest will be allowed with the proposed update to the Zoning Code and Map, as part of the City’s [Zoning Alignment Project](#).



ECN-7b

Started

Adopt evidence-based methods and approaches to analyzing citywide economic/market trends, commercial dynamics, and economic development opportunities on an on-going basis.

UPDATE: In 2021, the City published a comprehensive Data Strategy that outlines a vision, objectives, and approach to data management across City departments. This strategy serves as a foundational document that guides efforts in collecting, storing, analyzing, and utilizing data effectively. Building upon the Data Strategy, a Data Service Standard was introduced. This standard is available through the City’s Open Data Portal, providing detailed guidelines and best practices for managing data within City departments. It includes protocols for data collection, storage, security, sharing, and utilization, ensuring that data management processes are standardized and aligned with industry-leading practices. Application to economic trends to date has been limited, but there is now a foundation to begin that work.

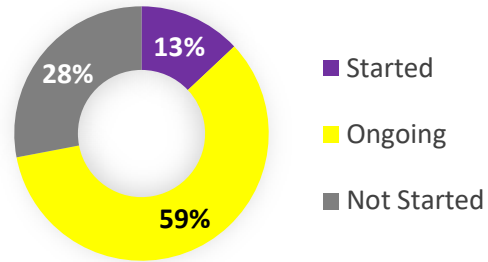


ECONOMIC GROWTH

(CONTINUED)

7 | # of **Goals**
47 | # of **Strategies**

Status of Strategies



Strategy Highlights

ECN-2e

Ongoing

Assess and reduce administrative and regulatory barriers for small business development and support.

UPDATE: The City's [Business Development Division](#) amended current programs to assist more businesses specifically within Low- and Moderate-Income (LMI) communities. Amendments include removing the match requirement from the Small Business Grant within LMI areas of the city, and removing limitations on each category of the grant to enable the funding to be awarded where it will make the most impact.



ECN-2g

Ongoing

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.

UPDATE: In 2023, the City established the Mayor's [Office of Financial Empowerment \(OFE\)](#). The OFE develops and advances financial empowerment programs and initiatives in partnership with community stakeholders such as banks, non-profits, financial educators, and government officials. In its first three years, the Office of Financial Empowerment has a special focus on entrepreneurs, low-income families pursuing homeownership, and youth. The OFE launch was supported through \$170,000 grant funding from the Cities Financial Empowerment Fund. Additionally, the OFE received two grants totaling \$550,201 from [Living Cities](#) to expand programming that breaks down barriers to Black, Indigenous, and People of Color (BIPOC) in homeownership and entrepreneurship. The OFE manages [Kiva Rochester Small Business Loans](#), which are 0% interest small business loans from \$1,000-\$15,000 and crowdfunded \$25 at a time. To date, the City has funded over \$1.2 million to nearly 200 small and micro businesses.



ECN-5a

Ongoing

Support M/WBEs by more intentionally producing and distributing information about certification, contracting requirements, and other aspects of M/WBE regulation.

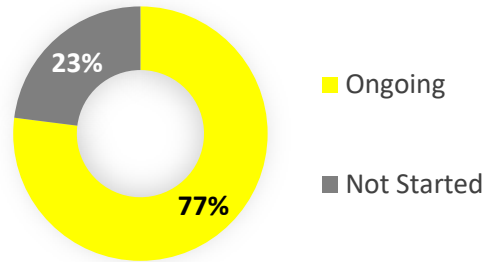
UPDATE: The City's Bureau of Purchasing held the first annual Upstate New York M/WBE Conference in 2023. The three-day event brought together over 200 MWBE businesses from the four Upstate New York regions: Finger Lakes, Western NY, Central NY, and Southern Tier. The event included recognition awards to MBE's and WBE's from each region; training and an MWBE Expo of opportunities. The goal of the conference was to help minority and women business owners learn how they can to compete for government contracts. The conference covered the basics in how to get what companies should do once M/WBE certified, best practices in estimating, how to respond to a Request for Proposals, and a "Business Finance 101", and ended with an expo of over 40 organizations providing information on opportunities for financing, contracting, legal services, business mentoring, business and economic development and more. The Bureau of Purchasing intends to hold this conference annually, with the next one happening in May 2024.



WORKFORCE DEVELOPMENT

4 | # of **Goals**
21 | # of **Strategies**

Status of Strategies



Strategy Highlights

WRK-1a

Ongoing

Continue hosting workforce connections summits with workforce development partners. Expand the stakeholders in the summits to include RCSD and unions.

UPDATE: The City's Department of Recreation and Human Services (DRHS) has hosted four "[Meeting of the Minds](#)" sessions that include workforce development organizations, training organizations, employers, SEIU union, RCSD's OACES program, and the Chamber of Commerce. The purpose of these meetings has been to make connections between different workforce development service providers. There is a vtraining summit planned for end of February that will be co-hosted by the City and the Trainer's Network.



WRK-1f

Ongoing

Use libraries and rec centers as hubs for workforce development, with skills training programs, recruitment locations for workforce development programs, and employment fairs.

UPDATE: Public meetings were held at the Arnett Branch Library and Rundel Library in fall 2023 to promote the [ReJob](#) program. In the winter of 2022-2023, DRHS hosted six job fairs at R Centers. These job fairs included workforce development programs and employers looking to hire residents. DRHS is exploring the possibility of hiring vendors to provide workforce development workshops at R Centers as well. Library staff continue to offer one-on-one and group assistance to people working on resumes and job applications. Libraries also host [RochesterWorks](#) and other recruitment events throughout the year. Central Library hosted a series of classes for ReJob in December 2023. Central Library's [Business Insight Center](#) provides 1st Wednesday programs that offer training to small businesses and entrepreneurs in areas such as financial planning, taxes, marketing, HR, and more. The library offers access to [Udemy](#), an online self-education tool that provides access to thousands of online classes to City residents.



WRK-1g

Ongoing

Continue the "Summer of Opportunity Program" and develop additional opportunities to engage youth in workforce skills building.

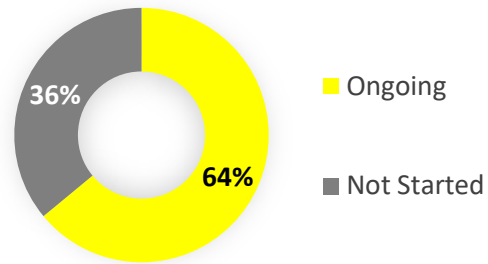
UPDATE: DRHS used American Rescue Plan Act funds to expand the youth employment programming. All youth who successfully completed the [Summer of Opportunity Program](#) (SOOP) application were placed into a job or internship. Youth that were not able to complete the process were offered other types of employment programming. Additionally, DRHS has started to target 12 and 13-year olds for pre-employment programming to get them ready for the SOOP program. Finally, DRHS offers youth employment training year-round with some youth work, internships, and workshops geared towards youth.



TOURISM

3 | # of **Goals**
 14 | # of **Strategies**

Status of Strategies



Strategy Highlights

TOU-1c

Ongoing

Promote Rochester and tourism through the use of multiple platforms and networks, including:

- Social media platforms
- Email lists
- Newsletters and websites
- Educational, special interest, and faith-based meetings/events
- Other networking opportunities

UPDATE: The City Communications Bureau promotes Rochester daily through its news releases, social media, news conferences, its website, etc. Bureau staff attend networking events as well as serve on regional boards. [Visit Rochester](#) actively promotes destination on social media platforms (including emerging tools like TikTok, Threads and Instagram Reels), as well as its website receives an average of 1 million page views a year. Visit Rochester also uses email marketing and newsletters to reach prospective visitors to Rochester.



TOU-1d

Ongoing

Ensure new investments and developments through the ROC the Riverway project are included in tourism marketing strategies.

UPDATE: The City and the community continue to integrate news around ROC the Riverway into its outreach efforts. The past and future projects occurring through this initiative offer opportunities for visitors to enjoy enhanced public spaces and new activities based around the Genesee River. Downtown developments, including the projects that make up the [ROC the Riverway](#) initiative are regularly included by Visit Rochester in marketing materials and updates to a number of different audiences and customer segments.

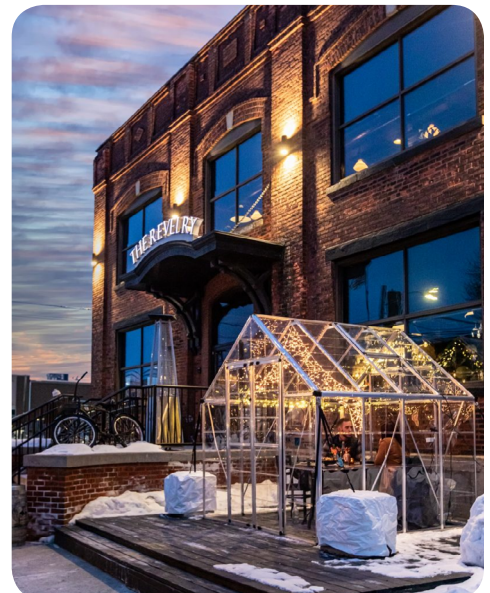


TOU-1f

Ongoing

Develop events and activities during the wintertime, and promote existing wintertime activities, to encourage tourism during cold weather.

UPDATE: Rochester continues to attract visitors during its colder months. The annual [ROC Holiday Village](#) at Martin Luther King Jr. Park continues to attract more than 150,000 visitors to shop, skate, and play during the month of December. Annual celebrations continued throughout the city, such as [Holidays at the Market](#) and [Lakeside Winterfest](#) at Ontario Beach Park.



TOU-1g

Ongoing

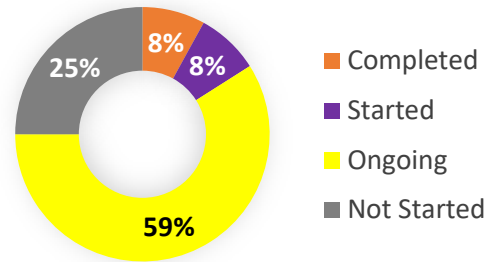
Promote the Genesee River's status as a Coastal Fish and Wildlife Habitat of State-Wide Significance to encourage fishing activity.

UPDATE: Visit Rochester supports the activities of the Monroe County Fishing Advisory Board (which includes promotion of fishing on the Genesee River). The City promotes the annual fall angler salmon run at Seth Green and the release sturgeon into the Genesee River. In December 2023, a new fishing brochure has been developed to further promote fishing along the waterways in Monroe County.

CITY + NEIGHBORHOOD PROMOTION

3 # of **Goals**
11 # of **Strategies**

Status of Strategies



Strategy Highlights

CNP-2f

Completed

Convene a stakeholder group to develop a marketing brand/campaign for the City of Rochester.

UPDATE: The ROC 2025 coalition launched the [Greater ROC](#) initiative in 2019, which is a multiyear brand initiative to highlight the 9-county Rochester region's many unique characteristics and collective strengths. It communicates the essence of Greater Rochester to tourism, business, education, nonprofit, arts/culture, healthcare, and other economic sectors. This is largely done by posting and sharing content on social media (Facebook, Instagram, Twitter, and LinkedIn), and encouraging people to use the hashtag #GreaterRoc to celebrate the city and region.

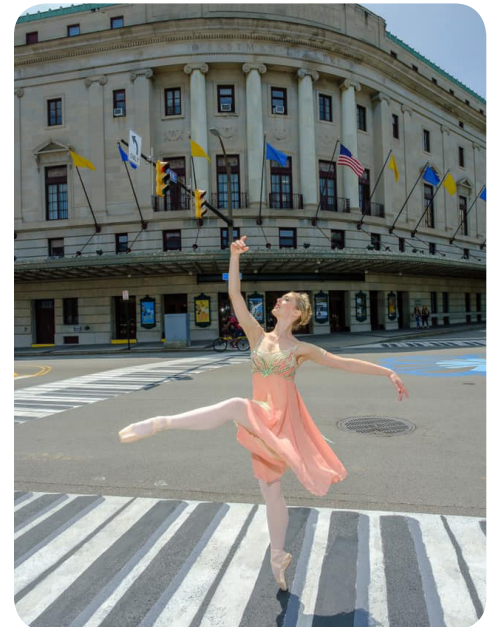


CNP-2d

Started

Prepare a series of guided Rochester Walking Tours (i.e., historic tours, mural tours, architectural tours) to complement existing self-guided tours. Include a creative plan for promoting the tours and distributing materials.

UPDATE: In spring 2021, Rochester Public Library's [Local History Division](#) launched a series of in-person walking tours of downtown areas, intended to provide education about the history of the City. Additionally, the [Landmark Society](#) runs a series of architecture tours of city neighborhoods, including South Wedge and Park Avenue.



CNP-2e

Ongoing

Continue the Celebrate City Living effort as an effective program for generating interest in living in the city. Explore opportunities for more deliberate relationships between CCL, Street Managers, business associations, and neighborhood groups.

UPDATE: [What's Good Rochester](#) initiated a social media hashtag that promotes the city across multiple media platforms and now includes a cooking series. Additionally, the City continues to partner with WXXI to produce relevant and engaging content.

CNP-2a

Ongoing

Create strategies for being more intentional about positive messaging about the city. Actively counter the negative perceptions perpetuated through social media and other channels.

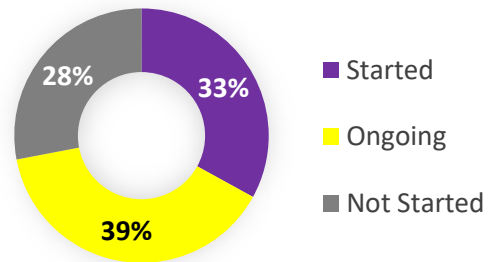
UPDATE: The City, along with organizations like Visit Rochester and ROC 2025, continuously promotes Rochester and its assets through its social media management (including #WhatsGoodRochester), shining a light on its strong neighborhoods, recreational opportunities, and continued economic growth. As ROC 2025's social media strategy has become popular throughout the city, stakeholders continue to look for opportunities to spread positivity about Rochester.



SMART CITY INNOVATIONS

4 | # of **Goals**
 19 | # of **Strategies**

Status of Strategies



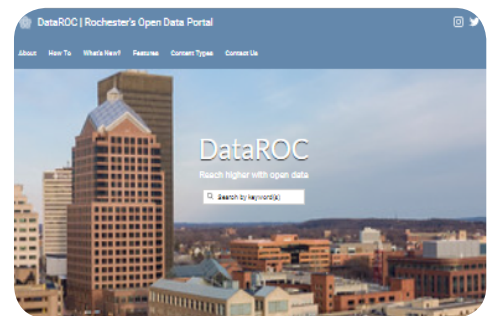
Strategy Highlights

SC-2a

Ongoing

Examine internet needs in the community and determine the most effective ways to improve internet accessibility.

UPDATE: DES staff have collaborated with Monroe County to identify areas of the City of Rochester with little or no access to broadband service and to develop strategies to better serve these communities. In collaboration with the City, Monroe County has committed \$4.2 million in American Rescue Plan Act (ARPA) funds to provide low- and no-cost broadband service to unserved and underserved ZIP codes. The project, known as [Community Broadband Networks-FLX](#), includes six ZIP codes in Rochester and will use towers to provide broadband service via radio frequencies. DES also is strategically pursuing funds through New York State's [ConnectALL](#) initiative, which is tasked with distributing \$1 billion in federal funding to improve broadband access statewide.



SC-2c

Ongoing

Continuously upgrade internet speeds and capabilities in public facilities such as libraries and rec centers.

UPDATE: All library facilities are connected to the [Monroe County Library System](#) network and have 2GB internet connections. Central Library has loaned portable internet WiFi units since 2020 and currently has 400 in circulation. These were the 3rd most borrowed item in 2022. The City approved 1-year of funding in July 2023 to allow the project to continue. These devices were borrowed most by people living in 14621, 14605, and 14608 neighborhoods.



SC-4a

Ongoing

Continue to deploy and promote online tools and open data to the maximum extent possible and become a recognized leader in sharing data in informative, easy to use, and compelling ways with the public.

UPDATE: The City, in partnership with [Bloomberg Philanthropies City Data Alliance Accelerator](#), has formed an internal team to advance City goals related to data management. The team is actively promoting data sharing as a means to engage effectively with the public and enhance transparency. Initiatives such as the [RPD Open Data Portal](#), [DataROC](#), [Building Blocks](#), and the [Property Information Application](#) exemplify the City's commitment to leveraging online tools and open data initiatives. Through these technologies, the City is cultivating a culture of openness and accessibility and more informed, data-based decisions.



SC-4c

Ongoing

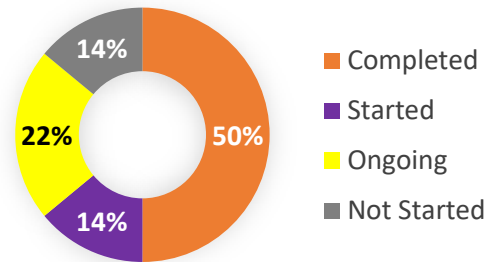
Advance City permitting, inspection, and enforcement operations through digital transformation.

UPDATE: The City has built on its existing online infrastructure to provide additional ways of streamlining customer service processes. In 2021 the City rolled out a [Right-of-Way online permit system](#) and an [online recreation management system](#) that accepts payments and registrations. Additionally, an internal Land Management system is being created, which will enable centralized permitting, licensing, and payments online. IT developed an online process to receive a marriage license during the pandemic. Lastly, the City announced that some of the federal funds from the ARPA will be used to implement a Customer Relationship Management system that will utilize subscription-based public notifications.

IMPLEMENTATION + STEWARDSHIP OF THE PLAN

3 | # of **Goals**
 14 | # of **Strategies**

Status of Strategies



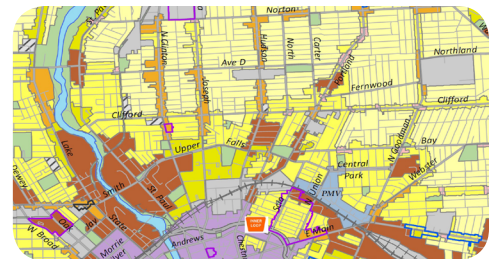
Strategy Highlights

IMP-2b

Completed

Provide a reference to Rochester 2034 in the CIP budget allocation requests.

UPDATE: The Capital Improvement Program (CIP), which outlines the City's annual spending plan for capital projects, now includes multiple references to Rochester 2034. It lays out the relationship between the Plan and the CIP process and it includes an interactive tool showing the breakdown of CIP allocations according to Section of the Plan. Most importantly, the process of evaluating and selecting projects for the CIP now includes a requirement to show how the proposed project aligns with the Goals and/or Strategies of Rochester 2034.



IMP-1b

Ongoing

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 Rochester 2034.

UPDATE: Within months of adopting the Rochester 2034 Comprehensive Plan, including the Placemaking Plan, the City embarked on developing a new zoning code and map for Rochester. Known as the [Zoning Alignment Project \(ZAP\)](#), this initiative consists of a new zoning map as well as updating, and at times completely rewriting, sections of the code to reflect the vision and goals expressed in the Placemaking Plan. Extensive community engagement, which follows all that was done during the creation of Rochester 2034, has occurred between 2020 and 2023. The full draft code and map were released to the public in Sept 2023, which kicked off the State Environmental Quality Review phase of the project. The ZAP team is currently reviewing all comments submitted in response to the full draft code and map to consider potential revisions. The new code and map are expected to be brought before City Council to consider for adoption in late 2024.

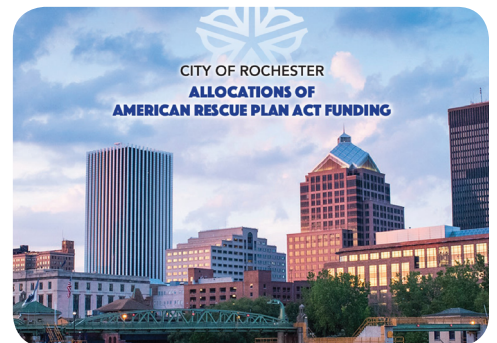


IMP-3d

Ongoing

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.

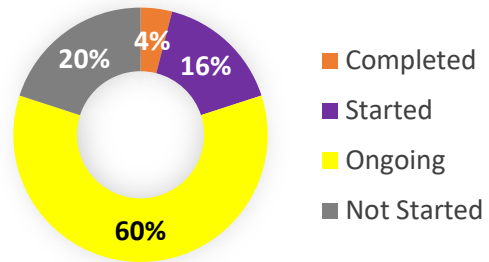
UPDATE: The City's Planning Office is constantly working to ensure that City and community-led initiatives align with Rochester 2034. Examples include the [RASE Commission](#), the [American Rescue Plan Act \(ARPA\)](#), and [ROC 2025](#). In addition, City officials are active members of the [Genesee Transportation Council](#) Executive Committee and Planning Committee. The Manager of City Planning also serves on the Executive Committee of the [Genesee / Finger Lakes Regional Planning Council](#) and participates on G/FLRPC's multi-jurisdiction Planning Coordination Committee. Lastly, City Planning is collaborating more with County Planning, including having them be part of the Planning Collaborative and doing a joint City-County Arts & Culture Plan.



BUILDING COMMUNITY CAPACITY

5 | # of **Goals**
 25 | # of **Strategies**

Status of Strategies



Strategy Highlights

BCC-1b

Create a Neighborhood Toolkit.

Ongoing

UPDATE: The City has created the [Rochester Community University \(RCU\)](#) which is a program to help residents learn how to advocate for themselves and their neighborhoods. Participants attend a series of workshops that give them insight into City Hall and local resources that they can then use to address issues affecting them. RCU offers two yearly 5 week sessions, RCU-101 and RCU-102.



BCC-3f

Consider creating a new City position for an Immigrant/Refugee liaison to help better engage immigrant/refugee communities in the city, gather their input, and connect them with services, resources, and opportunities.

Ongoing

UPDATE: New Americans Advisory Council (NAAC) is established and running, and recently issued recommendations to the City. In addition, the City now has a dedicated position who serves as staff to the NAAC.



BCC-1d

Pursue a Love Your Block Grant or similar grant, which would provide the City funds to give small grants to support volunteer-led community projects in neighborhoods.

Ongoing

UPDATE: The Adopt-A-Block program has helped to engage community residents and neighborhood advocates to promote clean, healthy and safe neighborhoods. As part of this program, [Flower City AmeriCorps](#) will support the development of community engagement tools focused on engaging youth. Adopt-A-Block also explores grant funding and incentives for volunteers and program participants.



BCC-5b

Engage youth in community organizations, such as Neighborhood Associations.

Ongoing

UPDATE: Organizations such as [Youth Voice One Vision](#) and [Teen Empowerment](#) continue to provide youth with the tools to become leaders in their community. In order to address the age discrepancy in neighborhood associations, Rochester Community University offers a session on how to increase youth engagement in organizations.

ROCHESTER 2034 AND ARPA

Rochester 2034 has been a solid blueprint for investments and policy development since its adoption in 2019. However, the Plan was designed to be a flexible, living document. While the Vision, Guiding Principles, and Goals of the Plan should remain steady over its 15-year time horizon, there is flexibility in *how* we achieve those elements. Many of the Strategies are broad enough to encapsulate multiple activities that would contribute to their implementation. This allows for creativity and adaptation to changing conditions while remaining true to the spirit of a Goal or Strategy.

In 2021, the City received \$202.1 million in federal funding through the American Rescue Plan Act (ARPA). By 2022, the City had developed a plan

for spending this once-in-a-generation influx of funds. *Rochester 2034* played a crucial role in the creation of the [Strategic Equity and Recovery Plan](#) by providing ideas for projects – the Strategies of *Rochester 2034* – and by providing general guidance to all projects that were not specifically called out in *Rochester 2034* – through the Vision, Guiding Principles, and Goals. The City also developed a [public dashboard](#) to monitor the progress of ARPA projects. The following list shows the alignment of all ARPA projects with *Rochester 2034*. **Bold projects** are ones that the Plan specifically recommended, while the others contributed to the fulfilment of Goals and/or Strategies of the Plan.

| ARPA PROJECTS | ROCHESTER 2034 ALIGNMENT | ARPA FUNDING |
|---|---|---------------|
| Accounts Receivable Enterprise Solution | SC-4 | \$ 1,875,000 |
| Administrative Support - Accounting Consultant & ARPA Compliance | IMP-2 | \$ 175,000 |
| Administrative Support - ARPA Subrecipient Evaluation | IMP-2 | \$ 454,100 |
| Aqueduct Reimagined | <i>PMP-5a #47 PMP-5a #48 PMP-5a #50 PMP-5a #54 PMP-5a #57 PMP-5a #58 PMP-6c NR-1d TRN-2d TRN-3a</i> | \$ 2,000,000 |
| Blue Cross Arena Building System Upgrade Phase 2: Ice Plant Replacement | <i>PMP-5a #48 PMP-5a #49 PMP-5a #54 NR-1d ECN-4b</i> | \$ 3,000,000 |
| Bull's Head Revitalization - Predevelopment Activities | <i>PMP-5a #35 PMP-2g ECN-4b</i> | \$ 720,000 |
| Buy the Block Program | HSG-4a | \$ 13,129,162 |
| Charles Carroll Plaza Phase II | <i>PMP-5a #54 PMP-5a #63 NR-1d PR-1a</i> | \$ 1,500,000 |
| Convention Center South Terrace Expansion | <i>PMP-5a #54 PMP-5a #57 PR-1 NR-1d TOU-2 TOU-3b</i> | \$ 6,000,000 |
| Corn Hill Navigation Boat - Riverie | <i>PMP-5a #83 SCC-4c</i> | \$ 150,000 |
| COVID Testing and Vaccination Support | PHS-5 | \$ 160,600 |
| Cyber Security Upgrades | SC-4 | \$ 144,000 |
| Durand Eastman Park - Beach House & Gateway Improvements | <i>PMP-5a #12 PR-1a NR-1d</i> | \$ 1,700,000 |
| Enterprise Asset Management Solution | SC-4 | \$ 1,450,000 |

| ARPA PROJECTS | ROCHESTER 2034 ALIGNMENT | ARPA FUNDING |
|--|--|---------------|
| Erie Harbor Enhancements (Genesee Gateway Park) Phase II | <i>PMP-5a #8 PMP-5a #87</i> | \$ 1,000,000 |
| Firehouse Renovation - Broad & Allen | PHS-3f | \$ 4,000,000 |
| Firehouse Renovation - Genesee | PHS-3f | \$ 340,000 |
| Firehouse Renovation - Goodman | PHS-3f | \$ 4,000,000 |
| Firehouse Renovation - Multiple Site Smaller Renovation Projects | PHS-3f | \$ 562,000 |
| Firehouse Renovation - University | PHS-3f | \$ 400,000 |
| Gaurantee Basic Income Pilot Program | PHS-5 ENC-2 | \$ 2,200,000 |
| Health Care Workforce Resiliency Project | WRK-1 WRK-2 WRK-3 PHS-5 | \$ 500,000 |
| Healthy Food Accessibility Loan & Grant Program | PHS-6a ECN-2f | \$ 5,000,000 |
| Housing Rehabilitation Assistance Grants - Seniors & Owner - Occupied | HSG-5d HSG-5f | \$ 6,697,000 |
| Humboldt Spray Park Renovations | NR-1d PR-1 PR-1a PR-3a | \$ 650,000 |
| International Plaza - Vending Space, Site Maintenance, & Workforce Development | VNT-1c | \$ 75,000 |
| IT Network Upgrades | SC-4 | \$ 3,058,895 |
| Kiva Rochester | ECN-2g WRK-4a | \$ 175,000 |
| Land Bank Acquisition / Rehab Program | HSG-3c HSG-5a HSG-6a CC-3 | \$ 2,400,000 |
| Lead Service Replacement - Homeowners Grant Program | NR-2b | \$ 6,000,000 |
| Lead Service Replacement - System Upgrades | NR-2b | \$ 36,996,975 |
| Maplewood Library Branch Expansion | <i>PMP-5a #16 PMP-6i SCC-3a SCC-3b</i> | \$ 5,350,000 |
| Maplewood Nature Center | <i>PMP-5a #21 SCC-4c SCC-4d SCC-4f SCC-4h NR-5b PR-1 PR-4h</i> | \$ 5,250,000 |
| Parking & Municipal Code Violation Enterprise Solution | SC-4 | \$ 900,000 |
| Parking Garage Improvement | PMP-6 | \$ 2,000,000 |
| R-Centers Health, Wellness, & Social Emotional Programming & Support | SCC-3b SCC-3b PR-2c PR-4d | \$ 2,000,000 |
| Replacement of General Fund Revenue Pandemic Losses | IMP-2 | \$ 11,123,500 |
| Replacement of Parking Fund Revenue Pandemic Losses | IMP-2 | \$ 11,876,500 |
| Residential Demolition Program | VNT-1c | \$ 1,771,000 |
| RFD Firehouse Needs Assessment Study | PHS-3e | \$ 250,000 |
| Rochester Civil Rights Heritage Site at Baden Park | <i>PMP-5a #75 HIS-1f</i> | \$ 500,000 |
| Roof Rehabilitation Program | HSG-5f HSG-5j | \$ 7,702,200 |
| RPD Office of Business Intelligence Expansion | PHS-3a SC-4a | \$ 2,087,200 |
| Rundel Library Building Exterior Renovations | <i>PMP-6i SCC-3a PMP-5a #50</i> | \$ 8,700,000 |
| Senior Meals Program | PHS-6a PHS-6b | \$ 2,149,460 |
| State St Reconstruction - Water Infrastructure | NR-2 | \$ 2,000,000 |
| Targeted Business Revitalization Grant Program | ECN-2a ECN-4d ECN-4e ECN-4g | \$ 1,452,100 |
| Targeted Mixed-Use Rehab Program | <i>PMP-1d PMP-2a HSG-2c HSG-4c TRN-4b ECN-2a</i> | \$ 2,080,000 |
| Violence Prevention - Peacemaker Fellowship | PHS-1 | \$ 2,605,625 |
| Violence Prevention - Rochester Peace Collective | PHS-1 | \$ 5,000,000 |
| Workforce Development - Young Adult Manufacturing Training Employment Program (YAMTEP) | WRK-1 WRK-2 WRK-3 | \$ 300,000 |
| Workforce Development Mobile Unit | WRK-3 WRK-4 | \$ 225,100 |
| Workforce Development Services | WRK-3 WRK-4 | \$ 16,440,340 |
| Youth Employment Services | WRK-1g BCC-5 | \$ 120,169 |

CONCLUSION

Rochester 2034 is an ambitious and far-reaching comprehensive plan. This second Progress Report marks a point that is more than 25% of the way through its 15 year time horizon. Given how fundamentally the world has changed in the last four years, and the severity and scale of unanticipated challenges the community has had to address, we should feel proud of how far we have come with implementing *Rochester 2034*.

Progress is being made on more than 95% of the 88 Goals and 76% of the 628 Strategies included in our Plan:

- 6.4% of Strategies are completed
- 29.1% of Strategies have been started
- 40.6% of Strategies are being addressed through ongoing work

Still, work has not yet begun on 23.9% of the Strategies in *Rochester 2034*, and work on the more than 250 Strategies marked as “Ongoing” must be supported and sustained. This is a community plan and its implementation must be a true community effort. The City plays an important role in leading or supporting much of this work, but City government cannot do it alone. We must – and we will – join with neighborhood, government, business, not-for-profit, and institutional partners to implement this Plan. This sets us up to be more effective in reaching our goals and to enjoy the results of getting there together.



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Rochester
2034
MOVING FORWARD
