



DRAFT Downtown Rochester Business Improvement District Plan

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Introduction

Downtown Today

Downtown Rochester, NY is the heart of Greater Rochester, a region that is home to over 1.2 million people. The City of Rochester's population was 211,328 as of the 2020 census¹, and there are now over 10,000 residents and counting living in the downtown core of Rochester.²

Initiatives such as Rochester 2034, ROC The Riverway, Inner Loop North, High Falls State Park, and the Downtown Revitalization Initiative continue to advance the downtown core as an active, accessible, walkable, and loved environment. Recent large-sale projects include the removal of the Inner Loop East, completed in 2017, creating six acres for redevelopment.³ This area has seen the construction of housing and mixed-use development, expanded pedestrian space, and a new cycle track. According to Walkscore.com, downtown Rochester is ranked a "Walker's Paradise," with a Walk Score of 94.⁴ Downtown also benefits from a concentration of transportation options including direct access to I-490, the RTS Transit Center, intercity bus station, and Louise M. Slaughter Rochester Amtrak station.

Downtown Rochester has a rich history. The Genesee River, High Falls, historic architecture, and notable figures such as Frederick Douglass, Susan B. Anthony, and George Eastman contribute to its heritage. Downtown is known for its diverse population and is home to a wide variety of cultures and experiences. Home to a vibrant arts and culture scene, there are at least 19 cultural and entertainment institutions located in downtown with world-class entertainment venues such as the Eastman Theatre and Geva Theatre Center and major attractions such as The Strong National Museum of Play. Annual events such as the Rochester International Jazz Festival and the Rochester Fringe Festival draw hundreds of thousands downtown and contribute to the culture of the area. With a growing food scene, downtown is home to over 105 eating and drinking establishments, with many breweries and tasting rooms dotting the area.⁵

Downtown features several parks and public spaces. Large parks include Dr. Martin Luther King Jr. Memorial Park, Washington Square Park, and ROC City Skatepark, with several smaller parks throughout downtown. Parcel 5 is a popular green space that sees regular daily use in addition to outdoor events and festivals. Additionally, new public spaces are being created as part of the ROC The Riverway initiative, which is reclaiming the Genesee Riverfront and better connecting the community to its river by revitalizing riverfront spaces in the heart of downtown Rochester.

¹ United States Census (2020)

² The downtown core (also referred to as "downtown") is defined as the area traditionally referred to as the inner loop, plus or minus a few blocks depending on location.

³ Inner Loop East, cityofrochester.gov (2023)

⁴ Rochester, NY Central Business District, Walkscore (2023)

⁵ Data compiled by Rochester Downtown Development Corporation (2023)

Since 2000, 60+ residential conversion projects have been completed, and over \$2.5 Billion has been invested in the downtown core.⁶ The trend to residential conversion has created an influx of residents downtown, creating new opportunities amid the post-pandemic decline in in-office work. As downtown increasingly becomes a place to not only work and visit but to live, the needs of the area continue to evolve. Despite a growing residential population, a shortage of street-level activations and neighborhood-serving amenities persists. While nodes of strong commercial activity do exist in areas of downtown, particularly in the East End, more work is necessary. Additionally, as new residential conversions or new developments are proposed, support for low-income residents and workforce housing is crucial to ensure a balanced and inclusive downtown.

Downtown remains the economic center of the Greater Rochester region. Major employers include the City of Rochester (City), Monroe County, University of Rochester, and ESL Federal Credit Union.⁷ Constellation Brands' renovation of the historic Aqueduct Building as its future corporate headquarters adds optimism to the current state of downtown's economy. However, as remote work continues to capture a significant share of office workers, many downtown employers have begun to or are considering downsizing their office spaces. Known as the "Flight to Quality," commercial office tenants are often looking for smaller, highly amenitized spaces. As of Q2 2023, the central business district office vacancy rate stood at 26.1%.⁸

Despite current challenges, there is no other place like downtown Rochester. Its people, emphasis on community, inclusivity and diversity, incredible strengths, and formidable history make it the compelling and dynamic urban center that the greater Rochester community calls home today. Addressing current challenges while building on successes will help ensure a vibrant, inclusive, and sustainable downtown for many generations to come.

Partnership for Downtown Rochester

The Partnership for Downtown Rochester (PDR) is a not-for-profit, public-private partnership between Rochester Downtown Development Corporation (RDDC), Finger Lakes Empire State Development, City of Rochester, and ROC2025. Founded in 2021, this partnership is facilitating placemaking efforts, marketing, and programming, and promoting activities throughout downtown Rochester and along the Genesee Riverway. A primary role of PDR is to establish a new, collaborative way of managing downtown and ROC the Riverway sites as detailed in the ROC the Riverway Vision Plan.

PDR accelerates downtown vitality by positioning and marketing the assets that attract businesses and investment, and it catalyzes innovative ideas that make downtown a more vibrant and inclusive community. The initial objectives of PDR are to serve as a public-private partnership for key stakeholders to address downtown and riverway issues and increase private sector investment and input in downtown through the formation of a Business Improvement District. A future Downtown Rochester Business Improvement District (BID) will be the primary funding vehicle for the Partnership for Downtown Rochester.

⁶ Data collected by the Rochester Downtown Development Corporation (2023)

⁷ CoStar (2023)

⁸ MarketBeat Rochester NY Office Q2 2023 (2023)

BID revenues will fund new services and programs in the downtown core and come from private and public property owners, as well as sponsorships and grant funding.

Partner organization RDDC was founded in 1977 and has worked for over four decades to drive economic vitality in the downtown core of Rochester. It does so within its core values of excellence; integrity; equity, diversity, inclusion; and sustainability. Working together in partnership with leaders in the private and public sector, RDDC is a champion for downtown. With over 40 board members and 100 members, RDDC brings together a diverse set of stakeholders, from small businesses all the way up to the region's largest employer. Together, these entities are driving towards a more vibrant future for downtown.

In the downtown core of Rochester, a Business Improvement District is proposed for two key reasons: to boost downtown's vibrancy and economic vitality, and to program and maintain the existing and newly created public spaces of the ROC The Riverway Initiative. The ROC the Riverway Phase 1 Vision Plan included community engagement through three public sessions, held between March and June of 2018; four roundtable meetings with stakeholder groups representing different interests; and over 30 meetings with neighborhood associations and community groups. The final Vision Plan, released in 2018, strongly recommended a management entity to manage and support upcoming riverfront spaces. A subsequent study by New York State and the City of Rochester, in partnership with the ROC the Riverway management entity working group, was informed by a City Council work session, stakeholder interviews, and interviews with City staff, and public and private sector leadership. It recommended a BID as the best organizational model to fulfill this vision. This recommendation also considered the City's current capacity to promote, maintain, and operate public spaces. BIDs are often used as a tool to address capacity challenges and foster vibrancy and activity. They are also relied upon to ensure a consistent level of service and responsiveness to downtowns' unique needs, facilitating positive and sustainable growth. In this scenario, a BID can help to connect people to the waterfront, activate downtown consistently, and generate additional resources for maintenance, programming, and marketing both the ROC the Riverway spaces in downtown and the downtown area, complementing the City's efforts.

Starting in 2022, an extensive community engagement initiative - with engagement at over 35 community events - began as part of the BID planning process, engaging over 1,000+ individuals.⁹ Input from the community on what is working well and what could be better in the downtown core informed the below Vision and Guiding Principles and the drafting of this draft district plan. The BID Formation Committee, a diverse group of community builders, guided and oversaw the creation of the Vision and Guiding Principles and the draft district plan. This community-informed vision for downtown Rochester and set of guiding principles serve as the values and goals framework for a BID in the downtown core of Rochester and put community building front and center in this work.

Vision

Downtown Rochester will solidify its position as the region's historic and innovative center of bustling community activity. Residents, workers, and visitors will enjoy beautiful and energetic public spaces, including a sensational Riverway, with a dynamic collection of arts, music, culture, shopping, living,

⁹ Community engagement summaries are available at partnershipfordowntown.org

and educational and employment opportunities that are accessible to everyone. Active street life will make all feel welcome and safe.

Guiding Principles

- **Community Centered & Accessible:** Downtown is everybody's neighborhood and a proud home of social innovation and people care. Downtown embraces its role as the center of community life for people of all ages, races, incomes, abilities, and world views.
- **Welcoming & Safe:** Everyone feels welcome and safe in downtown Rochester. Public areas are active throughout the daytime and evening and enlivened with welcoming messages, friendly faces, and things to do.
- **Equitable:** Downtown is the center of a proudly diverse city. Community members come from many different histories and circumstances. Downtown acknowledges past harms and accepts its responsibility to offer positive experiences.
- **Vibrant:** Downtown is exciting and fun. Streets and public areas are energized, bustling with activity. It is the place to be in Rochester to live, work, shop, dine, learn, and play.
- **Vital:** Downtown is the center of Greater Rochester's economy. Many people work in downtown's offices, stores, hotels, homes, gathering places, warehouses, and industries. Public, private, and community-based leadership work together to realize a shared vision for the future of downtown.

The Partnership for Downtown Rochester vows to do the following to support the Guiding Principles of Community Centered & Accessible, Welcoming & Safe, Equitable, Vibrant, and Vital:

- Support, promote, hire, and advocate for small and local businesses and talent.
- Actively seek and engage a diverse set of leaders, board members, event participants, vendors, and talent.
- Host events and programs by and for Rochester's diverse communities.
- Build and foster long-term relationships with local community and direct service organizations.
- Advocate for practices that encourage livability and smart growth (housing affordability mix, active transportation, parks and open space, neighborhood serving retail and amenities).
- Creatively explore ways to support programs and activities downtown that support traditionally marginalized populations (e.g., programming, workforce development, access to public facilities, and other services).
- Establish community-based committees to inform and plan for annual priorities and programmatic activities.
- Promote and support growth of local cultural amenities and artists.

Business Improvement District (BID) Legislation

The Downtown Rochester BID will be governed pursuant to the Revised Code of the State of New York, Chapter 24 Article 19-A Business Improvement Districts, Section 980, General Municipal Law. This law includes provisions that:

- Allow BIDs to finance services ranging from maintenance to cleaning, marketing to parking management, planning to special events.
- Allow revenue for improvements and services to be raised from a special assessment based upon benefits received from improvements and services.
- Requires petition support from 51% of property owners and 51% of assessed value to be paid.
- Once adopted, the BID assessment is mandatory to all ratepayers according to the BID ordinance.

For more than 45 years, BIDs have been valuable and proven partners in ongoing initiatives of neighborhood revitalization and economic development across the country, and within New York State. Boasting over 100 BIDs throughout – including 75+ in New York City – New York’s BIDs serve more than 300 miles of commercial corridors and invest more than \$162 million into local economies in the form of supplemental services.¹¹

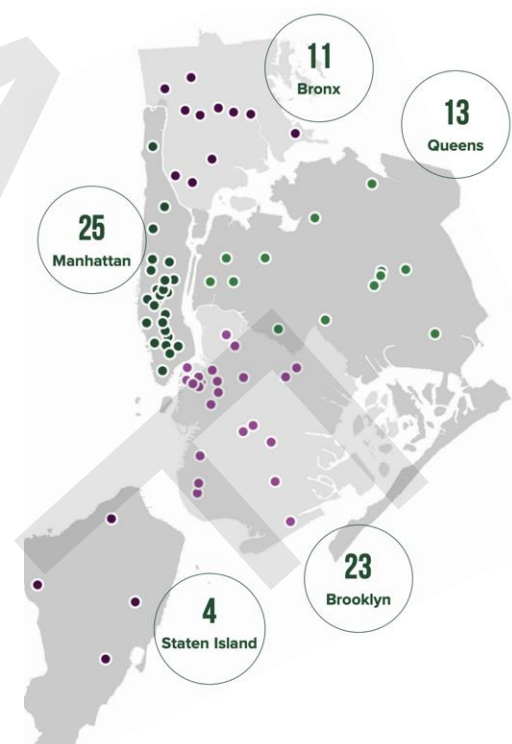
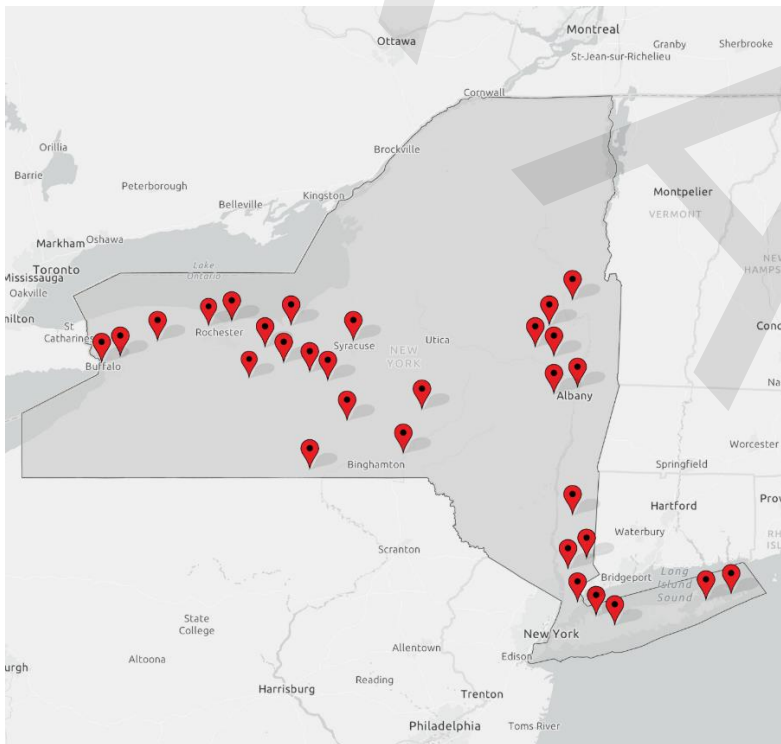


Exhibit A: Map of BIDs in New York State (left)

Exhibit B: Map of BIDs in New York City (right)

Accomplishments

¹¹ NYC Small Business Services-Neighborhoods, City of New York (2023)

Since fall 2022, the Partnership for Downtown Rochester has been conducting an extensive community engagement initiative. Community engagement took place at over 35 events and over 1,000 people were engaged. This rigorous process identified clear needs for downtown that four targeted service areas of Marketing, Events & Activations; Small Business and Livability; Hospitality; and Beautification & Maintenance along with a social services supplement can directly address. These service areas reflect a consensus of diverse community builders and are based on the robust community input received. A summary of community engagement actions completed follows below:

- 2020: ROC the Riverway Management Entity Working group study recommending ongoing management entity and formation of a BID
- 2021: Formation of the Partnership for Downtown Rochester
- 2022: BID Formation Committee established
- August 2022: City Council approved initial legislative step to begin development of a District Plan
- 2022-2023: Events
 - Community Engagement at Events (1,000+)
 - Survey (550+)
 - Key Stakeholder Interviews (200+)
 - Monthly Office Hours (12)
 - Walkshops (8)
 - Public Meetings (2 so far)
 - Focus Groups (4)
 - BID Formation Committee Meetings (7 so far)

In addition to community input, case studies from more than 30 business improvement districts nationwide also informed the contents of this draft district plan. These districts include:

New York

- Downtown Ithaca BID
- Central BID Albany
- Downtown Albany BID
- Elmira Downtown Development, Inc.
- Geneva BID
- High Falls BID
- Downtown Auburn BID
- Downtown Canandaigua
- Yonkers Downtown
- Buffalo Place Inc.
- Downtown Gloversville BID
- Lark Street BID
- Downtown Schenectady Improvement Corporation
- Downtown Committee of Syracuse, Inc.
- New York City BIDs

Pennsylvania

- Oakland BID
- Center City District

Rhode Island

- Providence Downtown Improvement District
- Thayer Street District Management Authority

Washington

- Seattle Metropolitan Improvement District
- University District BIA
- SODO BIA
- Ballard BIA
- Pioneer Square BIA
- Downtown Spokane Partnership

Others

- Iowa City Downtown District – Iowa City, IA
- Downtown Berkeley – Berkeley, CA
- Madison's Central BID – Madison, WI
- Downtown DC – Washington, D.C.
- Downtown Grand Rapids DID – Grand Rapids, MI

Business Improvement District (BID) Process Timeline

The process to set up a BID includes several important steps required by New York State law. The remaining steps required for the formation of a Downtown Rochester BID and anticipated timeline are as follows:

- | | |
|--|----------------------|
| • Petitioning for the Downtown Rochester BID | Winter 2024 |
| • Collected Petitions Delivered to City of Rochester | Winter 2024 |
| • City Council Process (including one or more Public Hearings) | Spring - Summer 2024 |
| • Final Council Approval & Mayor’s Signature | Summer 2024 |
| • Downtown Rochester BID Established | Fall 2024 |

Governance

Upon approval of the BID ordinance by the Rochester City Council (City Council), the Partnership for Downtown Rochester board of directors will be required to appoint an ongoing board to replace them. This board will become the oversight body for Downtown Rochester BID operations, known by New York statute as the District Management Association.

Current Partnership for Downtown Rochester Board of Directors:

- | | | |
|---|---|--|
| • Adam Bello, Monroe County Exec. | • Malik Evans, City of Rochester Mayor | • Ebony Miller-Wesley, RIT Center for Urban Entrepreneurship |
| • Jim Brown, Rochester Riverside Convention Center | • Andy Gallina, Gallina Development | • Richard Perrin, City of Rochester/Downtown Resident |
| • Jeremy Cooney, NYS Senator | • Rachel Laber, VisitRochester | • Rachel Roberts, Eastman School of Music |
| • Dexter Craig, North Star Real Estate | • Eugenio Marlin, Ibero | • Joseph Stefko, ROC2025 |
| • Steve Dubnik, The Strong Museum | • Tamara Mayberry, City of Rochester/Downtown Resident (non-voting) | • Miguel Velazquez, Regional Transit Service |
| • Bob Duffy, Greater Rochester Chamber of Commerce | • Miguel Melendez, Rochester City Council President | |
| • Shawn Dunwoody, Dunwoodē Design | | |
| • Laura Fox O’Sullivan, NYS Empire Development (non-voting) | | |

Ongoing board members must represent a diversity of property owners, tenants, and users of the BID area, including different areas and uses. They must also be a demographically diverse group, representative of the make-up of the downtown core of Rochester. Specifically, the board of directors will have approximately 20 members as follows:

- A majority of board members must represent property owners within the BID boundary.
 - The board must also include at least:
 - 2 non-owner tenants
 - 2 residents
 - 1 local artist
 - 1 nonprofit leader

- 1 retailer/small business owner
- 1 hospitality leader
- 1 residential landlord
- The board must also include at least a member appointed by each of:
 - Mayor of Rochester
 - City of Rochester Chief Financial Officer
 - Rochester City Council

Board members will serve staggered three-year terms, with no member serving more than three consecutive terms. Board members who reach their term limit must step off the board for at least one year before re-election. The Partnership for Downtown Rochester board of directors will meet at least four (4) times per year and be responsible for approving and monitoring the Downtown Rochester BID budget, work plan, and performance.

An Annual Report on the Downtown Rochester BID's performance, financial position, and budget will be presented in a public forum to the City Council. An annual meeting that is open to the public and noticed to all property owners within the BID area will be held. At this annual meeting, the board will present its Annual Report and hold an election for new board members, with each ratepaying property parcel receiving one vote. The board of directors will present a slate of new and ongoing board members for approval by property owners, with a majority of the eligible votes present at the meeting being required for approval.

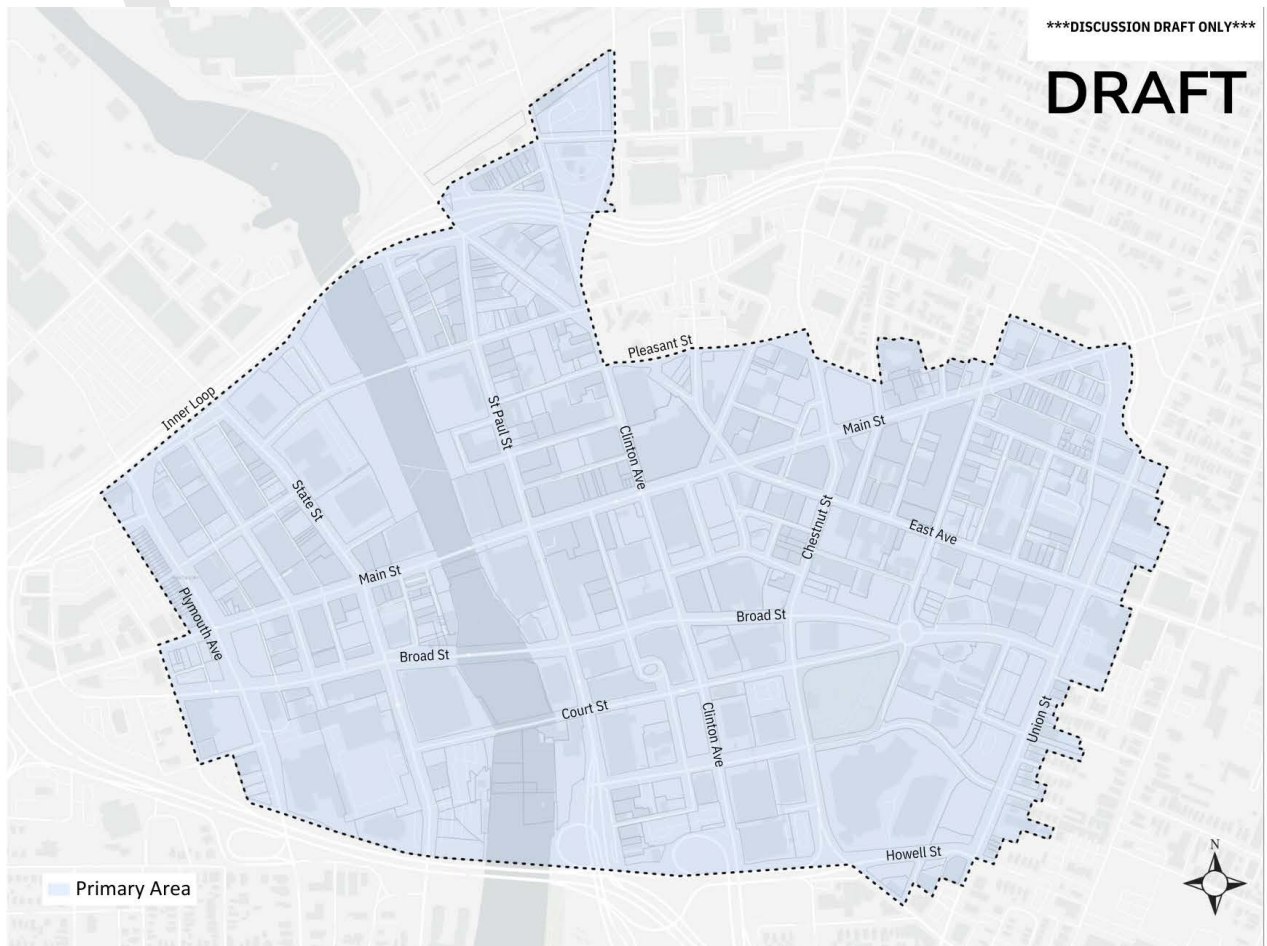
To inform annual activities and priorities, at a minimum, the Partnership for Downtown Rochester board will have the following standing committees, each chaired by a board member and open to community members (with community member votes carrying equal weight to board members):

- Finance (quarterly meetings, open to community members)
- Small Business & Livability (quarterly meetings, open to community members)
- Hospitality & Maintenance (quarterly meetings, open to community members)
- Marketing, Events, & Activation (quarterly meetings, open to community members)

On an annual basis the City Council will vote on the proposed budget and services for the Downtown Rochester BID for the coming fiscal year. The above committees which are open to the community will be the starting point for this proposal. The locally elected body, the City Council, will be the final approving authority required to advance an annual program of services and budget for the Downtown Rochester BID.

Proposed Boundaries

EXHIBIT C. Proposed Downtown Rochester BID – Service Area



Assessment Formula & Methodology

Assessment:

The City of Rochester would levy the special assessment by applying an assessment rate to each property owner as described below.

- ⇒ Downtown Rochester BID assessment formula is based on total assessed property value.
- ⇒ Except as provided below, all uses will initially be assessed at $(\$0.25/100) \times \text{Total Assessed Property Value}$.
- ⇒ Residential properties with less than four units will not be assessed.
- ⇒ Religious uses will not be assessed.
- ⇒ Governmental uses and universities will pay an amount calculated at the same rate as other properties, but by inter-agency agreement rather than assessment.

Services & Budget

The following services will be funded by the Downtown Rochester BID. These services are supplemental to — and not a replacement for — existing City of Rochester services.

Marketing, Events, & Activation

Programming and promoting vibrancy in public spaces and streets.

- Events & Activations
- Promoting Downtown & ROC the Riverway Spaces

Small Business & Livability

Convening stakeholders to champion downtown.

- Small Business Support & Retention
- Policies & Programs that Promote Livability
- Data & Information Collection & Analysis

Hospitality

Friendly and informative street-level presence.

- Small & Local Businesses & Property Managers Check-ins
- Promoting Downtown Amenities & Activities & Enhancing the Downtown Experience
- Public Space Defect Documentation
- Support Activation & Programming
- Act as a Conduit to Resources & Services for People in Need

Maintenance & Beautification

On-call cleanliness and beautification in vital public spaces.

- Litter Pick-up & Cleaning
- Planting & Décor

The existence of a Downtown Rochester BID will in no way impact or affect existing City staff positions and the implementation of a Downtown Rochester BID will be consistent with City policy.

Management

Ensure program efficiencies and organizational sustainability.

- Evaluation & Benchmarking
- Program Administration
- Collaboration
- Financial Management

Social Services Supplement

Supplemental support for agencies addressing downtown's social needs.

- Funding for supplemental services in mental health; addiction; housing; and others.

Budget Summary

<u>Program</u>	<u>Proposed 2024 Budget</u>	<u>% Budget</u>
Marketing, Events, & Activation	\$380,000	25%
Small Business & Livability	\$320,000	21%
Hospitality	\$285,000	19%
Maintenance & Beautification*	\$280,000	19%
Management	\$130,000	9%
Social Services Supplement	\$110,000	7%
PROGRAM TOTAL	\$1,505,000	100%
DED Services (provided by the City of Rochester)	\$760,000	
GRAND TOTAL**	\$2,265,000	

*A separate allocation of BID funds will be used to fund and maintain pre-existing enhanced City services. The existence of a Downtown Rochester BID will in **no way impact or affect existing City staff positions** and the implementation of a Downtown Rochester BID will be consistent with City policy.

** Out of a total assessment raised of \$2,265,000 annually, \$760,000 will be committed to ensure the **continued operation of the Downtown Enhancement District** and preservation of all City staff positions.

Marketing, Events, & Activation

1. Events & Activations in Downtown & ROC the Riverway Spaces

The Downtown Rochester BID will launch a versatile and comprehensive events program to include 100+ events a year, with everything from on-street performances to large-scale events, with support for partner events and events run by other non-profits or local arts programs. Events will be targeted to complement existing large-scale happenings and drive interest and activation during unprogrammed times. Off-peak events and programming will be bolstered by partnering with diverse, community-led organizations to increase year-round foot traffic. Events that are hosted by and for Rochester's diverse communities will be prioritized.

Building on the success of the existing Downtown Definitely Events series, the Downtown Rochester BID will continue successful events and activations, such as, but not limited to, Midday Bash, Movies with a Downtown View, Play Day on the Riverway, and Fall Fest. A comprehensive Winter Marketing & Events Campaign will be implemented to include holiday décor, marketing, and events to support small and local business activity, and partnerships with existing activities like Roc Holiday Village. Additional activations and events will be targeted in January and February to draw people downtown and boost street-level activity during the quietest winter months.

Small-scale happenings for residents, workers, and visitors to discover will be implemented throughout downtown weekly in the warm weather months. These sporadic and inviting events will be designed to spread joy, brighten peoples' day, encourage them to get out and about and discover downtown, and offer opportunities to showcase small and local businesses and talent.

A diverse set of event participants, vendors, and talent will be sought, and small and local businesses will be included in and promoted as part of all events. The Downtown Rochester BID will also work to explore ways to support events and activations that engage traditionally marginalized populations. Discussed in more detail later, downtown hospitality ambassadors will also serve an activation function by providing a welcoming and informative presence at street-level, offering details on small and local businesses, amenities, and events, and acting as a connector for downtown entities and community members.

2. Marketing

The Downtown Rochester BID will work to promote, celebrate, and build on existing pride for downtown. It will run marketing and promotional campaigns to emphasize and showcase small and local businesses and talent, work in collaboration with other downtown institutions to cross-promote and improve perceptions of downtown and create imagery and campaigns that resonate with the broader community and draw more people into downtown.

- Monthly Around Downtown Newsletter offering details on events and activations
- Build on Social Media following of 18,000+ for @downtownrochesterny
- Create promotional materials highlighting amenities, activity, and offerings in downtown
- Promote and generate earned media for points of pride in downtown, and downtown events and activations

Small Business & Livability

1. Small Business Support & Retention

The Downtown Rochester BID will partner with appropriate non-profit and government partners to connect small and local businesses in the district to resources and support. Engagement with small and local businesses, including one-on-one interviews to identify common issues and analysis of the local market, will inform resources offered to small and local businesses seeking support. This support may come in the form of tools, connections, or recommendations.

The Downtown Rochester BID will partner with the local community to inform small business and neighborhood-serving retail recruitment. It will be responsive to any requests, provide timely feedback and information, and work with potential businesses and investors to recruit them to downtown Rochester.

2. Policies & Programs that Promote Livability

Livability and smart growth are two terms that often go hand in hand when describing the aspirational traits of downtowns and urban communities that support a high quality of life for their inhabitants. AARP tracks livability across the country through its livability index, evaluating “...how well [communities] are meeting the needs of residents in the areas that impact quality of life.”¹² It “scores communities on a broad range of community features and characteristics... housing, transportation, neighborhood, environment, health, engagement, and opportunity.”¹³ When defining Smart Growth, the national non-profit, Smart Growth America shares that “[s]mart growth looks different from place to place—it’s an overall approach to development that encourages a mix of building types and uses, diverse housing and transportation options, development within existing neighborhoods, and robust community engagement.”¹⁴

The Downtown Rochester BID will focus on key tenets of livability and smart growth, to further a vibrant, inclusive, and sustainable downtown. It will participate in, support, and encourage projects, policies, and actions that meet these goals, as follows:

- Access to Quality Parks and Open Spaces
- Active Transportation and Transit Accessibility and Service Delivery
- Mix of Affordability in Housing Options
- Fostering a Sense of Place (supporting local cultural amenities and artists by supporting growth of access to affordable housing for local artists and spaces for cultural amenities)
- Encouraging Robust Community Engagement on Downtown Projects

¹² American Planning Association, Livability for All (2015)

¹³ American Planning Association, Livability for All (2015)

¹⁴ Smart Growth America: <https://smartgrowthamerica.org/what-is-smart-growth/>

3. Data & Information Collection & Analysis

The Downtown Rochester BID will keep a close eye on performance metrics that convey the story of downtown on a quarterly basis. Metrics, inclusive of, but not limited to, events attendees, foot traffic, visits to points of interest, vacancy, planned projects, and housing affordability mix will be tracked. This data will be used to tell the downtown story, stay on top of trends, and better inform the broader community about downtown. On an annual basis, economic trends analysis will be performed to help guide decision making by board committees to inform programmatic priorities.

Hospitality Ambassadors

The purpose of the Downtown Hospitality Ambassadors is to enrich the Downtown Rochester experience by promoting its amenities, activities, and fostering positive connections among residents, workers, visitors, and convention attendees. The Ambassadors will not be a security team and will be required to adhere to a defined code of conduct (a draft of which is attached at the end of this document, page 21). The Downtown Rochester BID will deploy a total of six Hospitality Ambassadors to be a friendly and informative street-level presence as follows:

- Teams on foot and bike to provide customer service to residents, workers, and visitors
- Daily shifts of 12 hours a day
- Coverage at least five days a week, with weekend shifts included

The Downtown Rochester BID intends to help facilitate the unionization of employees for all Ambassador positions if they so desire. All Ambassadors will be required to be residents of the City of Rochester. The primary work of the Hospitality Ambassadors includes:

1. Support Small & Local Businesses & Property Managers Check-ins
Perform regular business and property manager check-ins; including stocking brochure racks with a downtown map, guide, and event promotional materials, and providing coordination and connections to services for support.
2. Promoting Downtown Amenities & Activities & Enhancing the Downtown Experience
Provide visitors, residents, and employees with wayfinding and information, sharing insights on events, amenities, history of the area and buildings, and transit, parking or other resources.
3. Public Space Defect Documentation
Track broken public space infrastructure and report it to the appropriate entity. Items like broken streetlights, signs, manhole covers, and dead street trees will be documented by Hospitality Ambassadors and supplied to the City to remedy defects.
4. Support Activation & Programming
Assist with event set up, staffing, and breakdown to provide a reliable and smooth experience at all Downtown Rochester BID hosted events, including those in ROC the Riverway spaces in downtown. Additionally, a focus of at least two Hospitality Ambassadors will be to be present in downtown ROC the Riverway spaces, assisting in the creation of a welcoming and inviting environment.
5. Act as a Conduit to Resources & Services for People in Need
Offer connections to resources for people living unhoused in downtown. Build rapport with everyone possible, from all walks of life in downtown, and offer support when a need is expressed. Maintain strong relationships with local mental health and human service organizations and public safety services to easily identify an issue and connect with the appropriate entity.

Maintenance & Beautification

The Downtown Rochester BID will work with the City to assign four Ambassadors in the district to provide enhanced maintenance and beautification as needed and on-call treatments as follows:

- Services will not replace, supplant, or overlap with any existing city staff of positions
- Ambassadors on foot and bike to provide beautification and maintenance services
- Daily shifts of eight hours a day
- Coverage at least five days a week

The Downtown Rochester BID intends to help facilitate the unionization of employees for all Ambassador positions if they so desire. All Ambassadors will be required to be residents of the City of Rochester. The Downtown Rochester BID Ambassadors **will not replace, supplant, or overlap with any existing city staff or positions**. While in no way replacing, supplanting, or overlapping with the work of the existing Downtown Enhancement District (DED), the primary work under the maintenance and beautification function will include the following activities in ROC the Riverway spaces downtown and within the Downtown Rochester BID district:

1. Litter Pick-up & Cleaning

- Track broken public space infrastructure and report it to the appropriate entity. Items like broken streetlights, signs, manhole covers, and dead street trees will also be documented and shared with the appropriate entity.
- Provide additional focused cleaning in areas with high traffic as needed
- Provide additional litter collection in ROC the Riverway spaces in downtown as needed

2. Planting & Décor

- Host bi-annual clean-up events, only as supplemental to plantings by the DED
- Bi-annual flower planting, only as supplemental to plantings by the DED
- Install street banners, only as supplemental to banners installed by the DED
- Provide on-call services as needed to problem areas (e.g., weeding and other landscaping assistance)

Ambassadors assigned or assisting with maintenance or beautification activities and tasks will also be knowledgeable about ongoing Downtown Rochester BID efforts in the public realm, and events and activations in the district.

Management

1. Evaluation & Benchmarking

Establishment of baseline level performance in the service area – measuring perceptions, behaviors, and preferences of community stakeholders – will take place prior to the launch of Downtown Rochester BID services and again on an annual basis. Continual evaluation of services and programs and their design and impacts will be employed to ensure the Downtown Rochester BID is a learning organization and also engaging in regular community listening, reflection, and revision.

At the outset of the establishment of a Downtown Rochester BID, leadership will engage a third-party expert to analyze the operational model and make recommendations for any programmatic adjustments to advance towards the community-informed vision for downtown Rochester while meeting the associated guiding principles. This analysis will also work to establish clear key performance indicators for each area of service as connected to the aforementioned vision and guiding principles.

Regular review, goal setting, and measuring of impacts will be conducted by Downtown Rochester BID leadership and will include the following actions:

- Set key performance indicators for each service area and the work of the Downtown Rochester BID in its efforts to advance towards the community-informed vision for the downtown core of Rochester and keep the board and broader community informed on data collected and progress
- Actively seek and acquire national best practices and keep property owners and board committees informed of new and successful strategies
- Establish contacts throughout the country and in upstate New York with other BIDs, calling on their expertise in designing and benchmarking programs

2. Program Administration

Downtown Rochester BID leadership will provide the following actions to ensure smooth operations and day-to-day program administration:

- Hire, train, and manage high quality and diverse staff to implement items of the BID
- Provide staff assistance and guidance to the board to carry out annual programs and activities
- Regularly convene stakeholder groups and the board, keeping minutes and assisting in follow-through on recommended items
- Develop and carry out an annual, board and City Council approved program of services
- Identify and develop partnerships, grants, and other resource-leveraging opportunities
- Schedule, organize, and execute an annual meeting of all property owners and prepare an annual report
- Share the annual report, financial position, and budget in a public forum to the City Council

3. Collaboration

Forge and maintain trusted relationships with the community, government departments, social service agencies/non-profits, major institutions, local businesses, and other stakeholders within the downtown Rochester community to ensure all voices are heard while working towards common goals.

4. Financial Management

Leadership actions related to financial management will be inclusive of, but not limited to:

- Develop budgets informed by the annual program of services as developed by board committees
- Staff the Finance Committee and provide timely and accurate financial reporting
- Bid, negotiate, and execute subcontracts for work according to the approved budget
- Submit to City Council after approval from the board, an annual statement of projects and activities, proposed program budgets, and statement of assessment rates requested for financing subsequent program years

Social Services Supplement

1. Social Services Supplement

Based on direct data collection related to people experiencing homelessness in the downtown core of Rochester and consultation and collaboration with local direct service non-profits, 7% of the BID budget will be reserved to support supplemental services by social service entities serving downtown. As the BID actively makes connections to and calls on these agencies to increase their services to those in need, this will increase the agencies' costs.

The BID will enter into agreements with selected agencies for specific downtown-focused services. Two local agencies providing shelter and expert case work for people in need, respectively, will be the recipients of this supplement. The funding will be used to focus the time and efforts of their trained and competent staff on engaging with people experiencing homelessness or mental health crises on the streets of the downtown core and connecting them to services and resources.

DRAFT: Downtown Ambassadors' Code of Conduct

The purpose of the Downtown Hospitality Ambassadors is to enrich the Downtown Rochester experience by promoting its amenities, activities, and fostering positive connections among residents, workers, and visitors. The Ambassadors are not a security team.

1. Positive Engagement and Wayfinding

- Greet all individuals with warmth and enthusiasm, providing wayfinding assistance and information about Downtown Rochester's amenities, activities, and rich history.
- Promote local businesses, events, and attractions, encouraging visitors to explore and enjoy all that the downtown area has to offer.

2. Enhancing the Downtown Experience

- Increase foot traffic by creating a welcoming atmosphere, initiating friendly conversations, and building connections with visitors, employees, and residents.
- Facilitate positive interactions among downtown stakeholders and create a sense of community.

3. Non-Security Role

- Create a safe and inviting environment through positive interactions and presence.
- Actively listen to individuals, and — when appropriate — connect them with resources or services within the community to address their specific needs.
- Maintain a directory of local resources and contacts to assist individuals in finding help or support when necessary.
- Acknowledge that Ambassadors do not have security responsibilities. They will not intervene in any observed situations and only call appropriate support based on the situation observed.

Dos:

- Smile, greet, and engage with everyone in a friendly manner.
- Offer directions, maps, and information about downtown amenities and activities.
- Encourage visitors to explore and support local businesses.
- Foster a sense of community by connecting people with shared interests or activities.

Don'ts:

- Don't: Engage in confrontational or aggressive behavior.
- Don't: Discriminate against or harass anyone based on their background, appearance, or beliefs.
- Don't: Attempt to handle security-related issues; leave that to the proper authorities.
- Don't: Offer personal opinions or engage in political or controversial discussions.
- Don't: Share confidential or sensitive information obtained during your duties.