

This interim report documents community input from Stages 1 and 2, which focused on gathering baseline sentiment about the present and future and some initial perspectives on trend data. Contributions were gathered via in-person, community- and City-hosted sessions using a self-administered “Toolkit,” and via an online survey with identical content. The engagement stages and content are described below, followed by the structure of this report and a table of contents. Photos in this report are from a 11 December 2014 public, in-person session.

## Engagement Stages and Content

### Stage 1, September through mid-November 2014

- Vision: Thinking ahead 20 years, use 3 words to describe what’s appealing and attractive about Rochester then to you/your family and the next generation.
- Values: What community values will create a great future for all of us?
- Internal strengths and weaknesses: What are our major community strengths? What are our major community weaknesses?
- External opportunities and threats: What major opportunities do we have? What major threats do we face?

*Note that such an exploration of strengths, weaknesses, opportunities, and threats is commonly known as a SWOT*

### Stage 2, mid-November 2014 through mid-January 2015

- SWOT, continued
- Kickoff trend topics: Changing Demographics and Transportation Needs

## Report Structure and Table of Contents

1. Summary of the key themes that emerged across all questions around vision, values, and SWOT questions; follow that are demographics for the participants who provided that information
2. Analysis of results by question for Rochester Today and Tomorrow (community vision, values, and priorities)
3. Analysis of results for kickoff topics, changing demographics and transportation needs
4. Compilation of all responses

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# 1. Summary

Below are the critical themes and perspectives that emerged through this initial input around the community's present and future. Responses were collected September 2014 through mid-January 2015 from 49 individuals who contributed online, at least 268 participants of facilitated small group sessions, and one large congregation of approximately 350 people, totaling approximately 667. Following the summary is additional demographic information.

## Arts, Culture, and Entertainment

Participant responses in the area of arts, culture, and entertainment emphasize a commitment to the creative arts in the Rochester community. Responses emphasize a diversity of interests in the creative community while stressing the need for improved venues and increased dining options.

## Educational Quality and Opportunity

Educational opportunity is an important issue to Rochester residents. Some participants felt that the public school system has been in decline recently, and a number of respondents listed strong public schools as a desired quality in 20 years. Multiple participants also stressed opportunities for higher education, including an increased range of college options.

## Employment and Economic Development

Participants identified a major strength as the stability of the city's job market. Looking into the future, further development of diverse local business and an increase of job creation in multiple sectors were important to many respondents. In contrast, several responses cautioned against overdependence upon the economic strength of the Mayo system.

## Environmental Sustainability

Many survey participants took pride in Rochester's efforts to be environmentally sustainable. The desire for green living and development was a very common priority, often in combination with green spaces, parks, and trails that facilitate alternative modes of transportation. Future visions of Rochester often included sustainable building practices and careful planning for sustainable growth.

## Governance and Leadership

Participant responses regarding governance and leadership in Rochester brought forward a divide between grassroots and city leaders. Multiple participants stated that a top-down governmental structure makes it difficult for community voices to be heard. Some participants also praised the services provided by Rochester's city government.

## Housing

Affordable housing was one of the most commonly cited community needs overall. A number of participants noted that development of the downtown area and the addition of new economic opportunities to Rochester will increase the need for housing for low- and middle-income workers. In addition to affordable housing, many participants indicated a need for housing or shelter for people experiencing homelessness, especially downtown.



## Safety

Low crime rates, and improvements in community inclusivity were mentioned as positive aspects of present-day Rochester. Many respondents also indicated that continued safety was among the most important aspects of Rochester in the future. In contrast, some participants expressed worry that future economic and population growth will increase crime.

## Transportation

For many respondents the limited amount of traffic and ample parking in Rochester contributes to the small-town feel of their community. However, a common theme of many responses is a lack of public transportation options. Further, several participants mentioned transportation to destinations outside Rochester, including a desire for rail development between Rochester and the Twin Cities.

## Vibrancy and Livability

Among many positives, the vibrancy of Rochester is the most often mentioned by participants. The walkability and accessibility of downtown areas were commonly credited as an important contributor to the livability of Rochester. Other responses indicated that green space, trails, and a small town feel are important contributors to the atmosphere of the city.

## Welcoming, Diverse, and Inclusive

Rochester's size and safety are often described as the positive aspects of this family-friendly community. Congruent with the family-friendly atmosphere of Rochester, many survey respondents praised the inclusive community of the city. Strong neighborhoods and a welcoming attitude toward visitors were also important values for many respondents.

## Wellness

The presence of the Destination Medical Center is a unique asset of the Rochester community. Community members view the availability of high-quality medical care as an important part of the community, while also emphasizing the availability of individual wellness resources as one of the city's strengths.

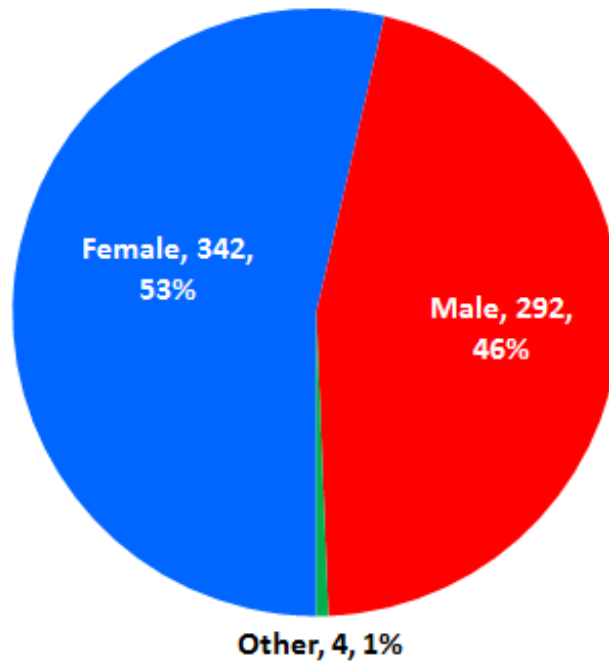


## Demographics

Not all participants provided demographic information, and for those who did the data were often incomplete. Below are the demographic data gathered from all participants in Stages 1 and 2, whether they contributed on comprehensive planning questions, DMC questions, or both.

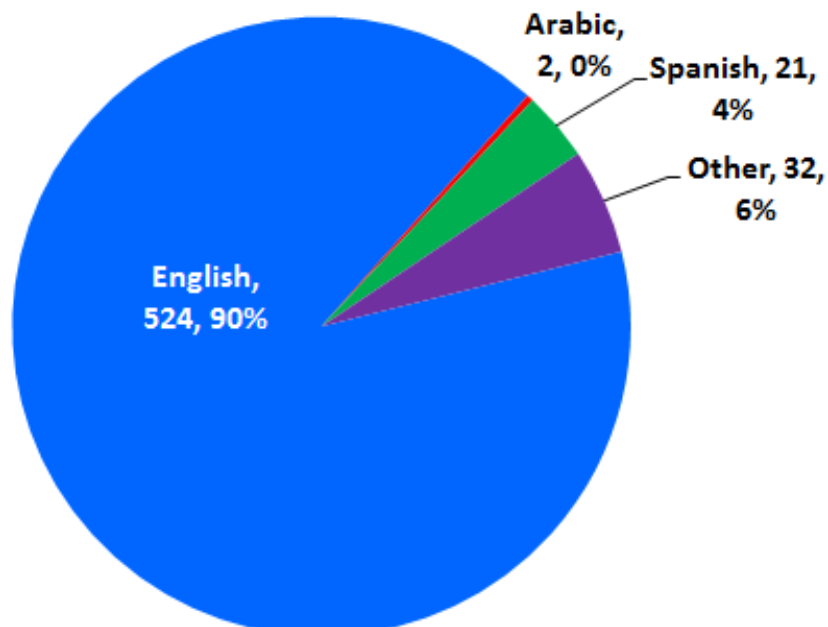
### Gender

(Stage 1+2, Nov 14-Jan 15)



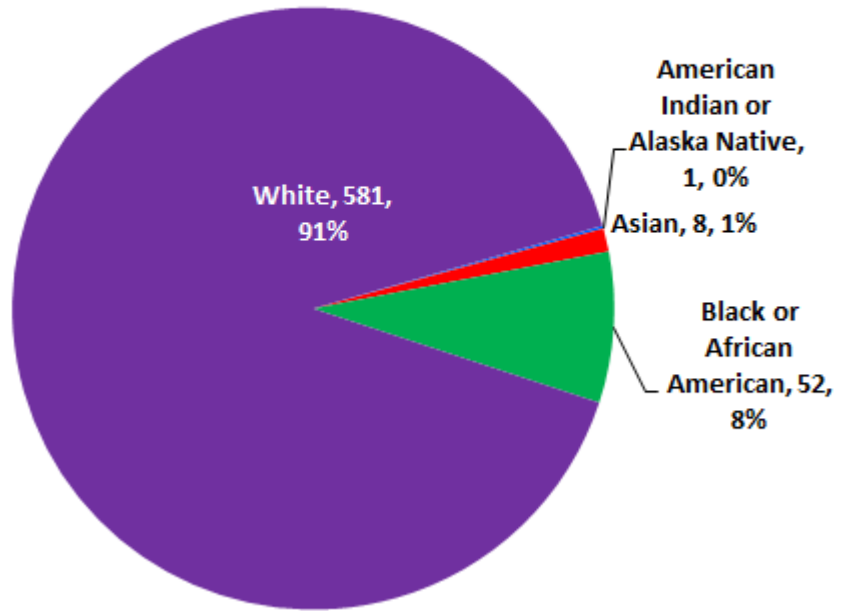
### Language

(Stage 1+2, Nov 14-Jan 15)



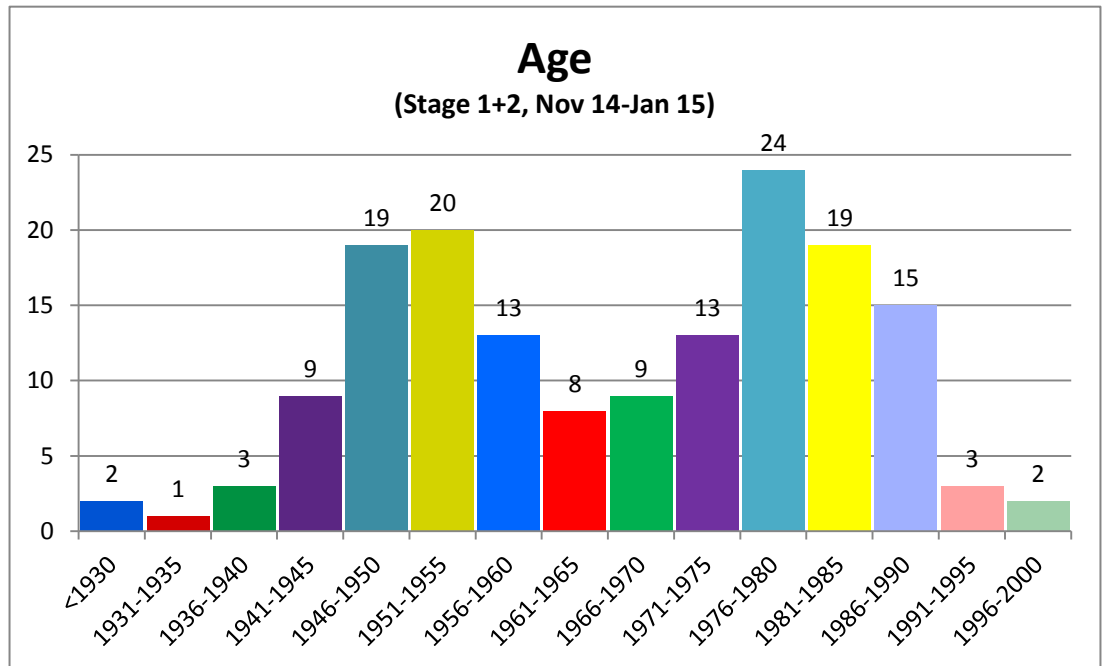
In addition to race, 4 participants listed their ethnicity as Latino or Hispanic.

**Race**  
(Stage 1+2, Nov 14-Jan 15)



Of all participants, 160 provided their birth year as shown in the chart.

**Age**  
(Stage 1+2, Nov 14-Jan 15)





## 2. Analysis of Results for Rochester Today and Tomorrow: Community Vision, Values, and Priorities

Responses to all questions are included, but in the order logical for the analysis rather than that used during the engagement.

### What are our major community strengths? What are our major community weaknesses?

**Arts, Culture, and Entertainment:** Community-wide commitment to cultural pursuits was cited as a strength by several participants. Respondents particularly praised the Rochester community for having diverse interests in the arts, and cited several groups that have taken initiative in cultivating the arts within the city. Specifically, C4, Local Experiment, the Rochester Civic Theater, Rochester Art Center, and Art on the Ave (facilitated by the Slatterly Park Neighborhood Association) were praised for their preservation of the arts and culture in Rochester. While Rochester community members identified these strengths, others viewed a lack of entertainment opportunities like concerts, artists, and theater companies as a weakness of the Rochester community. Specifically referring to entertainment opportunities in Rochester, a few respondents indicated a need for improved supporting venues, including the Civic Theater mentioned above. Further, a lack of quality bars, restaurants, and downtown movie theater were mentioned as community weaknesses.

**Welcoming, Diverse, and Inclusive:** With the exception of vibrancy and livability, the welcoming, diverse, and inclusive nature of the Rochester community was cited most by respondents as a strength of the city. Multiple respondents mentioned that they appreciate Rochester's diversity and the pride that residents take in creating a welcoming atmosphere for community members and visitors alike. Other respondents described Rochester as family friendly, a designation likely indicative of the inclusive, caring community described by many survey participants. In contrast, other survey respondents mentioned the need for continued improvement in the support for diversity and equity between differing demographic groups. One respondent particularly fears continued economic and social stratification of the Rochester community.

*Integrated, multi-purpose public space that brings diverse (i.e., income, background, age and ethnicity, beliefs, etc.) people together is important, valuable, and appealing to me and my family*

**Educational Quality and Opportunity:** Responses referencing education were mixed. One respondent cited strong partnerships between business and education such as partnerships between Mayo and Lincoln K-8, while another praised an educated workforce. Many respondents reference high-quality opportunities in higher education as a strength of the community. Both the University of Minnesota Rochester and an excellent community college were mentioned among Rochester's strengths. However, declining public schools were the focus of several other respondents. Academic quality, environmental friendliness, and the school food programs were cited as weaknesses of the school system. Higher education was not spared, with concerns about the lack of social sciences and liberal arts opportunities at local colleges.



**Employment and Economic Development:** Opportunities for business growth and a stable job market were referenced as strengths of the Rochester community. The Mayo Clinic's ability to fund and recognition, and provide job security were also noted as a major strength. Further, several respondents mentioned the availability of financial resources in Rochester as a positive for the city. While some respondents found the stability of the job market and economic strength to be positives, others had specific worries about the diversity of the local economy. Of

particular concern was the possibility of overdependence upon the Mayo Clinic as a singularly large employer in Rochester. Many respondents identified a lack of diversity in the local economy and a lack of support for small and local business development. As a result of these fears, a few participants indicated increasing income inequality between segments of the Rochester population.



**Housing:** Of all the themes that emerged around current strengths and weaknesses, the need for improved housing options in the city was overwhelmingly the most cited weakness. Many respondents referenced a lack of affordable housing as a major weakness of the community. Consistent with these statements, a number of participants were concerned about a shortage of housing for workers with low-paying jobs. In addition to the need for increased housing options for low-wage workers, many participants emphasized a need for housing options for the homeless, particularly downtown. Youth homelessness and a need for youth shelters were also specifically named.

**Vibrancy and Livability:** The vibrancy of the Rochester community was the most commonly cited strength. While some respondents indicated a desire for more activities throughout the year, the construction of a community center, and improved accessibility in areas outside of downtown, the majority

of respondents found Rochester to be a very livable city. The availability of parks, green spaces, and trails were commonly cited as major strengths in addition to an overall small town feel. Further, participants point toward the combination of a progressive urban community and surrounding agricultural areas as a strength unique to Rochester. Finally, many respondents cited the history and reputation of Rochester as major community strengths.

**Transportation:** Contributing to the livability of Rochester for several respondents is the lack of traffic and availability of parking in the city. One participant also mentioned Rochester’s proximity to the Twin Cities as a strength, though some respondents feel that improved travel options to the Twin Cities are needed. In contrast, many respondents viewed transportation as a weakness overall. A significant number of participants indicated that improved public transportation is needed in Rochester, with one fearing that too much consideration has been given to single-driver parking. Improved taxi service or the presence of ride share companies like Uber or Lyft were also mentioned as community needs.

**Wellness:** Several participants referenced wellness as an important aspect of the city and an integral part of the community’s reputation as a healthy city. According to some respondents, the existing parks and trails in the city contribute to the ability of community members to lead healthy lifestyles. Additionally, the presence of high-quality medical care and facilities in Rochester contribute to the wellness and reputation of the community.

*A “livable” caring community, which embodies (or should) many aspects/values of a small town, while flexibly and creatively expanding into a dynamic future*

**Governance and Leadership:** As might be expected, community opinions regarding Rochester’s leadership are mixed. Some respondents cited excellent city and county services while others felt the city lags behind the county in the quality of services offered. A common strength cited by respondents was the presence of grassroots leadership groups that have taken initiative in attempting to improve the community. Directly related to the presence of grassroots leadership, many participants implied that organizations outside of the city government struggle to have their voices heard by city leadership. Further, a significant number of participants perceive the city government as having a predominantly top-down structure that seems unresponsive to outside voices – a perception that in one instance was described as a lack of trust between community leaders. Finally, several participants suggested specific changes to government structures, such as the addition of a sustainability staff person and increased municipal investment in areas other than downtown.



## What major future opportunities do we have? What major future threats do we face?

**Arts, Culture and Entertainment:** Respondents did not often mention the arts, culture, or entertainment in terms of future threats or opportunities. However, a small number of participants felt that funding the arts in Rochester, particularly through investment in arts facilities and business, would be a positive move into the future.

**Welcoming, Diverse, and Inclusive:** Several respondents felt that the changing demographics of Rochester and an increase in city diversity is an important opportunity for the city. The opportunity to provide affordable housing downtown was once again raised as an important consideration for future development. Responses concerning threats to the inclusive community of Rochester largely focused on a disproportionate emphasis on downtown development, with some participants worrying that the population will undergo continued stratification.

**Educational Quality and Opportunity:** Similar to responses regarding current strengths, higher education opportunities were viewed very positively by respondents, with many specifically referencing expansion of UMR. A few respondents did specifically mention a desire to see diversification in educational programs for developing skills outside the medical field.

**Employment and Economic Development:** Economic stability and the presence of Rochester as a potential economic driver for the region were most often cited as promising opportunities for Rochester. Both an increase in healthcare-related jobs due to an aging population and the potential for diversified business growth in Rochester were proposed as future opportunities for economic development. In contrast, participants indicated that increasing income and workforce skill gaps could threaten Rochester's future economy. Further supporting this idea, a few respondents suggested that it might be difficult to attract quality employees to Rochester.

*Integrity-based  
neighborhoods and  
business = great city values*

**Housing:** Once again, the lack of affordable housing, particularly downtown, was commonly cited as a threat to Rochester in the future. While some participants suggest that the city does have the opportunity to provide housing in the future, others fear that current trends will continue, pushing lower- and middle-class workers out of the city.

**Environmental Sustainability:** Environmentally friendly living was cited by a few respondents as both a strength and weakness of current-day Rochester. However, the topic of environmental sustainability was more often referenced as a threat to Rochester's future. Respondents fear further degradation of the regional ecosystem and implied that intentional planning regarding sustainable practices will be very important to effective growth. Newly designed, energy-efficient building was mentioned as an opportunity provided by future development.

**Transportation:** Overall, transportation was a common concern of respondents. The potential for development of mass transit options including high speed rail, more direct flights from major cities, and local buses, trains, or shuttles were mentioned as opportunities by several participants. In contrast, some concerns were raised regarding increased safety issues surrounding mass transit and potential affordability issues for low-income community members.



**Governance and Leadership:** For many of the same reasons mentioned above, responses concerning governance and leadership represent a mix of future opportunities and threats. A significant number of respondents viewed new, progressive leadership as a potential opportunity for growth. Further, participants indicated hopefulness that local leaders would embrace local planning for future development. Again, the lack of a sustainability staff

person was cited as a threat to the future of Rochester in addition to worries about missed funding opportunities or funding misallocations.

### What community values will create a great future for all of us?

**Values Summary:** Unlike the other prompts from Stages 1 and 2 summarized here, the community values cited by participants largely coalesced around the 12 themes presented earlier in this document. Respondents agreed that concern for others and a welcoming community were an integral values for the future development of Rochester. High quality public education for all ages was highly valued, as was the opportunity for living wages provided by a diversified economy. Multiple participants once again stressed community vibrancy, accessibility, health, and environmental sustainability.

In contrast with the others, one theme, Governance and Leadership, was presented in a unique way when future community values were considered. Participants gave largely constructive responses with government integrity and transparency at the heart of their comments. Intelligent growth and visionary planning also received special mention.

### Thinking ahead 20 years, use 3 words to describe what’s appealing and attractive about Rochester then to you/your family and the next generation.



**Arts, Culture, and Entertainment:** Prompts regarding the future of arts and culture in Rochester elicited similar responses when referencing families and the next generation as those referencing current community strengths. A desire for continued engagement with the arts is indicated through a desire for cultural opportunity, events, and an eclectic culture. Additional emphasis is placed on connectivity in activities and entertainment when the next generation is considered.

**Welcoming, Diverse, and Inclusive:** As might be expected, an inviting and diverse community was a part of many participants’ vision of Rochester’s future. One respondent described the creation of a public space that would bring a diverse group of people together as a valuable and appealing development to them and their family. Similarly, cohesiveness was mentioned in reference to the next generation.

**Educational Quality and Opportunity:** Top-notch public schools are a priority of respondents when they envision Rochester of the future. Opportunities for higher education and quality outcomes for all students leaving the educational system were mentioned in reference to participants’ families and the next generation. Unlike prompts regarding current-day Rochester, private educational opportunities were mentioned as a part of a future vision of Rochester.

**Employment and Economic Development:** Continued growth and job stability topped the list of priorities for respondents’ vision for Rochester’s future.

**Safety:** Low crime rates and the general safety of Rochester were mentioned, albeit infrequently. Community concerns for safety were most apparent when respondents envisioned Rochester 20 years from now.

**Vibrancy and Livability:** Like current-day Rochester, participants described the future Rochester as a lively, manageable, and beautiful city. Some respondents further stressed an innovative and inspiring vision of Rochester in the future.

*Amenities/vibrancy, beauty - nature, trails, biking - family friendly*

**Transportation:** An improved transportation system was important to several respondents as they thought about the future of Rochester. In particular, improvements to road infrastructure and longer bus hours to outlying areas

were important to some participants. Respondents also mentioned access to improved air travel resources as well as the ability to easily travel into and out of downtown Rochester.

**Environmental Sustainability:** Green practices were stressed in several visions of Rochester, particularly with respect to a clean and healthy city. Further, sustainable building practices were mentioned as an important aspect of the future Rochester.

**Wellness:** Responses about wellness in Rochester 20 years from now were somewhat unique in that almost all called for simple continuation of current practices. High-quality health care and health care facilities were an important aspect of the future Rochester for several participants.

*Emphasize service to patients, their families, and to each other as neighbors*

**Governance and Leadership:** Similar to the opportunities for governance above, a desire for transparent government and wise planning were important to respondents. One respondent expressed a desire for improved civic dialogue, and multiple participants wanted an outlet for current-day grassroots leadership.



### 3. Analysis of Results for Kickoff Trend Topics

Each of these trend topics began with a set of information and then posed several questions. The introductory information, questions, and analyses of results are below.

#### ***Kickoff Trend Topic: Changing Demographics***

##### **Rochester is growing. By 2030,**

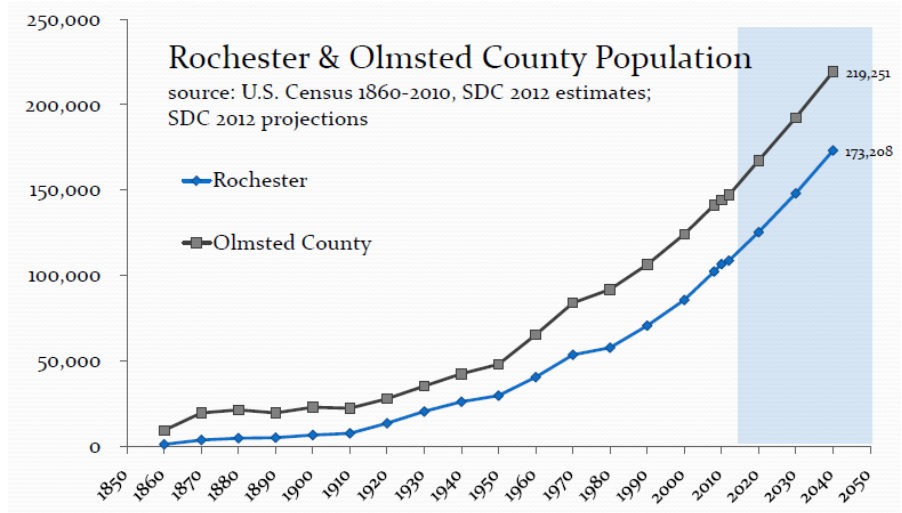
- Rochester is expected to grow from 107,000 people to 147,000 people
- Rochester will have 22,000 more jobs than residents to fill them

##### **Rochester is aging. By 2040,**

- People aged 60+ will be 28% of the population, compared to 18% in 2010

##### **Rochester is becoming more diverse.**

- 60% of the population growth since 2000 has been persons of color or Latinos/Hispanics
- 81 different languages are spoken in the homes of our school-aged children; 18% of these households speak a language other than English in their homes



##### **In Rochester, poverty is increasing.**

- The number of school-age children in poverty increased from 21% in 2001 to 32% in 2011
- From 2000-2012, the number of Rochester residents living in poverty increased from 6,500 to 10,500; 10% of Rochester residents lived in poverty in 2012

#### **What do you think Rochester could or should do to meet the changing needs of the community's growing population?**

**Housing:** According to many respondents, population growth in Rochester will require an increase in available and affordable housing within the city. Further, diverse kinds of building were stressed as a necessity should population grow as expected. Housing for low-income families, seniors, and people experiencing homelessness were all specifically mentioned as positive steps toward meeting the demands of a larger population. A few respondents suggested that repurposing older structures may provide space for housing in the city core, while others felt that building more rental housing throughout Rochester would be an important step.

*Broad based housing needs- not just high-end hotels*

**Transportation:** Along with suggestions encouraging increased housing options, effective methods of transportation around the city were a priority for some participants. Of particular interest to several respondents was improved mass transit throughout Rochester.

**Educational Quality and Opportunity:** Similar to a response regarding housing, the repurposing of old structures such as former neighborhood school buildings was again proposed as a way to improve education in Rochester. Education and training with a specific emphasis on job skills was also cited as a step in the right direction for Rochester's educational institutions.



**Vibrancy and Livability:** When considering population growth respondents also indicated a need to increase the number of free activities in the community. After-school programs, activities specifically for youth, and community center programming were all suggested. In addition, one respondent stressed future investment in making technology available for all residents and visitors.

### **What do you think Rochester could or should do to attract new residents to meet employment needs?**

**Educational Quality and Opportunity:** Several participants cited improving the Rochester public schools as an important step in attracting young professionals. Further development of UMR and other higher education facilities was also a common theme in reference to attracting new residents to Rochester.

**Housing:** Creating new affordable housing was once again an important theme for participants. Specific suggestions for types of housing that may be attractive for new residents included housing for young, single workers, upscale retirement housing on the skyway, and reinvigorated downtown housing development. One respondent stressed that housing improvements must come prior to the development of new industry to ensure appropriate housing options for prospective Rochester residents.

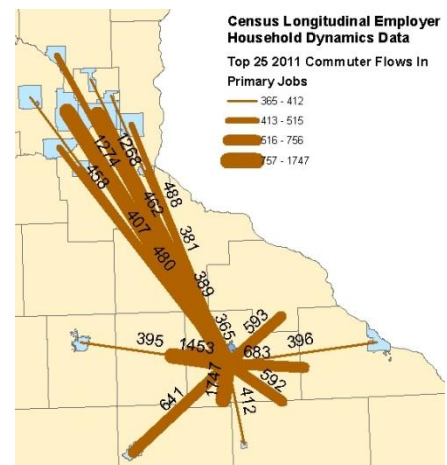
**Vibrancy and Livability:** Marketing Rochester as a desirable place to live was important to several respondents; the construction of a major attraction and continued development of the downtown area were both suggested as features that may increase the city's ability to attract new residents. Further, the opportunity to market Rochester as a city with a small-town feel was once again raised as a positive selling point.



## Kickoff Trend Topic: Transportation Needs

### Facts and Projections:

- Streets into downtown aren't large enough to serve the expected number of cars in the future. In 2010, 71% of the trips to downtown were by one person in a car. The City's goal is to reduce that to 60% in 2020 and 50% in 2030.
  - Meeting these goals will require more people to travel on transit, bikes, or on foot
  - A 2009 survey showed that 1,200 people bicycle to and from downtown daily
- In 2011, 45,000 Rochester employees came from outside of the city. Of those, 7,500 traveled from Stewartville, Byron, Kasson, Minneapolis, and St. Paul.
- Annual public transit ridership (including paratransit for people with disabilities) was 1.75 million in 2013; this is a 44% increase from 2004



### What would make it easier and more efficient for people to walk, bicycle, or use transit to get where they want to go in Rochester?

Throughout Stages 1 and 2, respondents stressed the need for improved transportation in and around Rochester. Responses to this trend question provided greater specificity of the needs and desires of community members who want to use alternative modes of transportation. Four major themes emerged when considering potential transportation improvements, as summarized below.

**Transportation Infrastructure:** Improvements to physical transportation infrastructure was a common theme among respondents. Retrofitting old structures, such as improving bus stops, skyways, and street lights was stressed by a significant number of participants. Other respondents desired improved opportunities for biking to and from downtown Rochester, including safer bike lanes, wider sidewalks, and removing automobile traffic on 1<sup>st</sup> Avenue. The bus system, and in particular an increase in buses, was also targeted as an area of transportation improvement.

*If one doesn't have a car in Rochester, you are handicapped... Maybe more and smaller buses similar to motel shuttles could provide better service*

**Transportation Services:** Beyond physical infrastructure improvements, the presence of alternative transportation systems was mentioned as a potential boost for transportation around Rochester. Car shares, bike shares, and a more competitive cab market (ride-share services like Lyft and Uber were again mentioned) were all suggested to move toward alternative transportation modes. Modifying the current bus system was also a priority for several respondents. Longer running hours, more frequent pickups, and shorter distances between bus stops were all suggested as improvements to transportation services in Rochester.

**Multimodal Transportation:** Many respondents were excited about the arrival of new forms of transit. Most commonly suggested were different variations of rail travel within Rochester and to the Twin Cities or Chicago. Development of high-speed rail within the region was also raised as a possible enhancement. Bicycling was the next most mentioned form of transit for moving about the city. Providing safe bicycling options is a priority for many participants.

**Community Support:** With the abundance of ambitious ideas for transportation improvements, participants also acknowledged the need for community support of alternative transportation options. Participants recommended plowing city trails, zoning modifications to encourage mixed-use neighborhoods, and finding new ways to fund trail maintenance. Further, support from within the community such as cycling groups, a bike day during Rochesterfest, and a community campaign in support of safe driving near cyclists were stressed as important ways to encourage alternative transportation options.



## 4. Compilation of All Results, by Question

Thinking ahead 20 years, use 3 words to describe what's appealing and attractive about Rochester then to you/your family and the next generation.

### You/your family

- Arts
- Entertainment
- Entertainment and events
- Culture
- Arts
- Cultural opportunities
- Dining
- Eclectic
- Music
- Something that would provide cultural learning (whether it's other global cultures or arts/entertainment culture)
- Diverse dining and entertainment options
- Arts
- Arts
- Cultural activities
- Cultured
- Available services - music, shopping, art, social opportunities, etc.
- Community connectedness
- Community
- Community
- Community events
- Inviting
- Inclusive
- Diverse
- Community gathering opportunities (Down by the Riverside, Thursdays on First) - that they are family friendly and FREE
- Activities that are inclusive for everyone regardless of income
- Integrated, multi-purpose public space that brings diverse (i.e., income, background, age and ethnicity, beliefs, etc.) people together is important, valuable and appealing to me and my family
- Community pride
- Diversity
- Welcoming
- A place where my family can relax, play, and learn.
- Family friendly
- Probably where a lot of friends and family are
- Strong neighborhoods
- More culturally diverse, educated and engaged population.
- Embrace diversity - economic/racial/cultural/religious
- Family events/educational
- Education
- Education
- Education
- Good public schools
- Learning opportunities
- Good schools
- Opportunities for good education - public and private (church or charter, Montessori)
- Strong education system (& great outcomes)
- Quality educational resources
- Schools
- Top notch education
- Education
- Solid job
- Me - good job
- Growth
- Well-paying jobs
- Good job
- Independently owned businesses (retail, restaurants, housing, etc.) are very important, valuable, and appealing.
- My family/children - job opportunities
- Commercial opportunities
- Economic opportunity
- Growing
- Growth
- Vibrant business community
- More diverse employment opportunities.
- Diverse employment opportunities - more than just medical field for increased population, and living wage
- Affordable housing
- Safe
- Safety
- Safe
- Safe
- Safe
- Safe community
- Safe community
- Fairly safe community
- Safety
- Safe walking and biking trails
- Safe place to raise a family
- Crime rate
- Vibrant
- Livability
- Affordable
- Active
- Beautiful city
- Stability
- Lifestyle
- Manageable
- Inspirational
- Innovative
- Innovative
- Green space
- Walkable
- A space that is well utilized during each season and includes native, resilient, and or edible landscaping
- Energy
- Small
- Small town "feel"
- Easy

- Low cost of living/high quality of life
- Walkable
- Walkability
- Activities
- Cosmopolitan
- Excellence
- Industrious
- Leading
- Quality of life
- Vibrant
- Nature
- Accessibility; a growing city
- Amenities/vibrancy, beauty - nature, trails, biking - family friendly
- A "livable" caring community, which embodies (or should) many aspects/values of a small town, while flexibly and creatively expanding into a dynamic future.
- A growing city
- Park system
- Walkable
- City is "livable"
- Outdoor activities
- Bike trails!
- Youth sports
- Integrity-based neighborhoods and business = great city values
- Clean city
- Sustainability
- Green
- Sustainable
- Green
- Clean
- Clean and healthy community - well maintained
- Simplified living with less carbon impact - city makes it easier. Fewer cars being driven on the road.
- Sustainability, resiliency of building, etc.
- Green opportunities.
- Use of resources
- Locally sourced energy productions/uses. Solar collectors, co-operative blocks of energy use.

- Concern for the environment - clean water and air
- Health/environmental health quality
- More local foods used.
- Improved transportation infrastructure, longer bus hours (M-F 8-6, more than hub and spoke)
- Ability to fly WEST out of MSP more than 2 times a day. Easy to get east - difficult to go west and out of MSP
- (RST) connectivity to the Twin Cities and Chicago, etc.
- Ability to go downtown or get home on bus from evening activities (Down by the Riverside, concerts, dinner out, library, evening workers)
- Convenient transportation for aging population/young families
- Lack of commute/traffic
- Enough independent living facilities that are good
- Quality medical care
- Healthy
- Good healthcare options
- High quality medical care
- Great medical facility
- Healthcare
- Healthy
- Health
- Affordable services – medical, housing, food, etc.
- I really don't know what Rochester will be like in 20 years, or what might be appealing
- I'll be dead
- More long term thinking for future
- Transparency in City Government.
- Stewardship
- Wise planning

## **The next generation**

- Arts
- Cultural
- Cultured
- Diverse arts and entertainment
- Entertainment
- More connectivity - things to do, places to eat
- Social activities
- Arts
- Cultural
- Cultured
- Diverse arts and entertainment
- Entertainment
- More connectivity - things to do, places to eat
- Social activities
- Cohesive
- Community
- Diversity
- Diversity
- Diversity. Beyond Somali and white population
- Efficient operating environment for families
- Emphasize service to patients, their families, and to each other as neighbors.
- Inclusive
- Inclusive
- Interconnectivity
- Opportunities for engagement
- Family friendly
- College/University
- Education
- Education
- Education - higher education and affordable education
- Good schools
- Good schools
- Good schools
- Perhaps a broader higher education system
- The library MUST be downtown and could be enhanced or include a 2nd branch (Ex. Madison and Indianapolis)
- Employment

- Good jobs,
  - Growing
  - Growth
  - Job opportunities
  - Jobs
  - Jobs
  - Opportunity to earn a living
  - Progressing economy
  - Rise in service industry
  - Strong middle class
  - Well-paying jobs
- Affordable housing
  - Affordable housing
- Crime rate
  - Safe
  - Safe
  - Safe
  - Safe community
  - Safe place to raise a family
  - Safety
  - Safety
  - Security
- A thriving, lively and safe community
  - Accessibility
  - Accessible
  - Activities
  - Activities for the community
  - Adaptive
  - Appeal
  - As long as what we LOSE offsets WHAT WE GAIN, the plan for the River Zone can become VERY ENJOYABLE and ENHANCED.
  - Beauty
  - Big town amenities
- Compact
  - Convenient
  - Cosmopolitan
  - Energy
  - Exciting
  - Great lifestyle
  - Green space
  - Innovative
  - Inspiring
  - International destination
  - Leader
  - Livability
  - Lively
  - Opportunities
  - Opportunity
  - Opportunity
  - Something that would provide a historical significance but don't make it all about Mayo history. There's enough of that in the city already
  - State of the art technology
  - Technology
  - Technology
  - Timeless beauty
  - Vibrant
- A uniquely Minnesotan city. Incorporation of green building standards
  - Clean air and "natural" spaces
  - Diverse, sustainable local energy like woody biomass
  - Green
  - Open spaces (farmland/green left)
  - Sustainability
  - Sustainable
  - Sustainable
  - Sustainable
- Sustainable City
  - Sustainable City
  - Use of resources
- Good transportation
  - Midwestern city with easy connections to travel
  - Multiple transportation options with a primary focus on roads
  - Strong airport
  - Transit
  - Transit (car-free living)
  - Transportation
- Great medical facility
  - State of the art healthcare
  - Wellness - bike trails, parks, arts, youth sports programs
  - Availability of opportunities (social, transportation, etc.)
- Forward thinking
  - Hopefully a community that has improved civic dialogue
  - Stewardship
  - Wise planning
- I really don't know what Rochester will be like 20 years, or what might be appealing
  - Location
  - "With all the centralized growth around the kingdom of Mayo,
  - I suspect I will hope we move from here when my child graduates from high school and we (her parents) retire.

## What community values will create a great future for all of us?

- Community of caring and giving
- Community of caring and giving
- Concern for others. Families, aging, people who have disabilities, illness, little children, etc.
- Diversity/acceptance
- Faith-friendly environment - all faiths
- Families are valued. All families - not just upper and middle class families.
- Flexibility/openness/non-prejudiced
- Friendliness
- Open and accepting
- Pride in community
- Rochester is a family oriented, generally small -town feel place, and these values are through to our patients and to most, but not all, new residences.
- Understanding and embracing new cultures
- We need to continue to focus on families and neighborhoods to keep these values strong.
- Better education options, including charter schools and vouchers
- Education for all children and adults
- Education for all so that people can get the jobs that can pay living wages
- Excellent schools in ALL parts of town.
- Giving education a high priority, creating opportunities for our minority neighbors and members
- Good school system
- Good school system
- CELEBRATE entrepreneurship - support those who take risks and their outcomes
- Continue to provide opportunities and affordable housing
- Diverse economy - 1) need more larger employers and 2) requires a business climate and city government that is welcoming of - not hostile to - new development
- Jobs with livable wages
- Living wages for all
- Living wages for all
- Steady employment
- Safe housing for families and individuals to thrive, unity, acceptance, welcoming/hospitality, compassion, volunteerism (willingness to serve), inclusiveness, affordable housing, care for aging
- That means keeping a good housing stock base
- We live in the Northrup neighborhood, which is positioned to become an important part of DMC. The existing homes though need lots of repairs, energy efficiency upgrades, some need to be torn down and rebuilt. This neighborhood should provide the workforce for downtown and be affordable (not cheap) housing with good transportation access to downtown.
- Intentional safety - sidewalks that are well lit, emergency button poles, adequate visible security guards.
- Keep our community clean and safe
- Forward, innovative thinking to create better futures and possibilities
- Good parks and recreation facilities
- Historic preservation
- Value recreation of Zumbro River, Silver Lake, and other water bodies
- We will never be another Chicago or LA or similar urban center for urbanites, but that isn't what has made our city high on lists for livability or attractiveness.
- Clean community
- Create a sustainable community for the 21st Century (Ex. more alternative energy in the plans).
- Exceed barrier free environment requirements. Be welcoming barrier free.
- Sustainable living
- Value the environment/nature
- Transportation and livable communities in the core of the cities
- Health and wellness focus
- Reasonable health care for people who don't have the resources to go to Mayo
- Integrity at base of every decision - not for personal gain.
- Need chamber of new neighborhood as well - other communities have multiple positions.
- Smaller government; 1) low fees, 2) low taxes, and 3) less regulation
- Smart growth
- Transparency in decision-making. Tolerance for minorities and each other. Awareness of the needs of critical care/high needs patients (ex. Let's be the "#1 ADA Compliant City"
- Transparent city operations - new developments permits and fees shouldn't be negotiated. One price one process for all -

and everyone knows what the process and costs and timetables are.

- Visionary planning.
- A willingness for people to pay the taxes that can support the above
- Acceptance of the new possibilities and ways
- Embrace change - without change, the Gonda building would not have been built

- How to handle the inevitable cultural change that will come because of the inevitable technological changes.
- In the Northrup neighborhood and in lots of the developments platted prior to 1940, a high percentage of the lots (80% of Northrup) are exactly 50' wide. Northrup is zoned R-2 and in order to build on to modernize and improve a home the side yard setbacks limit you to 16' side yards allow 34' buildable

on a 50' lot. This doesn't leave much room without a variance to attach a garage (for instance). I suggest the minimum lot size in R-2 be changed to 51' so these homes qualify as being smaller than the minimum lot size.

- Leave the dramatic steps in concept stage and do not implement.
- Protecting property rights

## What are our major community strengths? What are our major community weaknesses?

### Community Strengths

- A talented creative community
- Arts
- Commitment to the arts.
- Community wide interest in cultural pursuits.
- Culture
- Diverse art scene for its size
- Groups that take the initiative to jumpstart arts and culture in Rochester: C4, Local Experiment, Rochester Civic Theater, Rochester Art Center, Art on the Ave (Slatterly Park Neighborhood Association), etc.
- Local restaurants
- More emphasis on the arts
- Music and arts
- Preservation of the arts
- Rochester Art Center
- Safe, family or rented community.
- Friendly, caring community so patients/visitors feel safe and welcome and look forward to returning.
- Communities generally are in communication and cooperation.
- Community desire to participate
- Community involvement
- Community Involvement & Engagement
- Community pride
- Community that values Rochester, here for the long-term
- Community values
- Diverse
- Diverse population
- Diversity
- Diversity
- Diversity
- Diversity
- Diversity
- Diversity
- Diversity
- Diversity of residents
- Engaged community
- Family friendly
- Family friendly programming
- Family Oriented
- Focus on neighborhoods
- Friendly
- Friendly interactions w. strangers
- Friendly people
- Friendly people
- Friendly people
- Generous people
- Hospitality
- Kind and compassionate residents of Rochester
- Minnesota nice
- Minnesota Nice
- Neighborhoods
- Nice communities
- Nice communities
- Nothing for minorities and immigrants
- Residents with volunteerism spirit
- Small town hospitality
- Small town hospitality
- Strong core neighborhoods
- Strong family ties
- The community values are demonstrated by high ranking as a city.
- Tolerance for diversity.
- Volunteerism, charitable nature
- We need to continue being diverse and family oriented.
- With IBM gone, no diversity-just doctors and families
- A fine public school system.
- Broad range of educational opportunities for children and adults.
- Community and other colleges
- Community Classes
- Educated
- Educated citizenry / workforce
- Educated leadership
- Educated volunteers
- Educated workforce
- Education at every level, training
- Educational opportunities
- Educational options
- Excellent community college
- Good schools
- Good schools
- Good public school system - UMR
- Higher educated work force
- Mayo Clinic, higher education (UMR & Rochester Community College)
- Mayo needs to work with the University and RCTC so students re taking the correct classes.
- Public Higher Education
- Quality higher education resources
- School system
- Schools
- Schools
- Strong partnerships between business and education. (Mayo and Lincoln K-8, Mayo and RCTC, IBM and public schools)
- U of M
- Well-educated and involved public
- Jobs
- Business growth opportunities
- Cost of living
- Economic Stability
- Economic strength
- Employment base
- Employment opportunities
- Financial resources
- Financially Secure
- Good financial resources
- Good jobs - friendly
- High Medium Income
- Jobs
- Low unemployment
- Mayo Clinic (job security, stability)
- Mayo Clinic, UMR, IBM (overall diversity), Mayo



- getting attention more workforce to town
- Mayo's stability in helping keep jobs in the area
- Medical industry creates lots of "middle class" jobs
- Opportunity to expand
- Relatively affluent
- Stable business
- Stable workforce, educated workforce, strong work ethic
- Steady good paying jobs for those who support Mayo Clinic
- Steady high paying jobs from Mayo Clinic
- Steady job market.
- Strong economy
- Strong local economy
- Successful downtown (lots of jobs)
- WFMC - bring many dollars rants, huge recognition factor
- Housing options
- Comparatively low cost of housing
- Housing options - diverse
- Low crime rates
- Low crime
- Low crime
- Low levels of crime / people feel safe
- Safe - freedom from bad crime
- St. Mary/subway system
- 150 years of trusting
- Accessibility/roads
- Ample green space
- Attainable community - diverse, welcoming, community engagement
- Beautiful and rich history
- Beautiful trails and parks to access throughout the year
- Big (smaller) city but small-town feel.
- Bike and recreational trails
- Bike trails,
- Churches
- Community size
- Compact downtown core, diversity of uses
- Diverse and mixed ecosystems just outside of town (farm, prairie, forest and rivers).
- Downtown
- Downtown Farmers Market
- Easy parking access
- Excellent library
- Facilities for sports and recreation
- Focused on growth
- Good community spirit/involvement
- Good recreational options/spaces
- Good trails system
- Great trail system and recreational facilities
- Hal Martin All Comer Track Meets
- History
- History
- History
- History
- History
- History and reputation
- Independent
- Infrastructure
- International reputation
- Legacy and history of clinic
- Lots of subway and skyway businesses and activities.
- Medium sized community. Small town feel limited traffic issues but lots of activities.
- Nice bike paths.
- No traffic and not as segregated
- Nothing for young families
- Park system
- Park system pathways. Parks include tree systems in boulevard.
- Parks
- Parks
- Parks
- Parks
- Parks
- Parks
- Parks
- Parks
- Parks and bike trails, tree cover on boulevards, accessibility in downtown for scooters and wheelchairs.
- Parks and trails
- Parks, street trees
- Peace Plaza
- People
- Population is not so large
- Progressive Urban Growth
- Public Library
- Public spaces, parks, natural areas
- Quarry Hill Nature Center
- Quick travel time to places
- Realistically Progressive
- Recreational facilities (parks, tennis courts, golf courses, swimming, trail system)
- Religious Groups
- Reputation
- Reputation
- Reputation
- Reputation
- Rochesterfest
- Short work commutes (for most)
- Size, you can move 100K people
- Skilled and hardworking people
- Skyway and subway system
- Skyway/Subway system and Bike trails
- Small town atmosphere
- Small town feel in a larger community
- Small town, big city attitude (don't lose this)
- States #1 Farmer's Market
- Still a bit of the agricultural natural setting that provides closer to home experiences of nature and countryside than in many parts of the country.
- Strong local churches
- Strong national/international reputation
- Strong neighborhoods in many parts of the city, giving a kind

of small town feel throughout the city.

- Surrounding small towns that have developed remarkable and unique communities
- The river that runs through downtown
- The versatility of our seasons.
- Thursdays on First
- Trails system
- User friendly
- Volunteers
- Walking paths
- We have our traditional strengths, Mayo community values, RCTC, ICM, and the University. A big town - with a warm small town feel. The Chateau - we could perhaps create a museum or use it for plays, etc.
- Whenever my family comes to visit me in Rochester they always comment about how nice the landscape of the city is (rolling hills, greenery etc.). They also comment on the cleanliness.
- Wonderful downtown Public Library and newspaper
- Youth Sport Programs
- A fine public library (keep it downtown and provide parking vouchers to those who visit the library)
- Reputation of Mayo Clinic, especially inpatient care as well as research and innovation.
- Strong church network. Huge supply of highly qualified volunteers.
- The Salvation Army (don't move it away from city center)
- We speak 52 languages.
- Clean image
- Community Gardens
- Generally, a population interested in environment, nature (i.e. parks and trails & backyards)

- On prime agricultural land with many small to mid-sized local food producers
- Accessibility in some areas
- Near Minneapolis / St Paul metro area
- No traffic
- Plenty of parking
- Proximity to Twin Cities
- Street improvements at belt line and entrance to crossroads and Hy-Vee
- Commitment to health and wellness.
- Good medical facilities
- High quality healthcare
- Known as a "healthy" city
- Leader in Health Care
- Mayo
- Mayo for your medical care
- Medical care
- Medical research and education
- Opportunity to live a healthy life style
- Park space and trails that support 'wellness'.
- Physical facilities for medical needs
- Physical Facilities/Mayo
- Rural areas that can support the desire for 'wellness'.
- The promise of being/becoming a healthy community
- WFMC
- Civic spirit, cleanliness & godliness [to invoke some "old-fashioned" virtues, which seem to apply here]
- Collaboration
- Companies and business climate, good location and interstate transportation, charming and beautiful if un-dramatic scenery.
- Districts, which tell the story of the city and offer the architectural scale and grace of

a more bucolic time. There are strong

- For a city of its size and location, and a growing and increasingly viable arts and culture scene.
- Good work ethics
- Has unique stories to tell of international visitors of renown, of fires and calamities, of native peoples, of vision, and love of
- Highway 52
- Many citizens who care
- Oath is an incredibly powerful and useful resource, both for its mission and its implications for the economy, reputation, and
- Open mindedness
- Open mindedness
- Really none.
- Recreation, leisure and culture. Rochester is graced with many extraordinary buildings, and many buildings and some
- Rochester has a strong volunteer community, an educated and committed workforce, and strong community pride. It also
- Rochester is unusually blessed with resources of many kinds. Clearly an international institution devoted to the Hippocratic
- Support opportunity
- Tax payers
- Technical expertise of residents
- Technology & agricultural have a strong presence, infrastructure and reputation. The city has good diversity of population
- Utilities
- Values from Mayo - service
- Vocational base. It could also be a source for driving visions for the area, which reflect human scaled values and healthy living.

- Active neighborhood associations
  - Capable and willing grassroots leadership
  - Chamber of commerce
  - City budget?
  - City/County employees
  - Community leaders that choose progress over not ever wanting change
  - Community organizations--committees, grass roots startups, clubs
  - Excellent city services
  - Excellent County leadership and services offered through County
  - Good, well-functioning (government/agency/nonprofit/business-run) facilities & services
  - Grass roots organizations
  - Hungry Chamber of Commerce
  - Progress-minded city leadership
  - Public - private - non-profit partnerships
  - Public works department that seems responsive
  - Solid tax base (with which to support the above-mentioned items), to maintain existing infrastructure, and sustain new growth
  - Solid, well-educated citizens, many of whom are service-oriented, and committed to public service.
  - Support for local government vis-a-vis streets, roads, general infrastructure to facilitate daily life.
  - Under-utilized tax base
- Community Weaknesses**
- Better local restaurants (too many chains and strip malls)
  - Better museums
  - Civic Center does not attract the biggest and the best entertainment
  - Diversity of Restaurants are limited compared to other 100K cities I've lived in
  - Entertainment
  - Entertainment - diversification
  - I'm never bored in Rochester, but I STILL hear from people how there's nothing to do--more focus on bringing in and supporting venues that will bring more artists and musicians to Rochester (i.e.,--the Civic Theater needs an upgrade BADLY, and we need better small venues like the Rochester Civic Theater, Presentation Hall, etc.)
  - Lack of bars
  - Lack of cultural events (concerts, theatre companies, etc.)
  - Lack of diversity (cultural)
  - Lack of good restaurants that are healthy for example sweet tomatoes, other unique restaurants that are affordable
  - Lack of movie theater downtown
  - More concerts
  - Music outlets better in high schools than in the city
  - Need world class performing center - arts and culture
  - No concerts
  - No downtown movie theater
  - No festivities
  - No good places to eat
  - Real concern about how DMC supports people living in the town - infrastructure and arts. Arts concern expressed by several folks. Entire spectrum of quality of life. Balance can be hard/difficult.
  - Restaurants, theme parks, some big attraction, fast connection to the Twin Cities
  - Very few leisure options for single people/young people
  - "Spotty" neighborhoods, especially downtown (lots of low SES/run down areas in an area that should be nicer)
  - Acceptance of diversity
  - Activities that leave out people without money, for example activities where you build something and it costs so much to enter
  - Community continues to build tolerance for differences slowly.
  - Community continues to stratify itself economically and socially.
  - Diverse people leaving town and held back in leadership
  - Diversity
  - Diversity is good BUT can sometimes fail to address needs of all even the middle class, normal families here.
  - Equal opportunity
  - Equity for all is limited.
  - Feeling of emphasis on international visitors and their needs
  - Focus on visitors versus community members
  - Fragmented community - no or little intersections
  - Lack of diversity
  - Mayo Clinic's lack of customer service and shuffling people through without treating them like individuals.
  - Niche neighborhoods
  - Not enough resources for minorities to accommodate/assimilate
  - Not enough young people
  - Ongoing opposition (in some levels of society & government) to diversity education & hiring, etc.
  - Strangely, lack of enthusiasm with many residents for a booming, diversifying, enhanced Rochester
  - Support for diversity

- Too much emphasis on the affluent needs and not enough on regular folks that come to the clinic that cannot afford the fancy hotels
- Too much focus on trying to attract “young” entrepreneurs; seems to be difficult. What about growing families and those who are retired or near retirement
- Very weak community networks. Because frankly I feel there is no 'community' - there is simply the city of Mayo and everyone else is in the City of Rochester. If you don't work at Mayo, there is no 'community'.
- Weak family focus
- Declining public schools < agree!
- Lack of resources/opportunity to learn about or experience other cultures.
- Lack of universities with social science focus
- Liberal arts education
- Limited higher education opportunities (graduate degree and above)
- New residents take up a lot of school attention and contribute to level school age poverty.
- Public education
- Rochester Public Schools are just not good; academically, environmentally/location, food program, etc.; seems like the children are considered just a butt in a seat to most teachers.
- Schools are not equal. Washington is way beyond the quality of Riverside and this is evident in other schools
- Too many of our dollars going to Twin Cities-based colleges/universities for tuition. As a nurse at Mayo I see first-hand how many colleagues are opting for schools outside of Rochester; especially with many Twin Cities schools spreading their tentacles down here to take advantage of all those pursuing higher ed.
- UMR (lack of size)
- Even with the growth we have already experienced we have a greater range of socioeconomic diversity.
- 4 grew up in this area - one brand new (April 20) How DMC will impact the community - business mentioned over and over, and people - Mayo
- A lack of a diverse economy
- A single economic powerhouse. Need several 'large' employers and more medium sized as well.
- Almost complete dependence on one employer / industry
- Also needs more employers beside Mayo
- Business diversity
- Community leaders' tendency to over-value perceived economic gain at the expense of the community.
- Difficult atmosphere to develop small businesses with character
- Diversity will happen if you provide opportunity for all socio-economic groups to succeed
- Economic diversity
- Employment diversity
- Entitled difference and pay disparity between medical community and other members
- Feeling that future of city is controlled by Mayo and DMC
- Greedy developers
- Hard for new businesses to start downtown due to high priced real estate
- High development costs
- IBM long term plans
- Income inequality gap, which degrades the existing middle-class & may cause significant problems for our shared future.
- Job opportunity outside of the medical field for new graduates
- Lack of diversity in local economy
- Lack of industrial and business diversity
- Lack of local developers interested in local development
- Lack of local support for local businesses
- Lack of diversity (economic)
- The gap between the have and have-nots is increasing.
- Local businesses put out of business by lease increases and/or focus on franchise businesses
- Losing family focused businesses and restaurants. Everything is moving to high end and unaffordable.
- Losing long time restaurants, retailers, and businesses.
- Need for people to work two jobs, mayo clinic and another job
- Neglect of the Ag based economy
- Not enough big companies to sustain the city's growth
- Not enough effort to diversify (thereby strengthening) the local economy.
- Over dependence on one major industry ["Mother Mayo"] to sustain this community's vitality & growth.
- The boundaries - Development District: Keep diversity of industry within boundaries - don't move out of town.
- Too Much Dependency One Mayor Employer (Mayo Clinic) -- Need Diversity
- Unwelcoming attitude to new business opportunities

- We need to attract new companies and workers
- Wide disparity in Income of Community Members
- Affordable housing
- Affordable housing in boundaries.
- Affordable housing needed but also different types/styles. Not everyone wants to purchase property. More rental is needed near walking to groceries and other goods/services.
- Has a severe lack of low and mid-range housing despite years of lip service; an inadequate sprawl plan; seemingly inadequate
- Homeless housing downtown
- Homeless issue.
- Homeless youth center downtown
- Housing sprawl
- HUGE lack of affordable housing. The term is thrown around a lot but there is no planning, or interest from the politicians or the rich people already involved in DMC planning
- Inadequate affordable housing for a diverse economic population. Too much diversity.
- Inadequate affordable housing for those less fortunate among us, or who will be coming-in to fill lower level, service-economy jobs.
- Issue of affordable housing raised - there is a task force - has only met once - potential but how integrated.
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing.
- Lack of housing and residential amenities near city core
- Lower cost housing
- More emphasis on helping homeless
- Not enough affordable housing for working middle class
- Over and over voiced the reality or economics of living in Rochester one can't live independently (own or rent) if only bringing in minimum wage.
- The answer to 'affordable' housing is NOT a county housing ordinance. Instead it should be about planning for building, determining financial and other resources around housing for the 'workers' of this area. More hotels do not provide 'affordable housing'.
- Crime (especially in areas of Southeast and Northwest)
- Increasing drug usage
- Need more police officers per capita.
- Too small police force
- Traffic enforcement is a bit weak - speeding and running red lights etc.
- Unfortunately crime has also been increasing-gang violence, muggings, and disruptive behavior is already occurring all around the downtown & Miracle Mile. This will only succeed if the City spends equal time investing in social support/police/job creation for unskilled laborers that are necessary to keep Rochester safe for patients & employees working at all hours of the day.
- Zoning and Planning of Large Population Areas which result in higher crime rates in these areas – i.e., NW and SW
- Attitude
- Bike paths need to be expanded and connected to more state resources
- Bleak streets and neighborhoods
- Community weakness is lack of things to do in the winter. Rochester is a northern city -- we need some northern culture so we need northern things to do here such as a curling rink.
- Destruction of significant buildings and places that give us a sense of community place and history - also leaving Rochester without the superior aesthetics of surrounding communities that did not destroy their important places.
- Downtown river is concrete lined and not accessible
- Few "walkable" communities
- Inadequate Infrastructure
- Inadequate infrastructure for pedestrians
- Infrastructure updates
- It is not bike and pedestrian friendly downtown, or really anywhere. It's nice that we have trails, but they're not useable for commuting or using to go to restaurants/shopping
- Keep up with technology, more work options,
- Lack of iconic structure allowing for instant recognition
- Lack of maintaining infrastructure and resources
- Lack of things to do with families - skating, hiking, fishing, theater, etc.
- Lack of Youth Activities
- Less accessibility for wheelchairs out of downtown area
- Maintain downtown churches
- Need activities in winter
- need better winter recreational options, need snow making machines for xc ski and downhill ski
- Need to honor the past as move forward

- no appreciation of historical buildings
- No community center
- no design standards
- No preservation of history - buildings and what the city was founded on.
- outdated infrastructure - beyond its economic life
- Park dedication requires “flat land” suitable for a ball field. What about accepting bluff lands, wetlands, etc. for a different type of recreational opportunity?
- Poor restroom at parks especially silver lake women's restroom by fire station
- Public library
- Rich in humanity in nature - Rochester is behind.
- Soldier's Field & St. Mary's Park must remain green areas.
- Too much focus on attracting visitors vs keeping residents
- Variety of parks not in NW Rochester
- We have low design standards
- Weak sense of history/building preservation
- YMCA needs to be greatly expanded to meet our community's growth. Ours is lacking compare to other cities our size
- Bigger farmer's market that isn't on a parking lot
- Green infrastructure
- Inadequate public (and public leadership) support for "sustainability" technologies; e.g. in incentive-driven conservation, new architecture, and alternative energy choices.
- Inadequate parking, climate, sidewalk gaps. The city is not user friendly for people without cars
- More green space
- Need more money to be applied to boulevard trees with coming ash borer disease
- No plan to replace ash trees and unhealthy trees.
- Uncertainty surrounding the Heritage Preservation Commission
- Transportation
- Need a good E-W highway through the city similar to highway 52.
- Alternative transportation options are limited
- Better walkability to areas other than downtown
- Bike lanes
- Bus line system needs to “fill in” too far to walk to get to bus stops
- Car-centric development
- Distance to travel hub (Minneapolis)
- East West traffic artery, for north and south side
- Expand accessibility to outlying area.
- Inadequate transportation (busing schedules, lack of rail) (compare to Mpls transportation)
- Isolation from the twin cities
- Keeping park potholes maintained year round for transportation access.
- Transportation INTO the city needs to be more mass transit.
- Lack of adequate transit
- Lack of commuter bike infrastructure (dedicated bike lanes on roads, bike boulevards)
- Lack of connection for outlying Rochester to the downtown area
- Lack of multi-modal transit options
- Lack of transportation planning
- Loosing tree cover & no replacement with keeping up with the loss. Parking for Mayo Clinic employees! (Not provided by Mayo Clinic properties) - Transportation could be a solution!
- More bike lanes and paved shoulders for bikes in rural/suburban areas
- More transportation
- Need light rail
- Needs better public transport
- Number of stoplights
- Public transportation
- Suburban-style sprawl makes the city mostly car dependent over the short and medium and probably long term as well
- The taxi service is terrible for the bar crowd. Services such as AutoPilot/Darlene Double D's that take you and your car home are great. Would like to see something like Uber or Lyft be available in Rochester.
- Too much consideration in the recent past given to single-driver parking wants, which has led to acres of downtown asphalt.
- Traffic and parking
- Transport outside of going to/from downtown for a day job
- Transportation
- Transportation - public
- Transportation issues, anticipate what looms for the future, economic dissipation, parking issues,
- Unbalanced infrastructure on bike lanes
- Underserviced transit
- We need a comprehensive Transportation Plan
- Weak parking opportunities. Walkability outside of downtown. City Departments are not adequately funded.
- Need for a better Y, new shower areas, etc.



- Need to increase public notification area around new areas of development
- "Anything is better than nothing" development mind set
- "Suburban" planning and zoning requirements, even for "urban" core neighborhoods
- A pervasive belief amongst community residents that nothing they do will have any effect on the community. That things are the way they are and someone else (who is unidentifiable) will make the rules
- Address the underserved in the big plan.
- Too much behind closed doors. Hidden costs? Raising of taxes? 32% of the children in the city live in poverty
- Admiration for strong, top-down government planning
- Aging infrastructure in core older neighborhoods
- Aging leadership
- Bad design/development
- Builder group is too influential
- Building maintenance standards or enforcement; inadequate guidance, vision and support for some boards and commissions of
- City Council low pay and not enough time to study issues
- City Land Use Plan is too old – from 1979 for some areas. Every proposal seems to be “a fight”
- Consensus ability - growth issues
- Developing large plans and then not having the will to implement them case by case, by city decisions on its own work or by the city not sticking to requirements on development and industry
- Elected officials
- Feels like something that is going to be done to us so becoming aware of this. Recognized that Rochester has no historic preservation yet in the 3rd largest city of MN.
- Financial Assistance for Needy
- Governance structure - pay for public streets
- Inability of city staff to manage small interest groups
- Insufficient appreciation for historic preservation; esp. in the downtown neighborhoods; w, too few public-created incentives provided to those who could (privately) step-in to repurpose older structures.
- Is our water and electric infrastructure sufficient?
- Lack of balance in infrastructure
- Lack of city leadership
- Lack of collective community vision beyond Mayo objectives
- Lack of development coordinator, need to coordinate all of the plans
- Lack of diversity in leadership (very limited number of individuals seem to make many major decisions in town)
- Lack of municipal investment in core neighborhoods
- Lack of political will
- Lack of trust & failure of most leaders and organizations to truly support one another to the best of their ability.
- Lack of trust between community and city leaders
- Leadership, lack of leadership and vision in department heads
- Little discernable consideration for Historic Preservation in the development community and city leaders.
- Many community organizations are silos, need better coordination
- Need more public resources that are free
- No sustainability staff person
- Not enough faith that planners want to hear what public wants, much less act on that input
- Not enough participation from grassroots
- Not enough partnerships between entities in town
- Ossified (civic) leadership; at least in some respects.
- Planning and Zoning Commission is weak and has no real power
- Plenty of grassroots leadership, but not listened to
- Politics
- Poor leadership (incompetent City Council)
- Poor use of public spaces (fairgrounds)
- Reactive (rather than proactive) neighborhood associations
- Reactive nature of city government
- Reluctance/fear/hesitancy of Rochester citizens (voters!) to change of their city
- Single minded leadership
- There appears to be (from what I learn from newspapers and internet) to be good strategic planning and excellent customer service focus at the county level. Not so at the City level. The City of Rochester has very poor customer service - they treat citizens like a captive audience.
- Things are not really transparent
- Too few viable outlets for public discourse and information.
- Too many government layers
- Too much emphasis on downtown and not other areas of Rochester
- Top-down leadership on almost every essential aspect of community development/

and our community's willingness to begrudgingly accept the results this produces.

- Unclear, outdated, and conflicting downtown development planning documents
- Uninformed community - even though these meetings are happening
- Vision - leadership
- Voicing and acting on their visions for the city, area or beyond where long-term and best practices planning is concerned.
- Weak commitment to uphold zoning rules and regulations. (What's the point in good zoning if variances are easily received??)
- Weak/lack - planning department
- Finally, has not been sufficiently true to plans and studies that it solicits and pays for.
  
- "Mother" Mayo attitude
- All or nothing thinking (A person can be deemed anti-Mayo, or anti-progress, for raising concerns about one issue. The truth and solutions are always more nuanced than that)
- An aging demographic
- And, owing to the looming DMCC growth, severe lack of infrastructure and state-of-the-art best practices policies for housing,
- Beautiful architecture

- Big, shiny, and fancy is not helping those less fortunate.
- Concerns that the Mayo Clinic with all of the constraints imposed upon it will not be able to deliver the quality of care upon which its reputation is known.
- The needs of the patients from outside the region may not elect to make the journey, especially in the winter times.
- Will the comprehensive plan help reduce the gap or ratchet it up even more?
- Cont'd: Lack of Rochester-based colleges, universities. In the Med City there are no strictly Rochester-based schools that offer a nurse practitioner program, or a PhD in Nursing. I am being forced to pursue my PhD in Nursing through South Dakota State University.
- Difficulty embracing change
- DMC propaganda!
- Inability to engage the transient Mayo community (those here for 3-5 years)
- Inadequate Traffic Control (i.e., 41st St NW interchange bottleneck), needs reassessment on some major intersections and interchanges
- Lack of civic consciousness
- Lack of commitment to mode shift
- Lack of density
- Lack of speed in development or projects
- Mayo's surface parking sprawl
- Mudd river runs through it

- Not least the Mayo tendency to turn existing buildings and properties into surface parking with all its liabilities. The city also
- Not much room to grow
- Nothing beyond "me" to hang hat on
- Overly Conservative in Development
- Paradigms
- Polarizing perspectives
- Public apathy
- Religious organizations not easily reached at mayo
- Rochester citizens, while active in electoral politics, volunteerism and schools have never been particularly active in
- Slum lords
- Sustained. This may be in part due to the decades-long trend that favored development interests over most other concerns,
- That seems to have changed with the emergence of several neighborhood groups, but as a population interest isn't often
- Too many projects at once
- Transportation, energy, historic preservation, open space, natural resources & community involvement. The city government,
- We get complacent and do not reach for the brass ring.
- We need to have more than one Cable company which would give healthy competition
- Weather

## What major opportunities do we have? What major threats do we face?

### Community Opportunities

- Art district for artistic BUSINESS opportunities, which is growing nationally. Follow examples of cities that are like ours that have positive examples of how things can work well.
- Arts money so you can make that awful art center more user friendly and just plain inviting and hopefully to be a real art gallery
- Broad based arts opportunities
- Business partnership for arts support
- Improvement of civic center
- Increased arts - activities, retain students, global market - affordable for tenants (business), opportunities for single persons (connections needed)
- Mayo Civic Center expansion
- • Not reliant on Twin Cities for cultural offerings
- Performing arts, centers, places to create art.
- Greater diversity
- Ability to integrate into community
- Broad range of age, ethnic, etc. population gives hope for more diverse community able to capitalize on change.
- Changing community demographics (younger, more diverse)
- Changing demographics
- Changing demographics
- Changing demographics present challenges & welcome diversity
- Create identity for neighborhoods
- Demographics are shifting, minority/majority shift - potential to improve the services and businesses
- Diversity
- Great local/regional relationships with communities.
- Identify neighborhood for recognizable things
- More cultural events to diversify city like Thursdays on First, reflect diversification and healthy living in our billboards/bus stops/bus ads.
- One great challenge for the larger community will be how we extend our famous "MN-nice" welcome to our own expanding communities of color & less-fortunate circumstance.
- Showcase neighborhoods
- We have opportunities to provide an inclusive living environment downtown for all workers not just the high paying folks at the clinic to life in parts.
- 4-yr undergrad university would be good.
- Attractive and premiere public school system.
- Good school system, UMR
- Reducing the average class size in the public schools.
- Build colleges with more options. Will bring college atmosphere and creativity
- All educational institutions in town also need to keep pace w. these changes; but what will be most interesting is how UMR manages its growth [and curriculum focus] on the S. side of downtown.
- Collaborate work credits with colleges
- Could also have more University campus/focus here to bring in students.
- Education: higher education
- Expansion of UMR so that Rochester is a true University City, more collaboration between Mayo Clinic and UMR
- Finally getting more of a university!
- Growth/development and strength in the school district
- Increased education
- More in the way of offering more university classes that can build workforce capacity around other skills other than simply 'medical'.
- Political support for the U, which I do not always see as a good thing because it is at the expense of other things
- Quality educational opportunities
- Support small business enterprise/unique and diverse and local (restaurants) not as many chairs (2 responses)
- Training for trades
- UMR
- UMR
- UMR Growth
- UMR should open to more than just health care. 4-year liberal arts college would enhance the town and all residents.
- UMR to go beyond only medical degrees.
- University of Minnesota Rochester campus development
- University of Minnesota: educated workforce, growing population enrollment
- Business development
- Affordable Care Act will make medical care affordable to a growing body of potential patients
- Aging population - need for healthcare => jobs

- Aging population driving growth in health care needs
- As professionals retire here, this resource could become a valuable asset, especially if efforts are made to provide part time positions that could continue to use their skills.
- Bring in new business, including restaurants and small shops/stores because we will become a competitive, exciting market
- Bring new technologies and diverse companies to town
- Changing preferences for Downtown Rochester--it's pretty quiet on a Sunday downtown, I think it could be more like Nicollet Mall, and businesses will want to stay open more than just Mayo hours
- Create and incubate business
- Developers that invest quality into core neighborhoods
- Diverse thinking to make a more diverse economy, attract investors other than Mayo affiliates
- Diversity businesses
- Diversity industries.
- Diversity of business opportunities attract large employer in addition to health care employee. Diversity base business opportunities
- Economic development
- Economic driver for the region
- Economic stability
- Emerging "Superstar economy" means you need to have world class potential, Rochester does with Mayo
- Entrepreneur growth,
- Groom local business owners to open locally owned businesses instead of bringing in boxed stores
- Gross population of research and business
- Growth
- Have woman and minority led companies to come and succeed.
- IBM's vacant building; this could be used for manufacturing related to DMC efforts (businesses) or the talked about transportation ideas. There hasn't been much conversation on the vacant IBM at the community level (stop giving the tax benefit to IBM through JOBZ). The RAEDI group may be able to help with the empty IBM building. There is a railroad track there.
- IF attention is paid to the supportive professionals (i.e. those in the community with bachelors & master degrees--nurses, teachers, PAs, PTs, police & middle managers) in maintaining quality schools and housing opportunities, the employees make up of Rochester could be a great incentive for business to locate here.
- Leverage private development to assist with needed public resources/amenities. For example develop golf course or other area of Soldiers Field with a private developer who would also then provide assistance with improving and/or upkeep of public lands.
- Major companies and corporations, as well as burgeoning, promising companies relocating to Rochester
- Mayo - economic driver
- More spin off businesses
- We need more manufacturing for example Winona has a very high manufacturing employment.
- New industry.
- New types of jobs.
- Opportunity to become a regional center, not just "greater MN"
- Outside developers - mixed use developers
- Outside developers becoming interested in investing in the city
- Promote the community's agricultural opportunities (in DMC too) to attract sustainable ag small businesses and small farm opportunities
- Revenue from steadily growing town to pay for projects
- Seek local developers to get involved with downtown development instead of bringing in outsiders
- State economy
- Turn research into jobs
- Use growth to become really strong urban area
- Using existing medical base, related industry and tech firms could be drawn to Rochester.
- Utilize trailing spouse/family members
- Welcoming outlying community toward business development
- With 70 million U.S. baby-boomers [of the Retiring-Soon-&-Getting-Sicker-by-the-Year demographic] taking a look @ Mayo, there should be plenty of growth opportunities for "Mother."
- Would think Biotech could move in here similar to Madison WI.
- Increased housing downtown
- Interest in affordable housing
- With the increase in jobs at the U and Mayo we have the opportunity to make Rochester a city that sees all the needs of all workers and work towards affordable housing, etc.

- More housing downtown and thus different attitudes (ex. more pedestrian and bicyclist and fewer cars)
- We have the opportunity to look at neighborhood concerns and listen before building and taking away people's parking to build a new apartment
- Opportunities to create higher density residential developments to invigorate blighted areas downtown
- Attracting young talent
- Beautify Silver Lake and other parks
- Existing positive reputation nationally and geographically thanks to Mayo.
- The opportunity to make Rochester more attractive to visitors and more user friendly to everyone by: building free citywide internet, raising the minimum wage in the city to \$12.00 or \$13.00 over a period of 5 years, turning the 1st street and 1st avenue area into a large greenhouses or botanical garden(making Thursdays on first a yearlong event
- We currently have no reason for anyone to come to Rochester to visit unless they are sick, or here with someone that is. Major medical museum, amusement park like 6 flags, waterpark.
- Expand "visual only" signage to include auditory signals. Expansion of walking paths better paving of sidewalks - more shoveling. Consider disabled persons (wheelchairs users of assistive services)
- Extensive and affordable broadband access. The opportunity to make technology that will make computers and work accessible to those with disabilities as well as usable. [www.peatworks.org](http://www.peatworks.org)
- Flexibility.
- Leverage the fact that we're a regional community.
- Making more pedestrian friendly downtown.
- Millennials and Boomers attracted to areas of low living costs
- Opportunity to give Soldiers Field to the citizens of Rochester for multi-use green space (get rid of the golf course)
- Opportunity to network together to create a new, modern Rochester
- Phase out the golf course allowing for mixed use; estimated \$600 million value of property there.
- Re-create the old lakes that have filled in: Silver Lake and Lake Zumbro
- Redevelopment of the fairgrounds; now used only a few times per year.
- Truly international institution and city devoted to service, healing, vision, openness, transparency, and history
- We could become a city with free Wi-Fi for all - this would increase the creativity and education and appeal to many.
- Would like to see more citywide church activities for underprivileged. Pooling resources.
- Young and growing population
- Climate change
- Opportunities for sustainable infrastructure (better roads, less parking, car sharing, bike lanes, energy technologies)
- Prohibit development on vulnerable (ecologically sensitive) lands in order to support the health of people and the community.
- With newly designed buildings: sustainability, energy efficient
- Smart transportation
- Better transportation to and from major cities directly to Rochester ex. Nonstop flights from NY, Boston.
- Could improve transportation with mass transit.
- Existing DM&E rail line. It is "likely" that this will go on the market for sale from the current owner (Canadian Pacific). It could provide a passenger rail line between Rochester and Winona and on to the west to Mankato. (hooking up with a zip line rail to the metro from Rochester). Currently it is a class II rail. Perhaps a regional rail authority could run it.
- High speed rail
- Incorporation of mass transit - both large (Ziprail) and small (downtown shuttle, streetcar, etc.)
- Light rail & high-speed rail between cities.
- Multi modes of transportation within the City.
- Park and ridge transportation options vary off peak and peak hours daycare options with transportation close to major employers.
- Possibility of new transit options
- The airport is currently an underutilized resource; there is capacity there, perhaps for shipping hub. Manufacturing near the airport or other transportation "lines" (IBM and railroad)
- Transit Hub
- Transit opportunities
- Transportation
- Transportation to programming for kids,

- Use hotel shuttles for transportation of youth
- We have the opportunity to have better transportation within the city and towards other cities, to be fair in awarding busing contracts
- We will need to improve the airport to accommodate the greater need. With this we could become a hub for some airlines?
- Zip line to the twin cities is a good idea.
- Zip Rail
- Disease and health issues
- Diverse in care levels
- Diversity within health care
- DMC
- DMC
- DMC
- DMC financial resources
- DMC Implementation
- DMC, economic development, transit, variety of transportation (regional and urban)
- DMCC, Mayo expansion, US economy is the growth mode, Mayo opening up to interval-
- Mayo Clinic Systems growth
- Mayo Research Growth
- Multiple discoveries, innovations via Mayo Clinic.
- On the medical cutting edge and is Best in Class.
- Well respected health care delivery system,
- The advanced medical technologies field should be growing by leaps-&-bounds in this century, which Rochester needs to be at the forefront of.
- Raise our diverse school children to stay and invest in our town
- 21st century technological advances mean communities that are flexible will prosper.
- Along with serving as a hub for those traveling to Lanesboro and SE sightseeing. If the DMC is executed to its potential, the
- Clearly the current comprehensive planning along with the DMCC unprecedented capital investment and visioning can be a
- Commitment to a better tomorrow
- Commitment and will, size is malleable, pace of growth, be a draw for niche medical /bio-medical industry; disruptive technology, entrepreneurship and business development
- Continued commitment to public engagement.
- Huge boon for the city and area. If done in the best way and with truly advanced methods and practices, it will be the envy
- Impermanence, banality, and superficiality of modern culture can be contrasted here for visitors and residents alike by a
- Land to grow
- Leveraged into jobs here if Rochester sets the pace with new energy forms and means of delivery/sharing. The relative
- Methods and practices utilized can be exported to other cities. National declines in coal and manufacturing jobs can be
- Of every city in the country. That in itself can be marketed for tourism and business, as the DMCC preliminary planning
- Retiring and downsizing boomers may want to relocate near world class Mayo clinic
- Suggests. As the city becomes more cosmopolitan, tourism as a cultural and recreational destination can be developed,
- This will make Mayo, the University, and Rochester succeed beyond our wildest dreams. We must have apps that will be accessible on tablets, so people will not have the stigma attached to large devices used now. Add accessible parking.
- Town should embrace technology changes. Hopefully city will be planned to function for patients and families.
- We are on a (well-financed) roll!
- With technological changes, interfacing with other communities about what is working for them without having to spend so much money to travel there
- Wonderful opportunity to rethink who we want to be, exciting
- A lot of young highly skilled professionals to take over local leadership
- City has power - space, land, spending, priority
- Continued progressive leadership.
- Create a position for a sustainability officer for the City.
- Elected officials that believe in growth
- Financial resources of DMC (state money)
- Greater federal and state support for healthcare-related research taking place in Rochester.
- Greater financial resources - diversity of origin of \$
- Greater Minnesota politicians beginning to take Rochester seriously
- Hopefully a new mayor and new leadership, the same people are doing everything



and are on many of the committees

- Journey to Growth economic plan, a complement to the DMC, a boost to the morale of the citizens of Rochester and surrounding communities
- Leaders that embrace beauty and function
- Leadership
- Leadership in development - arts/ed/health and wellness
- Local politicians need to do a better job of keeping-up w. current/future trends, so as to best support Rochester's fast-changing landscape.
- More residents are becoming engaged in discussions about the City
- New leadership
- New leadership
- New leadership on the county commission and city council-- the older members that have been around a long time that don't like change will be replaced
- New local/regional leadership
- People other than the upper crust willing to be part of planning and willing to help
- Political party - tap into political wellbeing & policy making (Des Moines & Iowa) &
- Political support for Civic Theater Expansion
- Political support for DMC funding and Mayo Civic Center improvements
- Progressive state leaders
- RST currently is and what it aims, competition of major metropolitans, city-county leadership
- Seek local architects to plan future of downtown
- Support from political figures in the cities, so focus is growing on Rochester as an asset to MN

- Supportive leadership and government
- Underutilized tax base
- We have an opportunity to plan our growth in such a way to prevent "high density" low income areas
- We need new ideas from a younger crowd of community leaders

### **Community Threats**

- Diversified food option.
- Restaurants stores for growing elderly population
- Failure to support arts and culture
- Increased younger populations moving into downtown - businesses cater to party life - it is not family friendly.
- Lack of higher end shopping and restaurants
- Need more than restaurants and bars
- Continued stratification of the population with too much emphasis on only your urban professional will weaken dramatically the overall community feel that provides positive feedback from the current potential and visitor base -- and could threaten the wellbeing of the entire city.
- Downtown development - decreased neighborhood - home town residents are forgotten
- Failure to capitalize on diversity
- Focus on family values and areas for local families to use. Just the addition of a splash park to a few public areas would be great for kids to interact easily with the city in summertime. Look at Cedar Rapids, IA for examples on these.
- Focusing too much on the downtown core. I do not work for Mayo directly and do not work downtown, so it is hard to see so much focus going to downtown and not on the rest of Rochester
- Lack of diversity beyond Mayo
- Losing sight of the whole picture and focusing too much on one small area in Rochester, downtown
- Many of the factors are really not outside Rochester, they are within, and you need to keep a comprehensive view on developing the city. Don't isolate the downtown from the whole.
- Rochester is much more than our downtown area, what about the neighborhoods where we live?
- Limited English
- Failure to expand UMR
- I am not sure that the schools in our surrounding communities will be able to adapt fast enough to meet the needs of DMC. Not enough strong leadership/vision in these communities.
- If we have a university, with it the loud students
- Lack of diversified education in secondary education, too big a focus on 4 year baccalaureate
- Lack of educational options
- More opportunities for students to mingle with rest of community safely
- No industrial tech in schools
- There is a suspicion that Mayo is trying to attract young singles to work (more willingness to work longer hours, less health care costs) and not supporting families. Resulting in lack of support for school system.

- U of M- Rochester for other majors, other than health related fields only
- A stronger U.S. dollar limits exports, particularly agricultural exports(the U.S. dollar has been getting stronger) this may reduce medical tourism from foreign countries in the future.
- medical reimbursement challenges and restrictions, ore challenges to all for Mayo employees, more work obligations and fewer staff
- Too much financial burden on city, county and clinic. Burdensome taxes (? Property)
- Diversity in career options for younger people (school age)
- Loss of companies like (IBM)
- Open work environment of options (work from home)
- Aging labor force
- Anti-growth focus
- Competitive regions - luring labor force away
- Decline in Mayo revenue due to ACA, agency population - lot of people retiring at Mayo and may leave Rochester, IBM cutting down, compete with Twin Cities
- Dependence on Mayo Clinic for fiscal health
- Destruction of unions and loss of the middle class
- Domestic medical industry hasn't had to compete globally like other industries have...yet
- Don't allow National Chains to undermine small businesses
- Financial security - residents have means to go elsewhere for shopping/entertainment
- Health care reimbursement could decrease and if we build a "vision" based on growth of Mayo and it doesn't materialize, can we really attract enough private businesses to support this expansion.
- I believe that we are already feeling the pressure of labor force gaps as we find it very hard to recruit people between 25-40 with necessary professional skill sets.
- Inability to draw quality employees
- Increases in low wage jobs
- Is Mayo a threat to smaller entities that need to keep their employees. Working 2-3 jobs to survive.
- Labor force gaps - tradesmen, skilled workforce
- Labor force shortage for the 8-15\$ hour jobs
- Lack of inclusive work environment. Refugee and immigrants are under employed. Not jobs for certain groups.
- Limited resources (i.e. \$)
- Loss of independent businesses through high rents and land prices
- Loss of small businesses/as we have already seen (Michaels, Sontes)
- Mayo will be the only game in town.
- Medical competition
- Minnesota's business climate
- Missing diverse workforce in statistics
- Monopolization of local economy, federal infrastructure \$ drying up, state tax structure
- Not enough skilled workers
- Poor economy
- Single industry community
- There is concern that with the addition of a large sector of service industry jobs, quality and size of the labor pool could lag
- Undue influence of a few large business owners
- Welcoming business climate of surrounding communities
- Widening of the income gap
- Work from home for those with disabilities may seem a dream - but let's make it come true.
- Workforce Skill Gaps
- Building too many apts that rely on young professionals that may not show up
- Cost of rent in Rochester is already high and still increasing
- Don't allow profiteers to come into Rochester and build crackerbox-housing divisions.
- Failure to provide for housing and neighborhood opportunities for the 'great middle, i.e., the nurses, school teachers, researchers, etc., who increasingly feel demoralized leading to a loss of this major resource as these people feel pushed out of the city.
- Housing affordability
- Labor force gaps because of lack of places to live, affordability
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing.
- Lack of work force housing
- Not enough affordable housing
- Older fixed income housing issue, lower income housing
- Student housing
- Downtown becomes crime ridden at night
- Influx of new people moving in, thus higher crime rates because public service can't keep up
- Traffic and crime
- We really need to be considerate of the population density and not have pockets of high crime areas

- Where is law enforcement/fire in plan?
- Aging buildings, schools, and houses.
- Changing from a small (mid-sized) community to a big city.
- Climate - hard to recruit to a wintry climate
- Crow dung! It's irresponsible that a health-oriented community has dirty sidewalks, including the entrance to Gonda Building.
- Risk of decline in perceived image net and internet.
- The weather! .
- Weather image-turn it into an attraction.
- Downtown area changed into something too elaborate
- Entrepreneurs are older, but planning things for only young people (including doctors) to do
- Growth not changing to meet needs
- Lack of different types of park. Focus is on sport fields and complexes and many of these are not "up to par". We need a plan to maintain the facilities once they are developed.
- Loss of small town feel
- Losing the small town feel
- Mayo Clinic losing its world renowned status
- Need de-stress zones to visitors and employees.
- People don't want to live here. It's cold, small, and doesn't offer much for young people that want to meet others.
- Poor weather
- Potential loss of open space/green space as the city develops/redevelops
- Small town feel will go away
- Sprawl!
- Technology changing - don't have the board band. Depending on Charter. Sense of complacency. We are not leading.
- Urban sprawl
- We need the technological edge. To move ahead. We cannot sit and wait.
- A further degraded ecosystem, both in Rochester and regionally, if development is done poorly.
- Climate change
- Climate Change
- Climate change
- Climate change - will change our city! Poo air, insects, lack of trees, and due to coal burning and transportation.
- Climate change and air quality compromises on account of climate change.
- Global Climate Change
- Reliance on national scale energy and transportation structures if we don't have a diverse portfolio of local renewable energy like woody biomass.
- Resources available.
- Rochester's air quality is commonly in the orange!
- Taking away parks etc. that have been part of Rochester to make way for the U
- Airport pricing (or are there other reasons it not used as much as the capacity allows?)
- DM&E railroad line. It could get switched to a more intense type of shipping. Currently a class II facility
- East Circle Dr and West Circle Dr need to have a better connection to allow quick travel around our city
- Failure to create light rail to MSP, MSP is a major city. Access must be expanded. Failure to expand UMR
- If a train comes, with it the security
- Not enough support for low-income housing and transportation options. DMC is bringing in a lot of money, but we can't forget all the low income
- Parking, transport, housing for all the new workers
- Public transportation opportunities in relation to growth, lack of rail system between Mpls and Rochester
- Transportation, missing diverse workforce in statistics, diversity in career options for younger people (school age), affordable care child/elder, open work environment of options (work from home, working around to have transportation), diversified food option.
- Transportation: regional, urban international, modes
- We need the rail - more transportation in and out of the town.
- Affordable care child/elder
- Care facilities, for growing elderly population
- Other medical facilities being established elsewhere.
- U.S. national policy regarding medical care could be potential asset -- or liability.
- Unknown of health care laws in the US, how that will impact Mayo
- Be allowed to work for community preference. Consider our visitors, the patients - in the grand plan - structures, etc.
- Boomer retirements could cause loss of local institutional knowledge
- City Departments are under staffed NOW, so they will be overdrawn. Rochester's air quality is commonly in the

orange! Our city doesn't have a Planning Department - they use the County... yet it's out dated - and needs NEW BLOOD.

- City Leadership – stagnant.
- City leadership and their lack of innovation is a threat. Current city leadership cannot take us where we need to go. Neighborhood Stigma (SE)
- City offices need more funding to handle coming DMC/Comp Plan changes. Rochester threatened by lack of integration in Planning Department. City should have its own planners.
- Community resistance to change, climate - hard to recruit to a wintry climate
- Congressional inaction
- Continued national political party divisiveness could have collateral damage in cities like Rochester.
- Decreasing state & federal \$
- Divisive politics
- Fiscally not using money in everyone's best interests
- Funding being used that tears the community apart meeting only certain groups' needs
- Funding infrastructure, lack of resources to maintain DMC developments
- Funding losses
- Giving all future planning to outsiders who may not totally understand our needs
- Government/leadership - lack of wisdom, flexibility in a plan is necessary, evidenced by operating under a comp plan that is 50 years old, fees
- Honestly, I don't think state government should be involved in DMC funding at all. Because 'state' represents 'the people' and the people actually benefitting from DMC are already very well off.

- Inability to utilize existing financial tools
- Increase in taxes (mine for 900 sq. ft. townhome going up 12% in 2015!)
- Increasing demand for services and programs for low middle class
- Lack of funding
- Leaders need to move from volunteers to paid professionals
- Limited leadership and diversity of leadership
- Loss of funding
- Loss of State/Federal Funding
- Mayo and DMC demands taking over city
- NIMBYism could lead to short term thinking on planning
- No more weak mayor system
- No visionary leaders
- Not enough strong leadership/vision in these communities.
- Ongoing financial funding
- Outdated land use maps & zoning hamper development.
- People not investing in projects because of how they have been handled in the past
- Political climate changes that could influence financial viability
- Political leaders prioritizing funds towards DMC, downtown, transportation for visitors
- Political Leadership Changes
- Poor city leadership
- Potential conflicts as Rochester changes (old guard vs newer citizens with different ideas)
- Proper tax base - we are getting taxed for this city tax
- Property tax hikes
- Shift in politics which restricts or limits multi-modal transit options
- Support for low income families

- Tax structure
- Unpredictable state funding (and requirements) for public education
- We need a sustainability plan and director.
- We should be able to buy pilot projects that may be modeled after other communities.
- A lot of talk about transparency, but not in reality. Who speaks for the have-nots? Becoming a one-horse town that ossifies.-see Detroit and Rochester, NY' town.
- Not taking into account the issues facing the poor and low income people in the city.
- Too many outside people making decisions locally. Too high administrative costs.
- Too much emphasis on glitz and not Minnesota nice
- Transparency in funding and financing.
- Turning DMC into a massive gentrification project
- Any sort of loss of prestige or scandal at Mayo would be difficult to recover from
- Behind the growth. There is reason to be vigilant to the specifics of development plans from national and international
- Better food delivery options
- Conservative politicians, i.e. tea party republicans
- Energy costs increasing
- How will architectural control be enforced? Ensuring design aesthetic?
- Inability to accept change
- Investors, and to ensure that policies are in place to see that those plans fit with the larger DMC and city comprehensive
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- Lack of speed (ex. other cities do similar efforts in fewer years), ability to close the gap - meaning what
- LGA money shortages
- Need to show how improving Rochester will benefit MN as a whole. MN is so twin cities focused that it's a hard sell to develop other areas outside the metro.
- The disrepair of MN roadways and bridges may be problematic as Rochester grows
- Planning. Where disagreement exists, sensitivity to the community's wishes and to urban planning modern standards
- SEE your own above-listed "Examples"
- Should be paramount. Legislation, or lack of, in Washington could conceivably limit appropriations that the State may rely
- Tea party who believe in slash and burn spending
- Tearing down buildings that are usable to make a welcoming statue?
- Unwilling to see opportunity
- Unwillingness to change
- We need to keep people here - move the project along - faster. Use our funding correctly.
- World events will always be an unknown quantity.

## Kickoff Trend Topic: Changing Demographics

### What do you think Rochester could or should do to meet the changing need of the community's growing population?

- Connect diverse seniors/elders where they feel welcome.
- Focus on families and children - they are our future.
- More diversity - compact, more location diversity - no segregation, mixed income housing, appropriate level of social services, tax increments for affordable housing on mix use, ensure that variety of style/size houses are available
- More emphasis on things to do and not have to leave the city to do them
- More ESL activity! + input!
- More intercultural exposure and opportunities - ongoing.
- Multi-lingual in way-finding on services and community involvement w/minority groups
- Recognize asset of core neighborhoods
- The city should create a full-time position for the sole purpose of introducing the segregated cultural communities to each other in a respectful and ongoing series of events and programs.
- Closer collaboration with school district
- College expansion
- Schools and teachers that are able to meet the needs of diverse population
- Support services for school children
- Technical school expansion
- Build another middle school
- Job training for jobs in our community, especially for those underemployed or in poverty
- Expand educational opportunities.
- Make sure the companies work with the colleges so the degree we earn is the job the company has.
- More ECL skills and training relevant to community needs
- More training more education,
- Repurpose the buildings that were once neighborhood schools to be brought back as neighborhood schools such as the Edison building and the United Way building
- Diverse work options
- Keep small businesses in business
- Address the lack of middle class - don't know how
- Encourage diversification of industry
- Encourage job growth for companies that offer compensation better than the minimum wage
- Increase minimum wage
- Increase wages,
- Provide livable wage jobs
- Train workforce for skills based employment
- Increase the minimum wage to \$12.50 or more over the next 5 years.
- Broad based housing needs-not just high-end hotels, etc.
- Housing needs - tiny house communities
- Low income and senior housing
- Affordable housing in the city center
- Affordable housing is paramount.
- Allow for affordable, high density housing in the core area
- Allow re-use of buildings/sites to provide housing in the core
- Build more rental housing
- Build more shelters and provide more support to move everyone forward.
- Build much more senior housing
- Build new affordable housing and redevelop properties that are not suitable housing
- Create more affordable housing
- Create options on affordable living,
- Expand NE and SE to add more nice neighborhoods and apt buildings
- Have more Senior Living Communities
- Housing for retiring people is needed too. Consider potential opportunities they bring to the community
- More affordable housing
- More affordable housing
- More affordable housing!
- Provide more Section 8 housing
- Provide tools to address affordable housing
- Rental housing opportunities-near downtown especially
- Require % affordable housing in new developments
- Requiring high rises to subsidize some units for working poor and elderly
- Subsidize schemes for home ownership (rent to own)
- Variety of styles of housing to continue
- Fewer jail cells, more community justice
- Activities for kids and "tweens"
- Rochester needs to recognize changes as growth
- After school programs must expand.
- Design Community Areas that include school, church, shopping, community centers, etc. with homogeneous housing types.
- Excellent high quality parks includes waterfront improvement,

think of NYC central park or Rochester NY parks and both designed by Fredrick Law Olmsted

- Keep awareness and attention to the organizations that cater to the needy-Salvation Army, YMCA, Channel One, Library.
- Provide more outdoor recreational opportunities for people, like Mountain biking trails and groomed cross country hiking trails
- More free recreational resources
- Places people can get to by walking, without a car.
- Provide libraries in neighborhoods, with emphasis on children
- Technology - make sure it is available to all
- Be intentional in space capacity, develop integrated transportation, social net
- Comprehensive transit including bicycle and pedestrian traffic
- East West artery for north and south side
- Ensure transit options are available that are affordable and frequent
- Hubs for Hawthorne (lack of transportation to get them) in neighborhoods

- Improved public transportation
- Increase mass transit
- More ways to get to town which don't involve city parking.
- Provide a cheaper and family friendly transportation
- Transit lines where people need them closer to people; run on time
- Depression adult & teen need mental health care facilities. Need to be affordable
- Increase bike and walking trails to encourage healthful activity
- More focus on preventive care, how to be healthy every day.
- Growing number of senior citizens - need physical therapy etc.
- A monthly/weekly update in the Post Bulletin
- Don't alienate the low income resident.
- Keep the community informed
- More social services - public supplied! - Mayo supported!
- National council on aging - input!
- Embrace change as positive - use it to the positive
- Aggressively regulate low income property managers
- All government services are concentrated downtown and SE,

not easy for all population to access

- Increase staff of Public Safety Dept to ensure rental properties are following the rules
- Quality construction intentions
- Work in leadership, change in mindset about people's abilities (with regard to diverse pop)
- Recognize achievement gap - how home life impacts that
- Improve the quality and access of child care options
- More of Charter House like
- More seniors/capacity for seniors,
- More thought for elderly population
- Provide Mentoring and Education that addresses Poverty
- Rein in dollars spent on welfare recipients
- Seniors may be able to pick up some of that. We need to make people more aware of poverty here within the community. Not everyone is a "rich doctor" (and Mayo pays less than other similar facilities).
- Should double
- Study if changes (good and bad)
- Urban vs small rural culture clash.



## Kickoff Trend Topic: Transportation Needs

### What do you think Rochester could or should do to attract new residents to meet employment needs?

- Creative culture
- Arts - high level diverse cultural offerings- more vibrant
- More retail downtown
- Need for more diverse entertainment option
- Socialization options, things to do - sports
- Get people to live in the community
- Emphasis and appreciation for tolerance.
- Emphasize character, spirituality, and faith beliefs.
- Instill/perpetuate strong sense of pride for the community
- Make people aware of poverty problem. Rochester attracts people in poverty.
- Mixed age-group communities
- More mentorship programs connecting people.
- More diversified population
- Communicate with Higher Education Facilities to build campuses in Rochester
- Continue to have quality schools
- Expand UMR,
- Higher education options for young workers
- Improve school district rankings
- Improve Schools
- Increased performance rates of Rochester Public Schools
- Schools
- Very good school systems
- We could attract people from the U.S. who speak English - save school cost
- World class schools
- Young professionals move to have really good schools for their kids.
- Additional technology jobs, more than medical jobs.
- Attract businesses with good paying jobs
- Adequate trained skilled pool of resources
- Attractive minimum wage,
- Employ aging population
- People follow economic opportunity
- Diversify industry
- Incentivize higher density downtown to encourage employment/business growth
- More job industry offering
- More unique small business
- Need for small businesses and for those here to stay.
- Offer incentives to come here,
- Recognize new workforce
- Training
- Affordable housing for all
- Affordable housing
- Affordable housing for service workers(don't assume it will be found)
- Better housing for single people
- Better housing,
- Build housing - comes before industry
- Build more and different varieties of workforce housing
- Current housing downtown needs remodeling
- Desirable housing
- Housing is a huge issue
- Housing options
- Land use - place to live
- Low-cost housing in city center
- Make city fees affordable for new housing
- More upscale retirement housing on the skyway
- Repurpose buildings in downtown to housing
- Activation of other spaces - outside of downtown
- A comfortable feeling
- Attractions/opportunities for the working people. Particularly young people who will be seeking work.
- Recreational opportunities
- Meetings for single people
- Place for workers to meet.
- Small "big" city
- A non-downtown YMCA
- Authentic experience, real opportunity
- Construct/develop a major attraction
- Continue building up downtown
- Convert Soldiers field to multi-use park available to all residents, regardless of income
- Having a 2nd downtown, consolidated area that is walkable (think Grand Avenue St Paul)
- Improve amenities, keep Rochester a favorable place to live
- Improve diversity of public areas & have more for winter use.
- Increased recreation opportunities
- Market Rochester
- More vibrant
- Offer diverse activities to keep people there
- Provide better opportunities for young, single people to socialize in Rochester
- Renewable energies should be integrated into this plan.
- Use our raw materials to create vibrancy
- Express transit to Twin Cities
- Light rail to MSP
- Parking (encourage less parking requirements in areas outside of downtown)

- Alternative mass transit
- Better public transportation into downtown
- Easy access to transit
- Improved express bus routes
- Need transportation
- Put in commuter bike infrastructure to attract younger professionals to Rochester
- Stop being car-friendly by increasing parking costs, eliminating parking areas, prioritizing alternative transportation
- Lifetime Fitness
- More than medical
- Encourage grassroots activation of community
- Grassroots development
- Rethink way city dollars are spent
- Compact development
- Develop a committee of social agencies: churches, clubs, etc., to cooperate with each other and plan for growth
- Ensure zoning with city is helpful not harmful
- Keep taxes in check, city tax levy appears it will never end and school levy is scary
- Get people to live in the community
- Directed in these regions once the city can handle the influx.
- Expensive lifestyle. Major marketing campaigns should be
- Many talented people are displaced worldwide. Rochester
- Mayo and nationwide studies on aging - great opportunity!
- More regular attendance in faith institutions.
- Populations on the coast continue to seek a slower and less
- Recruit
- Work with Chicago and Twin Cities and University of MN

## What would make it easier and more efficient for people to walk, bicycle, or use transit to get where they want to go in Rochester?

- Bike lifts on hills to assist bikers up hill
- Build out the system.
- Demand design shift
- More buses
- No cars on 1st Avenue
- Park and ride
- Street cars
- Use bus stops to provide walkable with warmth
- Airport style walking platforms
- Better hours and more destinations
- Bike boulevards throughout the core area
- Bike paths, bigger lanes for bikes, better connections to system
- Build developments on urban fringe
- Changing streetscape
- Community share cards,
- Connect city path system to county and state resources, e.g. great river ridge trail
- Connect existing city path systems to major resources
- Connect the trails better
- Consolidated, express routes
- Continue to require sidewalks in new development. Downtown is doing well with this.
- Create bike connections, additional bike parking
- Dedicated bike commuter lanes on roads (Broadway)
- Encourage narrow streets
- Facilities at work,
- Fewer parking spaces
- Go back to some one way streets to allow for a real bike lane
- Heated bus routes
- Heated sidewalks in winter
- Improve reputation of trails (some people think trails are not safe)
- Look into a bike station/depot with lockers and shower facility.
- Make it safe, separate bike lanes,
- More and expanded skyway/subway routes
- More bus stops needed where the people are located. (See comment on weaknesses – too far to walk to get to bus stops
- More lights on streets, due to weather and short days get dark
- More lit pedestrian walkways or signage for same
- More places to lock your bike downtown
- More skyways and subways
- More walking paths on major streets, places where there are no sidewalks
- Narrower downtown streets
- Park and ride lots
- Park and rides (since so much suburban style housing)
- Pave more county road shoulders for bikers
- Pedestrian mall,
- Restrict cars from downtown through making certain roads pedestrian only
- Retrofit old stuff
- Safer bike lanes
- Safer bike lanes
- Self-driving cars that can park outside the downtown.
- Skyways
- Skyways, subways
- Street lights
- Utilize park and ride options to get people into downtown.
- Visible, audible, distinct paths - clear sidewalks
- Walking is easier than driving, make it safe - shops along a walk path
- Wider sidewalks
- Wider sidewalks!
- Adequate safe, covered storage near work place.
- Biking is not the most efficient for transportation (in terms of weather, people w/bikes etc.)But bike paths are more important as recreation and potentially a tourist draw especially with good trails
- linked to outgoing parks, keep some bike & jogging routes open & clear in winter.
- Clearing bike lanes of snow. Right now many are snow packed, Plow all biking and walking trails
- Improved vehicle parking away from downtown and very good transportation into city center.
- More web-like bus routes that don't have to go downtown. If one doesn't have a car in Rochester, you are handicapped. I don't use public transit but those who do say the central hub system currently used is time consuming and frustrating. Maybe more and smaller buses similar to motel shuttles could provide better service.
- Parking with shops - NO charge!
- Paths
- Spider web transit route, more cross city routes
- trails
- Winterized parks.
- Within the city, mass transit is of course needed, also good for tourism
- Car share
- Vastly expanded busing
- Better cab service with more competition, Uber (or such a service, provided they aren't sharing personal information)
- Bicycle share
- Bike check out system,
- Bike share program
- Expanded Bus routes and larger Park and Rides
- Increase bus hours including Sunday & Saturday
- Increase traffic schedule
- Make sure buses run at least until 8 or 9 pm
- More frequency for the buses
- More frequent timetabled stops/better weekend service
- More often and on weekends

- Provide incentives to take bus
- Shorter time and stops to use the bus. A working single mother can't afford to spend 3 hours a day transporting children and trying to get to work.
- Smaller buses but more frequent,
- Too many shuttle busses/more coordination run on Sundays?
- 4 day work weeks
- Employers making this easy
- Employer incentive to use,
- Ensure that each neighborhood has things like hardware store, grocery store, and pharmacy
- High-speed rail
- "Cars too hard"
- Bicycling
- Bicycling
- Bicycling
- Bicycling
- Bicycling
- Bicycling
- Bring back passenger trains where we can
- BRT - buss rapid transit, streetcar
- Demand multimodal transit
- High speed train connecting to Mpls/St Paul
- However zip rail to Twin Cities is not needed.
- Light rail
- Light Rail from Dodge Center to St. Charles.
- Light Rail from Zumbrota to Stewartville
- Make it easy, we need mass transit
- Make the shift away from cars
- Monorail
- Multimodal transportation system
- Need trains in and out of Rochester
- Scooters
- Some kind of transit system (subway, train)
- Street car through downtown
- Trains to Chicago and Twin Cities
- Transit
- Transit
- Transit
- Transit
- Transit
- Transit stops that are inviting,
- Walking
- Walking
- Walking
- Walking
- Walking
- Walking
- We need rail and bus system, integrated light rail and bus system w/in and outside of city
- Zip line
- More housing downtown
- More housing near downtown
- Make the crosswalks safer by cracking down on those who run red lights
- More people biking would make it safer
- Consolidated planned areas, 2nd downtown
- Enhance the skyway system
- Higher density developments near downtown to incentivize varied modes of transit
- Shift in lifestyle
- Has to be affordable, sustainable lighting, smaller but more frequent
- More natural gas and electric-based vehicles
- East West artery, for north and south side
- Mobility issues with landing pads and waiting spaces - must be show free
- Denser urban development, stop sprawl
- Enforcing snow removal ordinance
- Great if we have places to keep them, I can drive,
- Home capabilities,
- Hub style to utilize, parking cars, to allow people to walk
- More opportunities
- Nothing
- Carpool credits
- Change zoning: overlay urban fringe zone
- Make convenient
- City "bike day" w/Rochesterfest?
- Community campaign for drivers to slow down on city streets in order to make biking safer.
- Decrease vehicle traffic in pedestrian zones.
- Emphasize the advantages of walking through on going educational campaign. It would be great if residents would think of walking first
- Grow cycle group
- How do we pay for upkeep of the trails? (Bike license?)
- Incentives for walking - clubs, campaigns, employer benefits
- Make it more expensive to drive and park a car in Rochester
- More consistent and realistic enforcement of snow removal on sidewalks at what point may fines be levied? How about a sidewalk czar? authority to level fines or tickets.
- Not build a structure just because you can
- Plow city trails
- Prioritize - walking is considered first
- We should encourage year round healthy activities for those who can't afford other facilities.
- Zoning that encourages mix use in neighborhoods
- Close sidewalk gaps.
- Get the crow dung solved!(disgusting)Healthy option, street level
- retail and food
- More education in schools