



"The Renaissance Plan"

History, Issues and Opportunities

July 11, 2014

**Prepared by the City of Rochester Bureau of Planning and Zoning
Planning Division**

What is a City Comprehensive Plan?

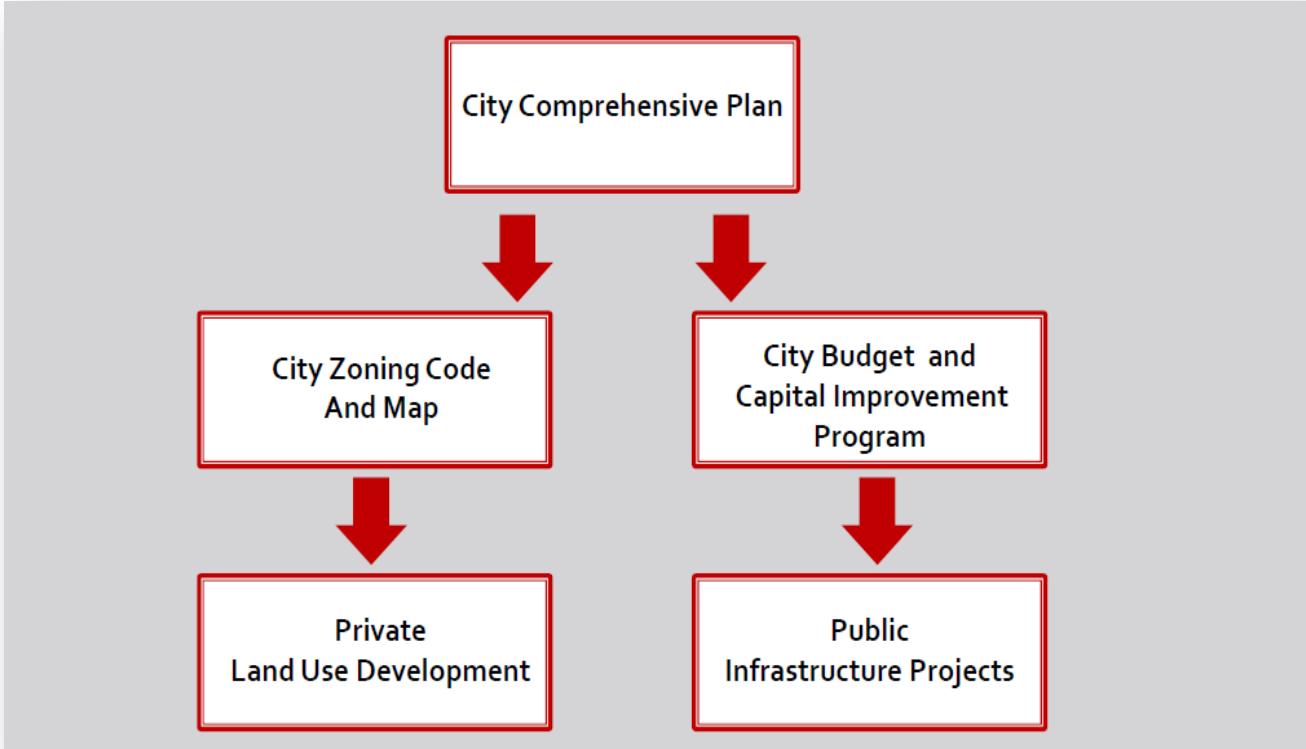
One of the most important powers and duties granted to a city and its citizens is the responsibility to develop and undertake a comprehensive plan. A city comprehensive plan is a means to promote and protect the general health, safety and welfare of the people and to lay out a course of action for the future social, physical and political development of the community. The plan serves as the fundamental basis for making public and private decisions on land use regulation and development, future investment and the allocation of critical resources. The plan creates a "blueprint" for the future development and preservation of the city. Often referred to as the "master plan", it is the policy foundation upon which cities are built. A good comprehensive plan both guides the specific physical and economic development of the city and also accommodates broader social, environmental and regional concerns.

Section 28-A of New York State General City Law defines a city comprehensive plan as:

"... the materials, written and/or graphic, including but not limited to maps, charts, studies, resolutions, reports and other descriptive material that identify the goals, objectives, principles, guidelines, policies, standards, devices and instruments for the immediate and long-range protection, enhancement, growth and development of the city. The city comprehensive plan shall ... serve as a basis for land use regulation, infrastructure development and public and private investment, and any plans which may detail one or more topics of a city comprehensive plan."

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

- Goals, objectives, principles, policies, and standards upon which proposals for the immediate and long-range enhancement, growth and development of a city are based.
- Consideration of regional needs and the official plans of other government units and agencies.
- Existing and proposed location and intensity of land uses.
- Consideration of agricultural uses, historic and cultural resources, coastal and natural resources and sensitive environmental areas.
- Consideration of population, demographic and socio-economic trends and future projections.
- Location and types of transportation facilities.
- Existing and proposed locations of public and private utilities and infrastructure.
- Existing housing and future housing needs.
- Present and future locations of historic sites, educational, cultural, health and emergency services.
- Existing and proposed recreational facilities and parkland.
- Present and future locations of commercial and industrial facilities.
- Specific policies and strategies for improving the local economy in coordination with other plan topics.
- Proposed measures, programs, devices and instruments to implement the goals of the comprehensive plan.



Relationship of City Comprehensive Plan to Land Use/Development and
Program/Budget/Funding Activities

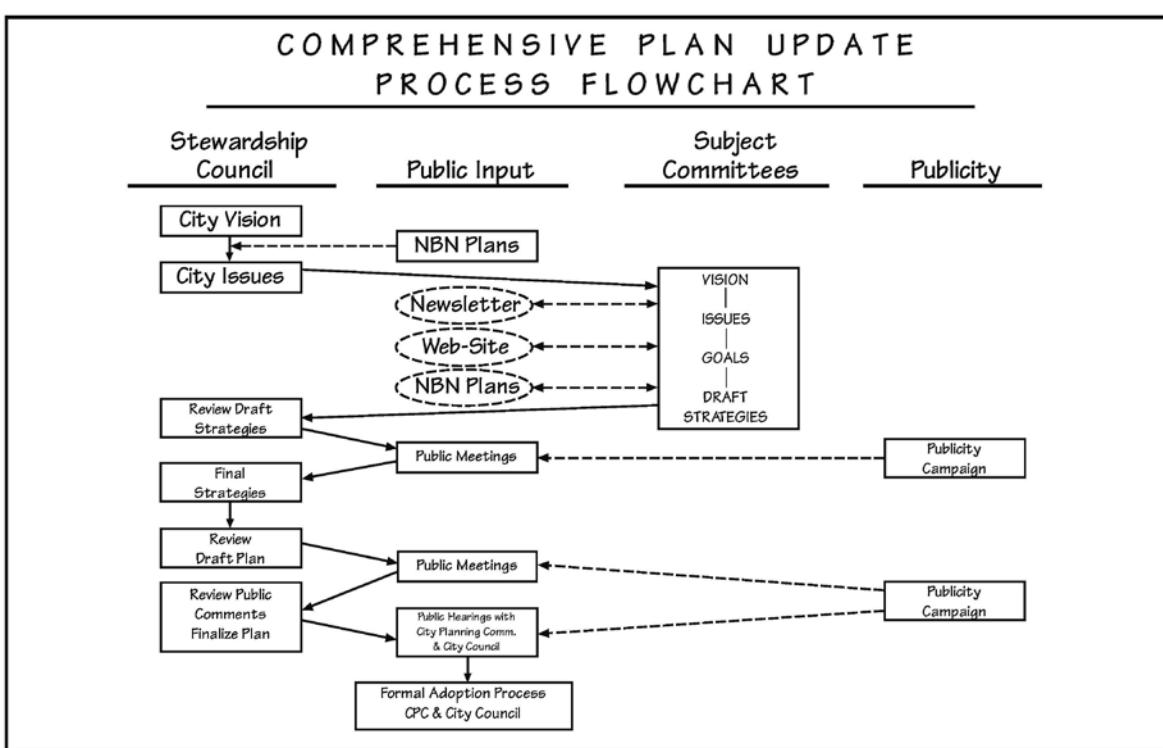
What is “The Renaissance Plan”?

Summary

“Rochester 2010 - The Renaissance Plan”, was adopted by Rochester City Council on April 13, 1999. The 90-page document culminated an intensive five year public planning process that involved neighborhood groups, businesses, industries, institutions, governmental agencies and over 2000 citizens. The plan represented a major milestone in the history of Rochester and came 35 years after the adoption of the former City Comprehensive Plan in 1964 and its many amendments.

Key features of the plan and the plan preparation process included:

- Prepared entirely by citizens and city planning staff (no outside consultants were used).
- Foundation of the plan was the award-winning “Neighbors Building Neighborhoods” (NBN) neighborhood planning process and the ten neighborhood action plans that were produced as part of that three year effort.
- Went beyond the typical static land use plans of the past and investigated other areas of public policy concern including education, human resources, public safety and arts and culture; was specifically designed to be flexible, strategic, renewable and regional in scope.
- Coordinated by a 35-member Stewardship Council which included representatives from the business, religious and arts communities, as well as neighborhood groups and residents.
- Eleven subject committees were created to assist in the technical work of the process. These committees were staffed by the City Bureau of Planning and included over 200 community volunteers who met over a nine month period to produce a series of subject area visions, issues, goals and strategies.
- Provided a framework of relevant demographic and economic data and trends, outlined a “Community Vision” and identified three “Renaissance Themes”: Responsibility, Opportunity and Community.
- Identified eleven “Renaissance Campaigns” that were developed by examining the eleven plan subject areas from a novel “cross-cutting” perspective that produced new ideas and creative approaches to dealing with Rochester’s problems. Instead of dealing with the typical “vertical silos” of planning elements and the limitations of understanding that produces, the campaigns cut across areas like housing, transportation and economic development to identify new paradigms, relationships and ideas.
- Each campaign included a policy statement and several goals that described desired end states for our city and its residents as well as proposed strategies and indicators of success (benchmarks).
- Outlined a broad implementation and monitoring process to keep the plan current, relate it to other on-going city planning and budgetary processes (Capital Improvement Program and Community Development Block Grant) and continuously update the ten neighborhood sector action plans as part of the on-going “Neighbors Building Neighborhoods” process.



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“The Renaissance Plan”

Plan Development Process
Public Participation Process

Document Contents / Structure

The Renaissance Plan consists of 3 themes (Responsibility, Opportunity, Community) and the following eleven campaigns, each having its own policy statement, goals, strategies and benchmarks:

Renaissance of Responsibility:

CAMPAIGN 1: INVOLVED CITIZENS (6 Goals, 14 Strategies, and 4 Benchmarks)

CAMPAIGN 2: EDUCATIONAL EXCELLENCE (9 Goals, 16 Strategies and 4 Benchmarks)

CAMPAIGN 3: HEALTH, SAFETY AND RESPONSIBILITY (7 Goals, 14 Strategies, and 3 Benchmarks)

CAMPAIGN 4: ENVIRONMENTAL STEWARDSHIP (8 Goals, 20 Strategies, and 5 Benchmarks)

Renaissance of Opportunity:

CAMPAIGN 5: REGIONAL PARTNERSHIPS (7 Goals, 12 Strategies, and 4 Benchmarks)

CAMPAIGN 6: ECONOMIC VITALITY (8 Goals, 18 Strategies, and 4 Benchmarks)

CAMPAIGN 7: QUALITY SERVICE (7 Goals, 15 Strategies, and 4 Benchmarks)

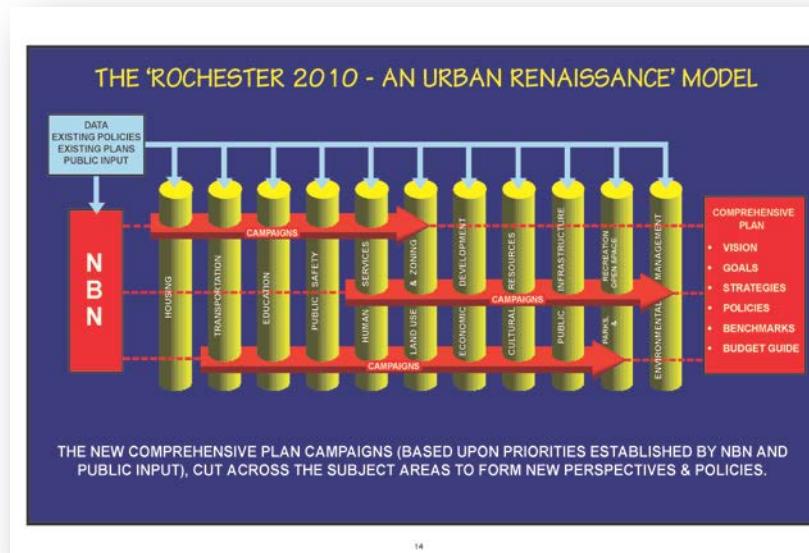
CAMPAIGN 8: TOURISM DESTINATION (7 Goals, 22 Strategies, and 4 Benchmarks)

Renaissance of Community:

CAMPAIGN 9: HEALTHY URBAN NEIGHBORHOODS (8 Goals, 15 Strategies, and 4 Benchmarks)

CAMPAIGN 10: CENTER CITY (8 Goals, 17 Strategies and 3 Benchmarks)

CAMPAIGN 11: ARTS AND CULTURE (6 Goals, 14 Strategies and 3 Benchmarks)



“The Renaissance Plan” – Plan Development Concept and Model



rochester 2010: the renaissance plan

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

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

What will it take to make sure how a more vibrant future for our city?

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

What will it take to ensure that we have a RENAISSANCE OF OPPORTUNITY?

► RENAISSANCE OF COMMUNITY?

It will take commitment.

It will take hard work.

It will take responsibility.

It will take courage.

It will take all of us, working together toward the common goal of making Rochester a desirable city. For everyone who has lived or made here, it is important that we continue to support our neighbors.

It will take a RENAISSANCE OF INVESTMENT.

It will take CITIZENS BUILDING COMMUNITY.

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

when all of our schools produce students that are college-bound;

when all of our schools produce students that excel academically;

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

Only then will we be able to say that Rochester has truly experienced a RENAISSANCE.

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

□ Campaign Ten:

▲ Center City

Campaign Ten promotes Rochester's downtown as the region's "Center City". Our community's perception of and interaction with "downtown" needs to be expanded and enhanced. In the past, Rochester has developed its downtown area primarily through the construction of office buildings and retail space surrounded by the Inner Loop Expressway. Imagine this existing area combined with new development and surrounding assets, attractions and districts to become an exciting, vibrant regional center. This regional "Hub" will be a place where people can live, work, play, shop, dine, and visit. It will be a place where enhanced night-life venues, nationally-recognized historic landmarks, a nearly year old city public market, museums, fashionable shopping districts and specialty retail areas, spectacular waterfront promenades and landscaped parks, and entertainment and residential "Hub" identity. Rochester's "Center City" will be known regionally and perhaps nationally as THE place to live, work or visit and will mirror the lifestyles and amenities of the surrounding area. This campaign will focus on the following objectives:

The term "Center City" refers to an expanded Rochester "downtown". In addition to including the all too-familiar central business district within the Inner Loop as the "Center City Core", surrounding districts, plazas and attractions outside of the Inner Loop will be included as well. These could include the High Falls Entertainment District, the Upper Falls Residential District, the Northeast Public Market District, East Main Commercial District and Park Avenue/East Avenue Museum and Shopping District. Each of these districts will be developed to reflect their unique character and history while maintaining a sense of place and Fountains, arts and cultural events and historic landmarks all supported by specific urban design guidelines. The result will be a vibrant, exciting, and safe place to live, work, play, visit and enjoy Rochester's night-life, business, entertainment and residential "Hub" identity. Rochester's "Center City" will be known regionally and perhaps nationally as THE place to live, work or visit and will mirror the lifestyles and amenities of the surrounding area. This campaign will focus on the following objectives:

▲ Our Indicators of Success (Benchmarks) 1989-2004

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



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▲ Social & Economic Trends

Summary

Over the past four decades, the racial diversity within the city has increased at a much higher rate than the county. The median family income hit its peak in 1970 in both the city and the county, and has continued to decline since then. Although the median family income for both towns still exceeds that of the city, the gap between them has widened over the past 40 years.

It will take commitment. It is all taken from responsibility. It will take responsibility. It will take courage.

It will take all of us, working together toward the common goal of making Rochester a desirable city. For everyone who has lived or made here, it is important that we continue to support our neighbors.

It will take a RENAISSANCE OF INVESTMENT.

It will take CITIZENS BUILDING COMMUNITY.

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

when all of our schools produce students that excel academically;

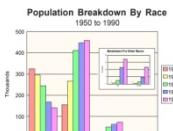
and, when all families and individuals feel safe in their homes, schools and in every city neighborhood.

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SOURCE: United States Census



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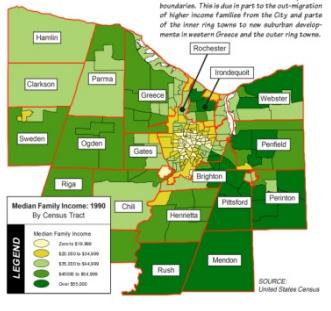


SOURCE: United States Census

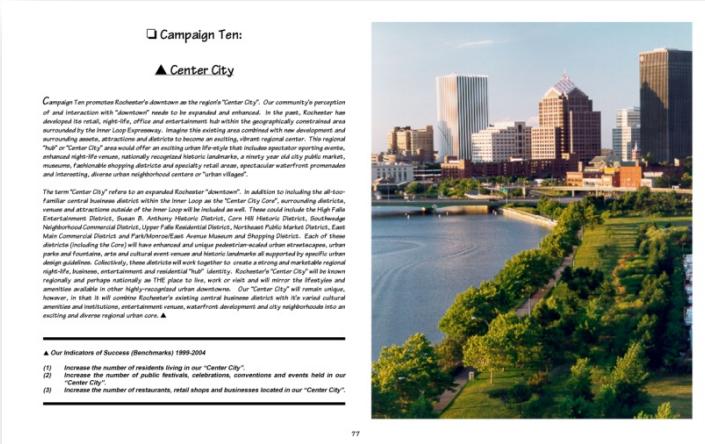
Median Family Income within the County (\$37,225) was 21% greater than the median income in the region. In 1990 the median income in the region is concentrated in two roughly contiguous "inner-shelf" surrounding the central business district. The income distribution in the City tends to increase as the City grows. It is clear that the inner ring towns have experienced the City's growth. In other words, the regional settlement patterns seem to be based more on economic status than on political boundaries.

As individuals and families prosper financially they often choose to relocate to an area that can offer them a perceived higher standard of housing, shopping, and recreation. Historically, the surrounding towns have been the recipient of many of these up-coming opportunities.

The inner ring towns, which are areas with the highest median income in the region, are concentrated in two roughly contiguous "inner-shelf" surrounding the central business district. The income distribution in the City tends to increase as the City grows. It is clear that the inner ring towns have experienced the City's growth. In other words, the regional settlement patterns seem to be based more on economic status than on political boundaries.



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□ Campaign Ten: ▲ Center City

Policy: [1] To the policy of the city to pursue recognition and development of our American as the region's "Center City" to include an exciting mix of housing, specialty retail and services, restaurants, arts and cultural venues, entertainment and "night life". We will also encourage the marketing and promotion, both regionally and nationally, of our "Center City" as the economic and cultural core of our region and its recognition by both citizens and visitors as being safe, vital and exciting.

- ▲ Guide [1] Reduce the office and commercial (vacant) vacancy rate within our "Center City" through appropriate actions to attract new office and retail users, and to encourage the reuse of properties within Center City.
- [2] Encourage the development of an economically viable "Center City" central business district and surrounding areas as the region's 24-hour activity center and a major arts and entertainment environment for the cultural, night-life, business, arts and entertainment center of our region.
- [3] Increase the number of people living in our "Center City" through affordable as well as market-rate housing developments.
- [4] Create a vibrant, competitive and marketable identity for our "Center City" that is locally, regionally and nationally recognized.
- [5] Create a new functional building for what is now known as "Urbancore" that will be perceived, identified and marketed as the region's "Center City".
- [6] Develop unique festivals, events, celebrations and annuals within our "Center City" that help create and enhance its identity, draw businesses, residents and visitors and provide a strong "sense of place" and identity for our community.
- [7] Encourage the development of an economically viable "Center City" central business district and surrounding areas as the region's 24-hour activity center and a major arts and entertainment environment for the cultural, night-life, business, arts and entertainment center of our region.
- [8] Increase the number of people living in our "Center City" through affordable as well as market-rate housing developments.
- [9] Create a vibrant, competitive and marketable identity for our "Center City" that is locally, regionally and nationally recognized.
- [10] Facilitate the development of market-rate housing in Center City with development and home ownership incentives, and/or grants/agreements to assist the implementation of Center City appropriate development that enhances the Center City.
- [11] Work with the Greater Rochester Chamber of Commerce, and Rochester Development Corporation to define the new boundaries of the City boundary and develop a marketing strategy that弘扬s the City's unique qualities and assets.
- [12] Create a development authority or committee to guide and promote the development of Center City that can monitor development activities and prepare design guidelines.
- [13] Encourage the City to provide funding for the maintenance and repair of infrastructure within Center City identifying any costs.
- [14] Facilitate the development of market-rate housing in Center City with development and home ownership incentives, and/or grants/agreements to assist the implementation of Center City appropriate development that enhances the Center City.
- [15] Promote the identity of downtown police patrol activities.
- [16] Work with the Greater Rochester Chamber of Commerce, and Rochester Development Corporation to define the new boundaries of the City boundary and develop a marketing strategy that弘扬s the City's unique qualities and assets.
- [17] Create a development authority or committee to guide and promote the development of Center City that can monitor development activities and prepare design guidelines.
- [18] Encourage the City to provide funding for the maintenance and repair of infrastructure within Center City identifying any costs.
- [19] Create safe and easy pedestrian access between and within Center City using illuminated sidewalks, pedestrian bridges, signage and water feature improvements.
- [20] Encourage the City to provide funding for the maintenance and repair of infrastructure within Center City identifying any costs.
- [21] Create a vibrant, competitive and marketable identity for our "Center City" that is locally, regionally and nationally recognized.
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What is the City's legal Comprehensive Plan (Chapter 130)?

Adoption Process (What was actually adopted?)

Community Vision Statement, Themes and Theme Visions	NOT ADOPTED
11 Campaigns	ADOPTED
-Campaign Policy	ADOPTED
-Campaign Goals	ADOPTED
-Campaign Strategies	NOT ADOPTED
-Campaign Benchmarks	NOT ADOPTED
Action Agendas for each Campaign (prepared later)	NOT ADOPTED

Comprehensive Plan Definition (Section 130 - City Charter)

§ 130-1. Comprehensive Plan: definition.

- A. For the purpose of this chapter, the Comprehensive Plan shall consist of the City's future land use development goals, policies and/or programs as they are contained in the adopted portions of the following:
- (1) Renaissance 2010 Plan
 - (2) Zoning Code and Official Zoning Map
 - (3) Subdivision Ordinance
 - (4) Official Street Map
 - (5) Capital Improvement Program
 - (6) Functional Street Classification Map
 - (7) Adopted Urban Renewal Plans

§ 130-2. Comprehensive Plan: purpose and effect.

The Comprehensive Plan, or any part thereof, shall be considered an official statement of the City of Rochester with respect to the existing and developing character of various areas of the City; the proper objectives, standards and direction for the future maintenance, growth and development of the City; the means to be employed to protect existing character or development and to encourage future development that will be in the best interest of the City; and the actions and programs to be undertaken by the City with respect to its future maintenance and development. The Comprehensive Plan shall serve as a guide and resource for City officials and agencies in the performance of their duties but, except as otherwise provided in this chapter and the codes and ordinances of the City, shall not be binding upon them.

§ 130-5. Rochester 2010: The Renaissance Plan.

The Comprehensive Plan of the City of Rochester shall consist of the campaigns, policies and goals of Rochester 2010: The Renaissance Plan, as follows:

- A. Campaign One: Involved Citizens (policies and goals).
- B. Campaign Two: Educational Excellence (policies and goals).
- C. Campaign Three: Health, Safety and Responsibility (policies and goals).
- D. Campaign Four: Environmental Stewardship (policies and goals).
- E. Campaign Five: Regional Partnerships (policies and goals).
- F. Campaign Six: Economic Vitality (policies and goals).
- G. Campaign Seven: Quality Service (policies and goals).
- H. Campaign Eight: Tourism Destination (policies and goals).
- I. Campaign Nine: Healthy Urban Neighborhoods (policies and goals).
- J. Campaign Ten: Center City (policies and goals).
- K. Campaign Eleven: Arts and Culture (policies and goals).

§ 130-6. Strategies.

- A. The following studies and plans shall constitute implementing strategies for the Comprehensive Plan:

- (1) The Thoroughfare Plan
- (2) The Downtown Cultural District Study
- (3) The Development Concept Plan for the Rochester Science Park
- (4) The Urban Cultural Park Management Plan (1988)
- (5) The Genesee River South Corridor Land Use and Development Plan (1986)
- (6) The Local Waterfront Revitalization Plan (LWRP) (1990)
- (7) The Brown's Race Land Use Plan
- (8) The Strong Neighborhood Planning Study
- (9) The Center City Master Plan [Added 4-8-2003 by Ord. No. 2003-93]

(NOTE: CCMP Development Objectives were adopted as part of the City Zoning Code; the Design Principles, "Plan for the Public Realm" and Schematic Plan were all adopted as "guidelines and supporting documentation" for use in city review/approval processes.)

§ 130-7. Adopted policies. [Added 3-18-2008 by Ord. No. 2008-91]

- A. The following policies shall constitute implementing policies for the Comprehensive Plan:

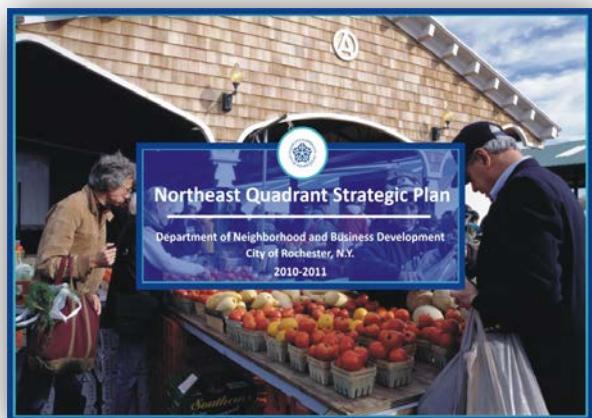
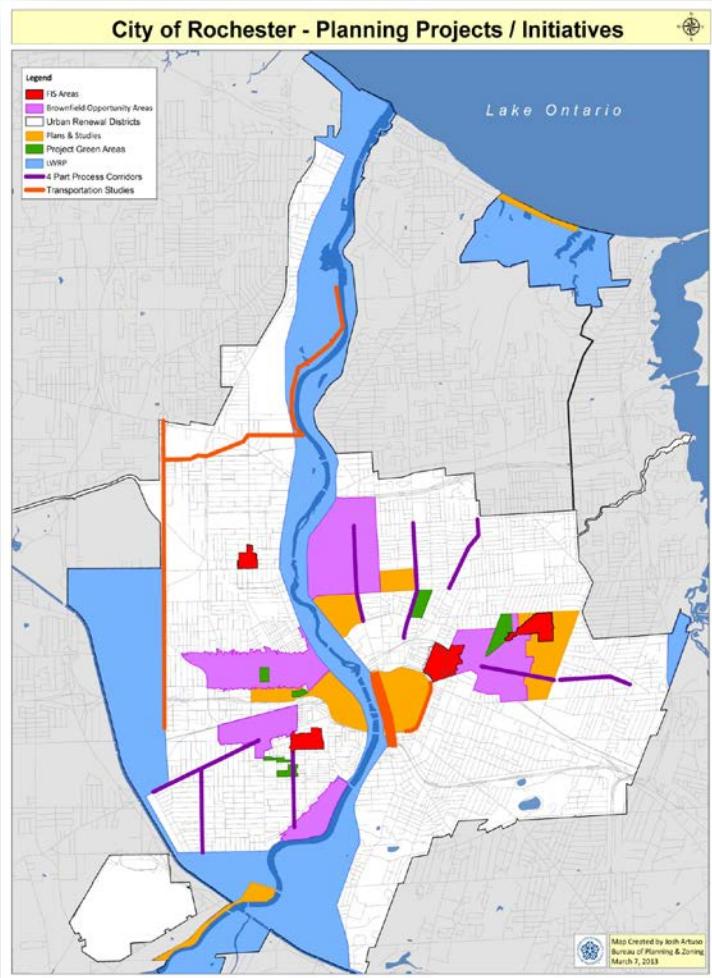
- (1) Housing Policy.

What are examples of current plans and studies that are not included in “The Renaissance Plan”?

- FIS Area Plans
- Quadrant Plans
- “4-Part Planning Process” Studies
- Greening Strategy (Project Green)
- JOSANA Neighborhood Plan (2010)
- Brown’s Square Neighborhood Plan
- Susan B. Anthony Neighborhood Plan
- Beechwood Neighborhood Plan
- Aqueduct Plan
- Bicycle Master Plan (“Complete Streets Policy” adopted in City Municipal Code Section 104-29)
- Housing Market Study (Housing Policy only)
- Brownfield Opportunity Area (BOA) Plans (LYLAKS, Vacuum Oil, Others)
- Transportation / Parking Plans and Studies
 - Center City Vehicular/Pedestrian Wayfinding Studies
 - Neighborhood Parking Studies (Susan B. Anthony Circulation, Access and Parking Study)
 - Inner Loop Design Study
- Monroe Avenue Corridor Study
- 2010 Census Data
- Historic Buildings Inventory List
- Parks Master Plan / Historic Parkland Inventory

What are the major updates or changes needed to “The Renaissance Plan”?

- Update Census and demographic information and develop new conclusions regarding data
- Acknowledge new plans, studies, projects and initiatives since 1999
- Revise vision, themes, campaigns, policies, goals and strategies
- Include new public input, comment and feedback about the future of the city
- Create new approach to plan implementation
- Adopt new plan benchmarks (indicators of success) and monitoring process
- Create a more user friendly, easily accessible and concise document using new technologies
- Use the new plan as a promotional /marketing tool aimed at developers, investors, etc.
- Create a process to implement the plan and keep it current and up to date



Examples of plans and studies not currently addressed in
“The Renaissance Plan”

What has been accomplished from “The Renaissance Plan”?

“The Renaissance Plan” included:

3 THEMES

11 POLICIES

81 GOALS

179 STRATEGIES

42 BENCHMARKS

Strategy Implementation Status:

# STRATEGIES STARTED/ON-GOING:	142	79%
# STRATEGIES STARTED/COMPLETED:	3	2%
# STRATEGIES STARTED BUT ABANDONED:	20	11%
# STRATEGIES NOT STARTED:	14	8%

The eleven “Action Agendas” prepared after “The Renaissance Plan” was adopted included:

CAMPAIGN 1 ACTION AGENDA :	21 action items
CAMPAIGN 2 ACTION AGENDA :	45 action items
CAMPAIGN 3 ACTION AGENDA :	6 action items
CAMPAIGN 4 ACTION AGENDA :	97 action items
CAMPAIGN 5 ACTION AGENDA :	12 action items
CAMPAIGN 6 ACTION AGENDA :	105 action items
CAMPAIGN 7 ACTION AGENDA :	25 action items
CAMPAIGN 8 ACTION AGENDA :	107 action items
CAMPAIGN 9 ACTION AGENDA :	117 action items
CAMPAIGN 10 ACTION AGENDA:	97 action items
CAMPAIGN 11 ACTION AGENDA:	72 action items

What other legal issues need to be addressed about “The Renaissance Plan”?

- ❑ The definition of “Implementing Strategies” and how they actually relate to the adopted Comprehensive Plan in Chapter 130 is unclear. Most of those documents are actually “plans” with many elements and components. Do they have any legal status at all and should their status be better defined?

“Implementing strategies” should include programs or actions that involve modifying the City zoning code, affect the Capital Improvement Program, CDBG or City budget, or require other direct City funding, code changes or other official actions.
- ❑ Is the Chapter 130 category of “Implementing Policies” really needed? Do they have any legal status at all and should their status be better defined?

More effort should be given to trying to find appropriate “homes” in the existing City comprehensive plan (11 campaign policies and goals) or an updated plan for these types of policy statements/amendments as they are developed.
- ❑ Several plans/studies in the current “Implementing Strategies” list in Chapter 130 conflict with each other in terms of recommendations and implementation actions. As part of any plan update, some of the plans/studies in the current “Implementing Strategies” list should be removed. There are several other current significant plans and studies that have not been adopted as part of the city comprehensive plan or as part of its implementing strategies (see above list) and should be considered for inclusion as part of a plan update.

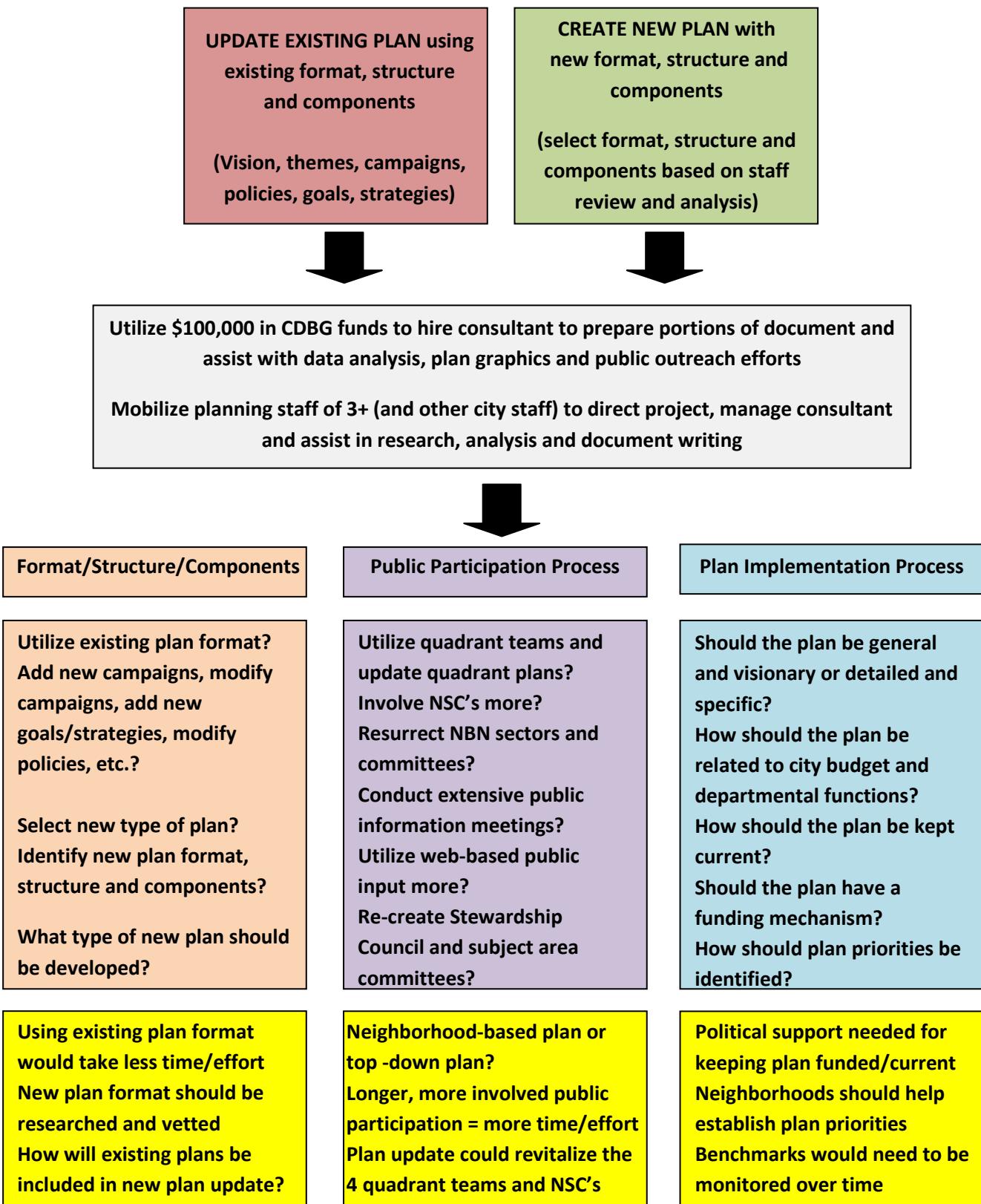
Potentially remove:

Thoroughfare Plan
Downtown Cultural District Study
Development Concept for the Rochester Science Park
Urban Cultural Park Management Plan
Genesee River South Corridor Land Use and Development Plan
Brown’s Race Land Use Study
Strong Neighborhood Study

Potentially add:

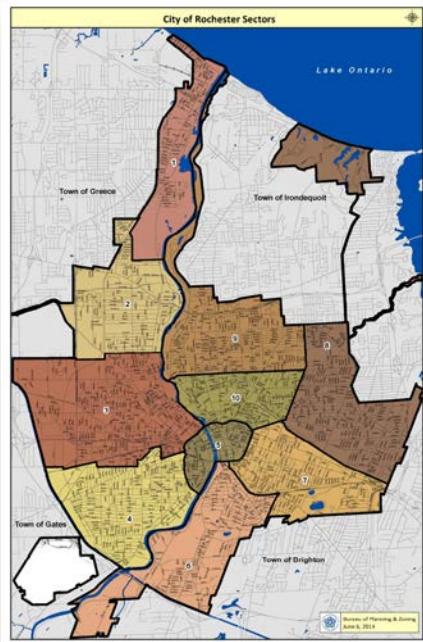
Local Waterfront Revitalization Program Update (TBC)
FIS
Greening Strategy
Brownfield Opportunity Area Plans (BOAs) (TBC)

What options exist for updating "The Renaissance Plan"?

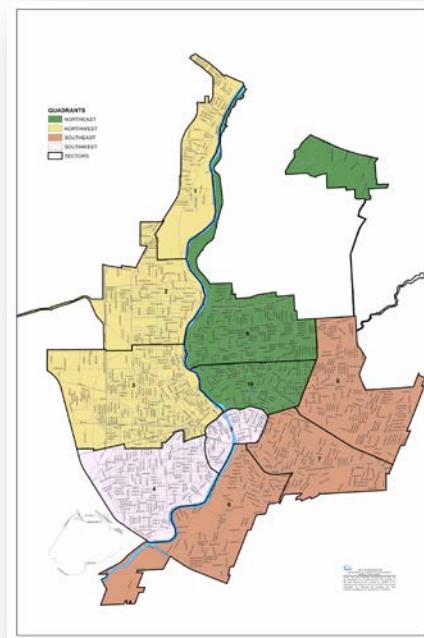


What are the key questions for the Mayor regarding updating “The Renaissance Plan”?

- (1) How involved do you want to be in the plan update process?
- (2) What public feedback structure or community engagement process do you prefer?
- (3) Do you want to use this project as a means to revitalize the 4 quadrant teams and NSC's?
- (4) Are your four campaign priority areas and related action items your major concern with updating the plan? What additional priorities, if any, do you want to consider?
- (5) How quickly do you want this plan completed?
- (6) How do you envision this plan being used in the future? How do you want it to relate to other city budget processes and departmental functions?
- (7) What is your number one goal for updating the city's comprehensive plan?
- (8) Do you want to revisit the NBN process at all?
- (9) How specific do you want the plan to be? Should the plan be a broad, visionary and general framework for the city's future or should it be a more specific and detailed blueprint for change?



Sector Planning Model



Quadrant Planning Model

What is the recommended option for updating “The Renaissance Plan”?

- (1) Update the current plan using the existing format, structure and components as a starting point for review, discussion and potential modification. Evaluate/update/modify the existing plan’s vision statement, themes, campaigns, policies, goals and strategies.
- (2) Utilize \$100,000 in CDBG funds to hire a consultant to assist city staff in the preparation of portions of the new document and to assist with demographic data analysis, plan graphics and public outreach efforts. Utilize web-based technologies to improve public participation.

Mobilize a planning team (at least 3 city planning staff as well as other city departmental representatives) to oversee and direct the project, manage the consultant and assist in research, analysis, document writing and public engagement.

- (3) Utilizing the existing plan’s format, incorporate the Mayor’s four priority areas (Education, Public Safety, Economic Development and Neighborhood Revitalization) into the existing campaign structure (Education Excellence, Health/Safety/Responsibility, Economic Vitality and Healthy Urban Neighborhoods). Adopt new campaigns and modify other existing campaigns as appropriate and necessary. Update and modify, as necessary, the policy statement, goals and strategies for each campaign. Add new recommendations and more detail as appropriate.
- (4) Utilize the existing four quadrant teams, the NSC administrators and the NSC’s as the venue or mechanism for community engagement and public participation throughout the comprehensive plan update process. Revitalize the quadrant teams for this purpose based on the Quadrant Team Report which was completed by city planning staff in 2010-11. Provide necessary planning support to the quadrant teams and NSC’s through the consultant contractual work.

Update the four quadrant plans (using the quadrant teams and this new public outreach process) to develop new ideas, recommendations and priorities for inclusion in the comprehensive plan update. Utilize the quadrant teams as a mechanism for informing the revision of the current plan document and to generate new ideas and fresh thinking about city development priorities and initiatives.

- (5) Develop a new action plan or action agenda for each of the new/revised campaigns that includes an implementation timeline or schedule, establishes relative priorities and identifies implementation partnerships and funding strategies that can ensure that plan elements and ideas are accomplished or completed. Link the plan’s implementation process to the city’s budget and CIP functions through legislation.

Develop benchmarks or “indicators of success” that can be monitored over time and are used to measure success of the plan and its recommendations. Develop a plan update process.

**The following pages further illustrate
the three themes and eleven adopted campaigns from
“The Renaissance Plan”.**

Renaissance of Responsibility:

CAMPAIGN 1: INVOLVED CITIZENS
(6 Goals, 14 Strategies, and 4 Benchmarks)



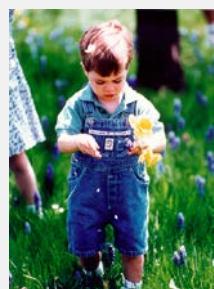
CAMPAIGN 2: EDUCATIONAL EXCELLENCE
(9 Goals, 16 Strategies and 4 Benchmarks)



CAMPAIGN 3: HEALTH, SAFETY AND RESPONSIBILITY
(7 Goals, 14 Strategies, and 3 Benchmarks)



CAMPAIGN 4: ENVIRONMENTAL STEWARDSHIP
(8 Goals, 20 Strategies, and 5 Benchmarks)



Renaissance of Opportunity:

CAMPAIGN 5: REGIONAL PARTNERSHIPS
(7 Goals, 12 Strategies, and 4 Benchmarks)



CAMPAIGN 6: ECONOMIC VITALITY
(8 Goals, 18 Strategies, and 4 Benchmarks)



CAMPAIGN 7: QUALITY SERVICE
(7 Goals, 15 Strategies, and 4 Benchmarks)



CAMPAIGN 8: TOURISM DESTINATION
(7 Goals, 22 Strategies, and 4 Benchmarks)



Renaissance of Community:

CAMPAIGN 9: HEALTHY URBAN NEIGHBORHOODS
(8 Goals, 15 Strategies, and 4 Benchmarks)



CAMPAIGN 10: CENTER CITY
(8 Goals, 17 Strategies and 3 Benchmarks)



CAMPAIGN 11: ARTS AND CULTURE
(6 Goals, 14 Strategies and 3 Benchmarks)



