



PLAN FORWARD

A Comprehensive Plan
for Monroe County

Monroe County Comprehensive Plan

Public Review – Public Information Meeting
June 10, 2026

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Agenda

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Welcome & Introductions



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Why Plan?

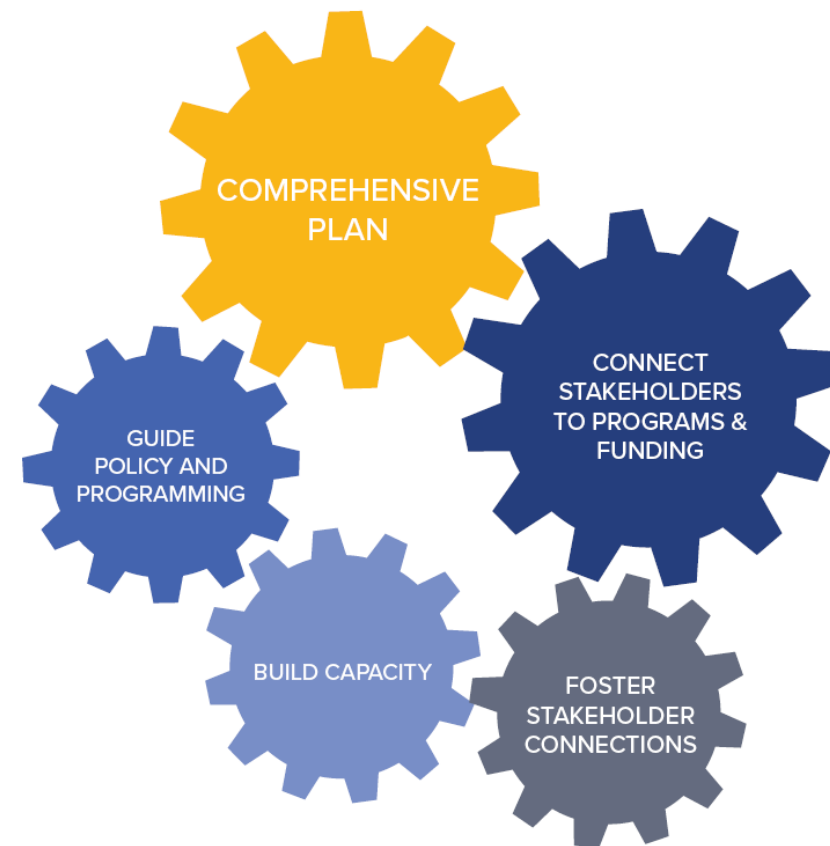


What is a Comprehensive Plan?

- A long-range, high-level roadmap for a community's future
- Defines priorities, goals, and potential investments
- Guides land use, infrastructure, services, and policy decision
- County Planning vs. Municipal Planning

Why is Planning Important?

- Helps communities decide how and where they grow
- Ensures public input shapes long-term decisions
- Balances development, services, environment, and agriculture
- Supports informed decision-making by leaders
- Helps communities prepare for and adapt to change
- Increases grant funding opportunities

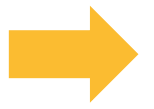




Planning Process and Community Engagement



Engagement Timeline



Plan Forward Project Kick-off Fall 2021

● ● ● ● ● ● Pop-up Events Spring & Summer 2022

■ Public Meeting 1: In-person and Virtual March 2022

■ ■ ■ ■ Thematic Stakeholder Meetings May 2022

■ Public Meeting 2: In-person June 2022

■ ■ ■ ■ Municipal Stakeholder Meetings Fall 2022

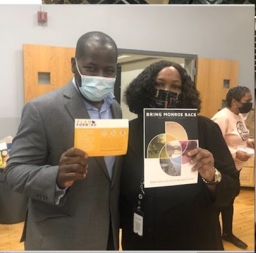
■ ■ ■ ■ County Department Coordination 2025

Racial and Structural Equity (RASE) 2021

ARPA Public Engagement 2021

Countywide Active Transportation Plan 2022-2023

Climate Action Plan Phase I & II 2022 -2024





Plan Framework and Key Components

Plan Framework





Economic and Workforce Development





1. Economic and Workforce Development

Key Engagement Findings

- » Support for affordable housing throughout Monroe County
- » Solutions for underemployment
- » Need for supportive services for un- and under-employed workers
- » Expand high-tech industry
- » Need to identify and prepare sites for future economic development
- » Creative ways to support entrepreneurs in the County



1. Economic and Workforce Development

Trends

- » Economically competitive places perform well with unique combinations of growth indicators.
- » Boosting educational attainment is critical to competitiveness in an increasingly complex, global economy.
- » Widening gap between high-wage and low-wage earners highlights the changing nature of work, necessitating different skillsets for the future workforce.
- » Household configurations and lifestyle preferences are changing, and housing development can change to meet new consumer needs.

What Do We Build On?

- » Economic Transformation
- » A High Quality of Life
- » Position in the Smart-I Corridor (High-Tech Manufacturing)
- » Untapped Potential of the Transportation Network
- » Agriculture-Driven Economics

What Do We Need to Address?

- » Underemployment
- » Need for Strategic Sites & Power Capacity
- » Retaining and Attracting Future Residents
- » Need for Housing

Goals

- » Develop the workforce and support entrepreneurship
- » Create places that enhance quality of life
- » Enhance housing access and quality
- » Strengthen existing and growing economic sectors while investing in emerging industries
- » Identify and prepare suitable sites for development



Goals & Strategies

Develop the Workforce and Support Entrepreneurship

- 1 Support small business development and entrepreneurship with funding, technical assistance, and marketing.
- 2 Assist startups, small-to-midsize, and minority-owned businesses in accessing resources for innovation and entrepreneurship.
- 3 Provide resources and education for young people to explore a full range of career pathways and education requirements, from skilled trades to higher education.
- 4 Provide career transition support to individuals interested in upskilling or reskilling due to industrial shifts or personal goals.
- 5 Provide competitive incentives or other resources to employers and skilled workers to support career advancement and retention of top talent.
- 6 Reduce key barriers to employment such as childcare, housing, and transportation to create more opportunities for stable and sustainable employment.
- 7 Enhance collaboration between universities and the workforce development ecosystem to improve alignment with employer needs, close workforce gaps, and measure success.
- 8 Develop targeted initiatives to address current and future workforce needs in the skilled trades by increasing apprenticeship opportunities, strengthening partnerships with trade schools and unions, and promoting career awareness programs in K-12 education.
- 9 Support employer-led training programs and workforce re-entry initiatives to grow and sustain a robust pipeline of skilled workers for the region's development needs.
- 10 Support the development of specialized training programs, internships, and apprenticeships that equip individuals with the skills needed for high-demand roles in automation, robotics, photonics, and other cutting-edge industries.

Create Places that Enhance Quality of Life

- 1 Expand recreation options and connections to parks and amenities.
- 2 Foster the development of vibrant community centers that incorporate mixed-use development and greater residential density where infrastructure supports.

- 3 Promote walkability and development of pedestrian-friendly areas.
- 4 Encourage the growth of local businesses, farmers' markets, and artisan shops that reflect the community's identity, boost the local economy, and foster unique cultural experiences.
- 5 Create and maintain public spaces that are accessible, safe, and inclusive for all members of the community.
- 6 Leverage the County's vibrant arts, cultural, and public enrichment programs, including festivals, performances, and local museums.
- 7 Prioritize investment in arts infrastructure and community partnerships to further solidify Monroe County as a regional hub for creative expression and cultural engagement.
- 8 Invest in tourism assets, projects, and organizations that promote Monroe County's unique attractions, from natural landmarks to cultural and historical sites.
- 9 Enhance multimodal access, including train, bus, roadway, and air, by partnering with state and regional stakeholders to attract additional services that expand mobility for residents across the region.

Enhance Housing Access and Quality

- 1 Promote diverse housing options to address gaps in the housing market, including single-family homes, rental units, workforce housing, and adaptable housing types that accommodate various household needs.
- 2 Convene stakeholders and industry professionals to work on developing creative solutions to the housing shortage in Monroe County.
- 3 Improve the quality of existing homes and reduce disinvestment by providing additional incentives or grants for repairs and upgrades.
- 4 Develop strategies to increase the availability of various housing options to accommodate the diverse needs of the workforce.
- 5 Regularly assess housing needs and market dynamics to ensure that housing policies adapt to changing conditions and continue to meet community demands.
- 6 Leverage on-going major capital projects to expand homeownership opportunities and support active transportation-oriented communities.

Strengthen Existing and Growing Economic Sectors While Investing in Emerging Industries

- 1 Expand retention and recruitment efforts to strengthen local businesses involved in the supply chains of key industries, such as manufacturing, logistics, energy, and healthcare.
- 2 Support business retention and recruitment efforts related to growth industries where Monroe County maintains competitive advantages, such as Optics, Photonics, Imaging, and Lasers (OPIIL).
- 3 Encourage partnerships between businesses and local colleges, universities, and trade schools to align curricula with industry needs and foster a pipeline of skilled workers.
- 4 Invest in agricultural production, processing, and marketing of industries such as agritourism, farmers' markets, farm-to-table programs, breweries, and cideries to enhance the impact of local agriculture on the economy and food system.
- 5 Promote Monroe County's Foreign Trade Zone (FTZ) as a resource for companies engaged in import/export activities.



Identify and Prepare Suitable Sites for Development

- 1 Organize and facilitate a task force to study available sites including brownfields or underutilized sites.
- 2 Identify and prioritize resources to facilitate the development of sites suitable for emerging and growing sectors.
- 3 Work with State partners and local stakeholders to address the lack of power capacity at potential development sites in the County.
- 4 Clearly identify site development opportunities and pursue grant funding, including the FAST NY Shovel-Ready Grant Program and the Promote Opportunity with Electric Readiness for Underdeveloped Properties (POWER UP) Fund.

Pillar 1

Economic and Workforce Development



Infrastructure





2. Infrastructure

Key Engagement Findings

- » Accessible transportation throughout Monroe County
- » Prioritize safety for all road users
- » Utilize active transportation approaches
- » Enhance trail connectivity



2. Infrastructure

Trends

- » Monroe County's land has urbanized at a faster rate than its population growth.
- » Climate change is contributing to rising temperatures and more extreme weather events.
- » Transportation systems are facing new safety challenges.
- » Ongoing changes in regional freight operations.

What Do We Build On?

- » A Comprehensive Transportation Network
- » Water Resource Protection
- » High-Quality Parks & Trails System

What Do We Need to Address?

- » Monroe County's Resilient Future
- » The Infrastructure-Land Use Connection
- » Multimodal Infrastructure
- » Broadband Access

Goals

- » Invest in 21st-century infrastructure
- » Protect water resources
- » Improve waste management and recycling practices
- » Invest in and diversity the transportation system



Goals & Strategies

Invest in 21st-Century Infrastructure

- 1 Reduce the environmental impact of county operations and facilities by improving building efficiency, electrifying vehicle fleets, and providing EV and active transportation infrastructure at county-owned properties.
- 2 Support municipalities' participation in state programs that promote clean energy and climate-smart practices and provide resources that help municipalities follow best practices for renewable energy.
- 3 Support the expansion and modernization of the EV charging network to meet growing electric vehicle demand, leveraging state and federal funding programs and public-private partnerships.
- 4 Support efforts to expand high-speed internet access and affordability, especially in rural areas, and aid residents in accessing digital literacy courses.
- 5 Continue to maintain and build connections to and between parks in the Monroe County Park system.
- 6 Invest in innovative and integrated technologies to support a safe, efficient, and connected multimodal transportation system that meets the diverse mobility needs of all users.
- 7 Develop and sustain a diverse, skilled workforce across County departments to support the adoption and scaling of innovative technologies that improve safety, efficiency, and cost-effectiveness.



Protect Water Resources

- 1 Take a proactive approach to establishing a resilient water infrastructure system capable of adapting to changing climate and community needs.
- 2 Improve water quality and mitigate the impacts of flooding and other increasing climate-related challenges, such as extreme precipitation events and urban runoff.
- 3 Work with Monroe County Water Authority (MCWA) and City Water Bureau to protect drinking water sources and infrastructure through comprehensive source water protection, pollution control, and infrastructure maintenance strategies.
- 4 Study the benefits of consolidating the four Monroe County Pure Water (MCPW) districts, and explore renewable energy opportunities in the MCPW collection and treatment infrastructure and activities.

Improve Waste Management and Recycling Practices

- 1 Increase public awareness and participation in waste reduction programs, such as recycling and reuse, while exploring opportunities to expand services and improve accessibility.
- 2 Evolve recycling and reuse programs as processes and markets advance while partnering with private sector companies to identify opportunities and revenue streams from diverted and recyclable waste.
- 3 Update and expand the County's Local Solid Waste Management Plan to support waste reduction and recycling, incorporate organics diversion opportunities, and reduce greenhouse gas emissions.

Invest In and Diversify the Transportation System

- 1 Adopt a state of good repair approach and invest in critical transportation connections that support economic growth and the needs of users and communities.
- 2 Promote transit-oriented design by collaborating with RTS, transportation providers, and municipalities to enhance public transit efficiency and accessibility while encouraging mixed-use development and zoning policies that support higher-density, walkable communities near transit hubs.
- 3 Invest in programs and projects that enhance safety for all road users, including pedestrians, cyclists, and drivers.
- 4 Implement Smart Traffic Management Systems to optimize traffic flow, reduce congestion, and enhance road safety.
- 5 Work with municipalities to adopt and implement complete street principles and policies on local roadways.
- 6 Continue to modernize Frederick Douglass Greater Rochester International Airport and improve operational efficiency to support growing freight logistic demand and regional economic competitiveness.
- 7 Ensure the ongoing maintenance and enhancement of the County's existing infrastructure and identify new infrastructure projects to meet future needs.



Pillar 2

Infrastructure

A photograph of a farmers market stall. The stall is filled with various fruits, including oranges, peaches, grapes, and apples, arranged in several rows of teal-colored plastic baskets. The baskets are placed on a wooden table. The background shows other market stalls and a brick-paved ground. A white circular graphic element is on the left side of the image, partially overlapping the text.

Public Health



3. Public Health

Key Engagement Findings

- » Building equitable neighborhoods
- » Focusing on healthy environments
- » Mental health and trauma resources
- » Support preventative and culturally-responsive care
- » Address food insecurity
- » Data-driven approaches



3. Public Health

Trends

- » Monroe County continues to struggle with the impacts of substance use disorders.
- » Environmental health hazards are concentrated in Monroe County's older neighborhoods.
- » Recognition of the value of integrating mental health services into other social service provision programs.
- » Monroe County is aging; Residents aged 60 years or older make up 25% of Monroe County's population.

What Do We Build On?

- » Healthy Environments
- » Mental Health Service Expansion and Integration
- » Preventive Care and Chronic Disease Prevention and Management

What Do We Need to Address?

- » Substance Use Disorders
- » Health Equity
- » Food Insecurity
- » Age-friendly Communities

Goals

- » Provide integrated mental and physical care to residents in need
- » Prevent substance use and subsequent substance use disorders
- » Mitigate environmental health hazards
- » Support policies and programs that improve access to nutritious foods
- » Foster an age-friendly Monroe County and supportive environment for older adults



Goals & Strategies

Provide Integrated Mental and Physical Care to Residents in Need

- 1 Improve the accessibility and delivery of health and mental health services in underserved areas by evaluating the needs of residents, identifying barriers to access, and developing strategies to address the challenges.
- 2 Work with community partners on addressing preventable healthcare issues, including identifying root causes and developing targeted interventions.
- 3 Support preventative services to reduce maternal and infant mortality and improve maternal health outcomes.
- 4 Work to prevent and address issues related to social isolation.
- 5 Support a healthy lifestyle by investing in open space, trails, water access, and other recreation amenities near population centers that promote physical activity and mental well-being.



Prevent Substance Use and Subsequent Substance Use Disorders

- 1 Support and expand programs that provide drug abuse prevention, education, treatment, and recovery services.
- 2 Ensure that county services for chemical dependency treatment are accessible to all residents, including those who face cultural, linguistic, and other barriers.



Mitigate Environmental Health Hazards

- 1 Address water-related hazards such as harmful algal blooms, legacy industrial contamination in the Genesee River and Lake Ontario Shoreline, and combined sewer overflow systems.
- 2 Improve air quality by promoting the reduction of industrial emissions, supporting clean energy in transportation systems, and monitoring elevated ozone levels during summer months.
- 3 Provide resources to mitigate building health hazards, particularly in older housing and school buildings, including mold, soil contamination, lead in drinking water, lead paint, and deteriorating structures and infrastructure.
- 4 Help farm operations adopt environmentally sustainable practices, such as reducing pesticide and fertilizer runoff and modernizing operations.



Support Policies and Programs that Improve Access to Nutritious Foods

- 1 Enhance and expand meal programs, collaborating with local organizations to support access to healthy, affordable foods for community members who are vulnerable, food insecure, or who face economic challenges.
- 2 Engage in dialogue with the ROC Food Policy Council and partner organizations about expanding regional food system coordination.
- 3 Identify and support all food distribution networks in the County to reach people across municipalities.
- 4 Support a regional food system plan to improve access to healthy, affordable food and reduce disparities in food access.



Foster an Age-Friendly Monroe County and Support Environments for Older Adults

- 1 Provide information and guidance to navigate challenging aging issues and concerns.
- 2 Continue the Office of Aging and Aging Alliance's prioritization of programming that addresses improved economic security for older adults.

Pillar 3

Public Health



Public Safety





4. Public Safety

Key Engagement Findings

- » Support for initiatives and programs that work to reduce violence and crime
- » Focus on early intervention and education approaches to crime reduction
- » Remove barriers to support services
- » Traffic and travel safety concerns throughout the County roadway network



4. Public Safety

Trends

- » Property crime has declined, and violent crime has remained steady over the last 25 years.
- » Climate change-induced emergencies are intensifying.
- » Human behavior increasingly drives traffic safety issues.

What Do We Build On?

- » Supportive Programs
- » Community Partnerships
- » Multi-Agency Collaboration
- » Traffic Safety Initiatives

What Do We Need to Address?

- » Diversify Crime Reduction and Prevention Approaches
- » Emergency Response
- » Public Safety Workforce Development and Recruitment

Goals

- » Reduce violent and property crime County-wide
- » Enhance emergency response capabilities and reduce response times
- » Build stronger police-community relationships
- » Strengthen disaster preparedness and community resilience
- » Build a diverse and talented public safety workforce
- » Significantly reduce traffic fatalities and serious injuries across the County



Goals & Strategies

Reduce Violent and Property Crime County-Wide

- 1 Continue to implement evidence-based violence interruption programs in high-risk neighborhoods, partnering with community organizations and trained intervention specialists.
- 2 Expand mental health co-responder teams that pair law enforcement with mental health professionals for crisis calls.
- 3 Support crime reduction by investing in job creation, workforce development, and economic revitalization in high-need communities.
- 4 Apply Crime Prevention Through Environmental Design (CPTED) principles, such as increasing visibility, promoting ownership of space through signage or landscaping, encouraging positive use of space, and keeping areas clean and in good repair.

Enhance Emergency Response Capabilities and Reduce Response Times

- 1 Enhance EMS system capacity by supporting local agencies in addressing workforce gaps through recruitment, training, and retention strategies.
- 2 Continue to invest in Public Safety facilities and infrastructure to meet changing needs and technology.
- 3 Make necessary technology investments and consolidations within the County-wide integrated emergency management system connecting police, fire, EMS, and emergency management agencies.



Build Stronger Police-Community Relationships

- 1 Continue to develop relationships between public safety officials and community- and faith-based organizations to implement safety goals and programs.
- 2 Develop a comprehensive community policing strategy that fosters trust, accountability, and collaboration between law enforcement and the communities.
- 3 Establish transparency initiatives that provide regular updates, open data platforms, and community feedback loops.
- 4 Ensure that law enforcement's community engagement efforts involve diverse communication channels.

Strengthen Disaster Preparedness and Community Resilience

- 1 Enhance outreach to individuals and families, particularly those in vulnerable and hard-to-reach communities, with the knowledge and resources needed to effectively respond to and recover from crises.
- 2 Explore creating a Community Education Team to work with and train community- and faith-based organizations to deliver disaster preparedness education.
- 3 Employ new state-of-the-art alerting options to allow better communication of pending or occurring emergencies that are timely and in multiple languages.
- 4 Continue to develop regular updates to the County's Hazard Mitigation Plan based on evolving environmental conditions and innovations in technology to improve community resilience in times of crisis.

Build a Diverse and Talented Public Safety Workforce

- 1 Implement a career development program that diversifies the public safety workforce and enhances skill sets across areas such as crisis management, community engagement, and traditional enforcement.
- 2 Prioritize healthy staffing levels and relationships so that work can be performed in compliance with specific standards and regulations, including thoughtful onboarding and embracing cultural differences.

Significantly Reduce Traffic Fatalities and Serious Injuries Across the County

- 1 Continue to invest in and strengthen public education campaigns for all road users, with emphasis on the consequences of speeding, impaired, and distracted driving.
- 2 Expand law enforcement coordination on high-risk corridors to address dangerous driving behaviors and improve roadway safety outcomes.
- 3 Support and invest in the multi-agency Community Traffic Safety Team (CTST) to coordinate cross-sector efforts between public safety, transportation, and planning departments.
- 4 Explore and implement evidence-based technologies to support traffic enforcement and improve roadway safety, such as automated monitoring or other technology-based systems, with an emphasis on transparency, community engagement, and data driven decision-making.
- 5 Integrate advanced traffic technology and data analytics to identify systemic risks and implement proactive safety treatments to protect vulnerable road users.
- 6 Adopt Vision Zero as a strategic framework to align policy, planning, infrastructure, programs, and operations for safer streets.

Pillar 4

Public Safety



Plan Implementation



Plan Implementation

COUNTY AND STAKEHOLDER ROLES








Implementation Matrix

PILLAR 1 Economic and Workforce Development					
STRATEGIES	County	Municipalities	Community Organizations	Businesses	Individuals
GOAL Develop the Workforce and Support Entrepreneurship					
1 Support small business development and entrepreneurship with funding, technical assistance, and marketing.	✓	✓	✓	✓	
2 Assist startups, small-to-midsize, and minority-owned businesses in accessing resources for innovation and entrepreneurship.	✓		✓	✓	



What's Next?

-  Collect Comments through June 18, 2026
-  Review and Respond to comments as appropriate; Incorporate revisions into the draft Plan
-  Finalize the Plan for County Planning Board Recommendation
-  Conduct State Environmental Quality Review
-  Submit the Final Plan for Adoption

You can continue to track our progress and find project updates on our website at:

<https://www.monroecounty.gov/planforward>



Thank You

Questions?

The public comment period is open through June 18, 2026. Feedback can be submitted via:

Email: planforward@monroecounty.gov
Call: 585.753.2000



Adam J. Bello
COUNTY EXECUTIVE

