

Marketview Heights: Recommended FIS Strategies

Short term = begin in 2009 or early 2010

Medium term = 2-3 year timeframe

Long term = begins 3 + years down the road

Components of a comprehensive and cohesive revitalization approach

- Stabilization and improvement of the residential real estate market by setting and actively pursuing reasonable goals for strategically moving substandard housing to either homeownership or responsible rental ownership and management, and by demolishing structures that are blighted and undeserving of rehabilitation.
- Continued beautification efforts proceeding as planned with an initial and primary focus on N. Union Street with steady movement throughout the neighborhood. Continue the neighborhood organizing efforts with specific goals for increasing resident participation in projects and programs and an expansion of the activities undertaken by residents.
- Support efforts to improve the Public Market with the potential goal of making the market area the commercial hub of the neighborhood.
- Create a marketing and promotional strategy integrating The Public Market and improved housing opportunities.

Detailed table of revitalization strategies for the Marketview Heights FIS Area

NOTE: Numbering below does not indicate priority. Prioritization is recommended.

Housing Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Design and implement an Owner Occupied Housing Rehabilitation Program. Team Leader-Amy Robbins (MHA)	<ul style="list-style-type: none"> Develop the goals, eligibility criteria, budget and design for an Owner occupied Housing Rehabilitation Program. 	<ul style="list-style-type: none"> Neighborworks 	<ul style="list-style-type: none"> Done 		
	<ul style="list-style-type: none"> Develop a set of Program Design Standards 	<ul style="list-style-type: none"> FIS Consultants 	<ul style="list-style-type: none"> Done 		
	<ul style="list-style-type: none"> Present to Council and gain their approval for the program. 	<ul style="list-style-type: none"> Marketview Heights Association PathStone ABC for weatherization Housing 	<ul style="list-style-type: none"> Done 	\$750,000 for all FIS areas Projecting 15 properties with the potential layering of LBP funding	# of properties rehabbed for Program (if different strategy is developed for program creation)
	<ul style="list-style-type: none"> Implement Program 	<ul style="list-style-type: none"> Marketview Heights Association 	<ul style="list-style-type: none"> 		Complete 8 units by 6/30/10

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	<p>Notes</p> <ul style="list-style-type: none"> • Add a requirement of a 3 hour home maintenance training for participation. • Leverage weatherization dollars from Stimulus Bill for energy upgrades • When possible allow eligibility for households earning up to 120% area median income. • Eligibility will be for 1 to 4 unit properties • Sponsor workshops on home improvements that also market the benefits of home repair programs and the design standards. • Combine with a “most improved home competition” or other marketing events / activities that help to create a buzz about improvements that are happening in the neighborhood. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Done 		<ul style="list-style-type: none"> # of participants who attended training # of workshop attendees # of marketing events and # of attendees
<p>2. Support Investor Owner Rehabilitation Program (AKA Landlord Exterior Repair Program)</p> <p>Team Leaders-Amy Robbins (MHA) and Matt Hjelmsaug (NWR)</p>	<ul style="list-style-type: none"> • Develop the goals, eligibility criteria, budget and design for an Investor Owner Rehabilitation Program. Create eligibility standards that support participation of responsible landlords. • Obtain City Council approval for funding. • Coordinate selection process to maximize impact. • Develop a set of Program Design Standards • Implement Program 	<ul style="list-style-type: none"> • City (Conrad Floss), MHA • NeighborWorks ROC, MHA, Housing Council, City, PathStone • FIS Consultants • NeighborWorks ROC, MHA, Housing Council, City 	<ul style="list-style-type: none"> • Done • • • Done • 	<p>\$975.000 for all FIS areas</p>	<p>Approximately 12 Properties addressed.</p>
<p>3. Identify vacant lots and make recommendations for their expedient disposition to adjacent</p>	<ul style="list-style-type: none"> • Assemble a list of existing vacant lots and properties identified for acquisition and demolition including ownership, designation of buildable or not, Identification of adjoining ownership prioritization for transfer and/or beautification. 	<ul style="list-style-type: none"> • City , MHA 	<ul style="list-style-type: none"> • Done 		

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<p>homeowners.</p> <p>Team Leaders-Amy (MHA), Rich Holawka (Beautification team leader,)</p>	<ul style="list-style-type: none"> Demolition funding: Demolition of privately owned blighted properties that are impeding the impact of the FIS beautification process or contributing to neighborhood decline 	<ul style="list-style-type: none"> City (Marisol Lopez, Curt Columbo) 		\$200,000 for all FIS areas	
	<ul style="list-style-type: none"> Create a set of standards/requirements for use of vacant lots following transfer specifically addressing off-street parking and fencing but including other items as well. Use low maintenance plant material that require less water and grooming. 	<ul style="list-style-type: none"> City – Project Green (standards) Stakeholders (input on standards) Pam PS, Amy MHA Roberto Burgos to identify lead 	Should review Project Green standard ASAP		A set of Standards for vacant lots that the City and stakeholders agree to.
	<ul style="list-style-type: none"> Revise the acquisition process to provide additional support to the proposed new owner of the lot and possibly remove the transfer fee with the goal of attaining transfer within 90 days. 				
	<ul style="list-style-type: none"> Develop long-term maintenance strategy for vacant lots that are not transferred to adjoining owners. 	Amy MHA, Collective Action Project, Beautification Committee, NSC Director, Rich Holowka, Rochester Landscape Technicians Program (RTLTP) and 4 Joint Venture Partners with EARP			Written strategy for maintaining vacant lots that clearly identifies responsibilities.
	<ul style="list-style-type: none"> Vacant Lot Beautification - Utilize existing City contract with New York State Fence, Inc. and provide materials to community groups for beautification. 	Amy (MHA), Marci Muller (RLTP)	Spring and Summer 2010	\$200,000 for all FIS areas	

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	<p>Notes</p> <ul style="list-style-type: none"> Consider waiving the \$50 subdivision fee for owners in such transactions. Consider waiving payment of prior taxes. Set goals for acquisition and disposition of lots for each of the next 3 years. Consultants to propose list – FIS Team to prioritize 	<ul style="list-style-type: none"> Developers City: Housing, Zoning, Engineering and Real Estate to manage the process. 	<ul style="list-style-type: none"> Likely +5 Years for development project 	<ul style="list-style-type: none"> Consider using the “Challenged Street” program. 	
<p>4. Develop an acquisition strategy for properties suitable for homeownership based on funding, capacity, priority, # of available homebuyers, etc.</p> <p>Team Leaders-Amy (MHA) And Chris Raymond (Pathstone)</p>	<p>Analyze market of potential homebuyers to project potential volume of sales for each of the next 5 years.</p>	<ul style="list-style-type: none"> MHA 			
	<p>Develop a housing rehabilitation standard for resale program (HOME Rochester?).</p>	<ul style="list-style-type: none"> GRHP and City 			
	<p>Identify potential developers for acquisition and rehab for resale program.</p>	<ul style="list-style-type: none"> GRHP, MVHA, Pathstone (Chris Raymond), ULEDC, Neighborworks, City (Conrad Floss) 			
	<p>Notes</p> <ul style="list-style-type: none"> Stress energy and healthy home components of Green housing rehabilitation and maintenance. Marry with incentives for homebuyers? Downpayment assistance or other incentives? <p>When possible allow eligibility for households earning up to 120% area median income.</p>	<ul style="list-style-type: none"> 			
<p>5. Redevelop substandard housing only suitable for rental through acquisition and rehab.</p>	<p>Identify potential developers for acquisition and rehab for rental program (see item 8 below).</p>	<ul style="list-style-type: none"> PathStone(Susan to lead) , MVHA 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<p>Develop a housing rehabilitation standard for acquisition and rehab for rental program.</p>	<ul style="list-style-type: none"> PathStone, MVHA 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	
	<p>Develop an acquisition strategy for properties only suitable for rental (see item above) based on funding, capacity, priority, etc.</p>	<ul style="list-style-type: none"> PathStone, MVHA, Rochester Management, City (Roberto Burgos) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	

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Team Leader-Susan O.(Pathstone)	Assemble a variety of financing options and/or incentives for nonprofit and for-profit developers. e.g. Loans, deferred grants, support for State Small Projects funding applications, Support for Tax Credit applications, etc.	PathStone, MHA			
	Notes <ul style="list-style-type: none"> Stress energy and healthy home components of Green housing rehabilitation and maintenance. When possible allow eligibility for households earning up to 120% area median income.				
6. Identify substandard rental housing in the FIS area and identify the owners/managers. Team Leader-Pamela Reese Smith (MVHCAP) and Marisol Lopez (City)	<ul style="list-style-type: none"> Create a list of owners/managers who do not care for their properties. 	Collective Action Project, NSC			
	<ul style="list-style-type: none"> Contact the identified owners/managers and determine their interest and capacity in improving their properties. 	City (Marisol Lopez)			
	<ul style="list-style-type: none"> Consider a housing receivership program, or other efforts to acquire the most poorly maintained rental property. 	Enterprise (Alma Balonon-Rosen), City (Roberto Burgos)			
	<ul style="list-style-type: none"> Seek to reprogram this property per the redevelopment of vacant and substandard housing program. 	City			
7. Plan and prioritize the redevelopment of vacant and substandard housing. Team Leaders-Amy (MHA) , Chris Raymond (Pathstone, and Roberto Burgos (City)	<ul style="list-style-type: none"> Establish a list of properties for potential redevelopment by address, ownership, proposed use (homeownership – rental – land bank), developer type, estimated acquisition cost and priority. 	<ul style="list-style-type: none"> City Staff, Stakeholders, FIS Consultants 	<ul style="list-style-type: none"> Done 		
	<ul style="list-style-type: none"> Monitor and pursue properties for sale on the open market that are substandard and need to be rehabbed (vs. just flipped). 	<ul style="list-style-type: none"> 		NSP \$s for FIS training	

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	Develop acquisition pool. Create partnerships with developers who can rehab. Focus on projects that coordinate well with other efforts and maximize impact.	<ul style="list-style-type: none"> Chris Raymond (Pathstone), Amy Robbins (MVHA), Pathstone RE Division, Greater Rochester Housing Partnership, Neighborworks (accessing SONYMA), Enterprise, City (Roberto Burgos) 			Create project opportunities that maximize the impact of development.
	Create a buy-hold mechanism/funding for strategic properties				
8. Pursue acquisition, demolition and land banking in the Davis, Lewis & Augusta Streets area Team Leaders-Susan Ottenweller (Pathstone) and Kathy Sheets (City of Rochester)	<ul style="list-style-type: none"> Acquire remaining lots. Clear the area to be land banked and use as green space in the short term. 	<ul style="list-style-type: none"> City: Legal, Housing, Zoning, Engineering and Real Estate Departments, PathStone 			
	<ul style="list-style-type: none"> Explore the possibility of creating an Urban Renewal District and/or use Eminent Domain as an acquisition option. <i>Background information has been provided by the FIS consultants. (Examine Matt Ingalls related work for Dewey Driving park)</i> 	City, Susan O, Francisco MR	End of 2010?		City control of properties in this key area.
	<ul style="list-style-type: none"> Enter into negotiations with Ametek regarding a land swap to make better use of the existing parcels and improve potential for reuse. 	Ametek, City, Susan			Negotiate a land banking strategy with Ametek
	<ul style="list-style-type: none"> Acquire properties on Lewis Street as properties become vacant. 	City			

Housing Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
	<p>Notes</p> <ul style="list-style-type: none"> Engage City engineering in the street abandonment process. Exercise extreme care before adding to the overall housing stock of the area. If new housing is built, sell it at prices that lead market values upwards for the whole neighborhood. Weight the focus of any new development towards homeownership development. 	<ul style="list-style-type: none"> City NBD Bureau of Business and Housing Development Existing EARP contractors 	Done		
<p>9. Identify reputable property management companies/ responsible landlords in an effort to provide assistance to purchase and renovate other rental properties.</p> <p>Team Leaders-Amy Robbins and Marisol Lopez (NSC-City)</p>	<ul style="list-style-type: none"> Assemble a list of criteria (scoring system?) to, as objectively as possible, identify responsible property owners/managers. 	Pathstone, MVHA, City, Housing Council, NSC (Amy Rivera)			
	<ul style="list-style-type: none"> Create a list of property owners/managers who maintain their properties well. 	PS, MHA, City, NSC, Better Contractors Bureau			
	<ul style="list-style-type: none"> Identify funding sources to be used for acquisition and rehabilitation of said properties. 				
<p>10. Identify alternative funding sources to assist</p>	<ul style="list-style-type: none"> Determine if there are funds available for the preservation/rehab of historic structures. 	Rochester Regional Design Center (Joni Monroe)			

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<p>owners of historically significant structures in rehabilitation work.</p> <p>Team Leader-Joni Monroe (RCCDC)</p>	<p>Notes</p> <ul style="list-style-type: none"> • Offer house tours of completed homes to highlight the architectural assets of the neighborhood. Try to invite Realtors and other “opinion makers” who can influence people’s choices about whether to buy a home in the area and/or whether to fix it up. 	<p>Landmark Society (Evan Lowenstein)</p>			
<p>11. Provide incentives to realtors to sell to owner occupants.</p> <p>NO TEAM LEAD AS LOW PRIORITY</p>	<ul style="list-style-type: none"> • Build lists of potential homebuyers. 				
	<ul style="list-style-type: none"> • Make realtors aware of incentives in the FIS for new homebuyers (i.e. any downpayment assistance or other incentive that could be put in place) 				
	<ul style="list-style-type: none"> • Survey Multi-list for Realtors that are listing in the area 				
	<p>Notes</p> <ul style="list-style-type: none"> • How can realtors be incentivized to do this? <ul style="list-style-type: none"> ○ Assign a Realtor to the Area ○ Create an additional sales incentive to make up for reduced commissions associated with lower sales prices. ○ Consider a Realtor on retainer 				

Commercial Development Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Support FIS area businesses in the implementation of the NYS Main Street Grant.	<ul style="list-style-type: none"> Obtain Main Street Grant for the Marketview FIS 	MHA – Amy Robbins	Done	\$87,500	Obtain Grant
	<ul style="list-style-type: none"> Provide architectural/ design services as a part of the improvement program to set a high standard for physical conditions in the business district. 	MHA, CBA – Daisey, SBD			
	<ul style="list-style-type: none"> Work with media and Public Market Business Association to provide updates (time interval?) on work being done with Main Street grant. 	Public Market Business Association, MHA, CBA – Daisey			
	<ul style="list-style-type: none"> Pursue other sources of façade grants 	MHA - Francisco			
	<ul style="list-style-type: none"> Determine if there should be a second phase to this effort and if there are funds available. 	Public Market Business Association, MHA			
	<p>Notes</p> <ul style="list-style-type: none"> Combine marketing of the new FIS Owner Occupied Rehab Program with marketing of the Main Street program. Ensure planned upgrades are consistent with overall plans for the area; (WHO WILL DO THIS?) Check if Main Street program allows business improvements (e.g. refrigeration) 				
2. Attract responsible commercial development that clearly meets the needs of the residents and fits into the neighborhood fabric.	<ul style="list-style-type: none"> Identify and recruit commercial uses based on the needs of FIS residents. 	MHA, CBA – Daisey, Collective Action Project, Public Mkt. Bus. Assoc.			
	<ul style="list-style-type: none"> Create design standards for commercial development in general in the neighborhood. 	MHA, CBA – Daisey			
	<ul style="list-style-type: none"> Commercial Façade Program - Funds to be used for façade improvements to businesses in the FIS areas - Funds will be used to supplement the City’s existing Commercial Façade Program 	MHA, CBA – Daisey, City, Public Market Business Association		TBD	

Commercial Development Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
3. Create a marketing/branding campaign for the Public Market neighborhood to help articulate positive neighborhood identity.	<ul style="list-style-type: none"> Increase physical linkages between the Market and the residential areas of the neighborhood, to build off the image of the Market. 	Collective Action Project, CBA – Daisy, DES, Pam			<i>Should this be in the commercial development area?? Should a marketing strategy that covers both commercial and housing be developed?</i>
	<ul style="list-style-type: none"> Focus marketing efforts on events and accomplishments. 				
	<ul style="list-style-type: none"> Create a marketing piece that would be called “10 Things You can do to be a better neighbor” Neighborhood Management 				
	<ul style="list-style-type: none"> Look for opportunities to double dip on marketing by connecting strategies. Have a block party on North Union the same day that you’re celebrating the facelift of the Public Market. 				
4. Support the association of business owners on East Main Street	<ul style="list-style-type: none"> Assist the businesses on E. Main Street to join the Market District Business Association. 	CBA – Daisy, MDBA - Jim Farr			
5. Make the Public Market the commercial hub of the MVH FIS.	<ul style="list-style-type: none"> Create a common design theme for Public Market District 	PMBA City, MDBA - Jim Farr			
	<ul style="list-style-type: none"> Improve the signage directing people to the Public Market, especially on E. Main and Goodman 	MDBA - Jim Farr, DES			
	<ul style="list-style-type: none"> Coordinate business development activities in the FIS. 	CBA – Daisy, MDBA - Jim Farr, MHA			

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	<ul style="list-style-type: none"> Newsletter can have an advisory board which also would include local businesses on North Union Street and in the Public Market. Newsletter can be a vehicle to reach out to the nearby cultural institutions such as the Rochester Broadway Theatre League and the Eastman School of Music to educate them about the MVH neighborhood and vice versa. 				<p>This was from Neigh Mgmt with a note to move to commercial. Location should be confirmed by the team as appropriate.</p>
	<p>Notes</p> <ul style="list-style-type: none"> (Need better coordination among commercial development efforts) (Small Market Manager of the Quad Team) 				
<p>6. Proactively support redevelopment of vacant commercial properties and vacant lots on and adjacent to the Public Market.</p>	<ul style="list-style-type: none"> Develop RFPs for redevelopment of vacant lots adjacent to the Public Market for commercial use. 	<p>MDBA - Jim Farr, City</p>			
	<ul style="list-style-type: none"> Facilitate sale of GRUB building owned by NEBCA to a thriving business 		<p>Done – Sold to Callabrese – to be a Deli</p>		
	<ul style="list-style-type: none"> Encourage co-marketing efforts with local businesses, marketing both the neighborhood and business services. (Marketing?) 	<p>CBA – Daisy</p>	<p>In progress & ongoing</p>		
	<ul style="list-style-type: none"> Facilitate an examination of potential uses of property formerly occupied by Habitat for Humanity - – owned by Tripifoods. 	<p>MDBA - Jim Farr, City</p>			
	<p>Notes</p> <p>Options include: possibility of a kitchen being developed there for chef demos, etc. year round; make and take meals and cooking classes for food stamp recipients</p> <ul style="list-style-type: none"> For properties to be RFPed by the City, consider requiring local hiring as criteria for a potential property purchaser. 				
<p>7. Coordinate landscaping and other physical improvements</p>	<ul style="list-style-type: none"> Beautify railroad underpass. 	<p>Collective Action Project</p>			

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by businesses with the other beautification efforts and support acquisition and conversion of the CSX rail bed to a walking trail to expand pedestrian access to the Public Market.	<ul style="list-style-type: none"> Publicize use of the CSX rail bed as pedestrian access. 	Collective Action Project		\$145,000 for acquisition + \$200,000 for initial renovations	
	<ul style="list-style-type: none"> Publicize by asking buseinsstes to buy a brick or railroad tie? 				
	<p>Notes</p> <ul style="list-style-type: none"> <i>Involve residents in undertaking parts of the project.</i> 				

Neighborhood Management/Public Safety Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Set high physical standards for vacant lots including appearance, enhancement of neighborly activities and safety. (Green)	<ul style="list-style-type: none"> Hold a design contest for beautification of bollards and solicit prizes from Public Market Business Association and other neighborhood businesses. Include the principles of defensible space and long term maintenance in the judging criteria. 	Collective Action Project (Pam Reese Smith)	Spring 2010		
	<ul style="list-style-type: none"> Pursue beautification measures and funding sources for modifications to bollards on existing vacant lots; engage youth in a beautification / public art project. 	Collective Action Project (Pam Reese Smith)	Spring 2010		
	<ul style="list-style-type: none"> Combine gardening efforts with the beautification of the vacant lots that are to be land banked. 	Collective Action Project (Pam Reese Smith)	Spring 2010		
	<ul style="list-style-type: none"> Celebrate/recognize following vacant lot transfers with block parties. 	Collective Action Project			
	<ul style="list-style-type: none"> Focus on North Union as gateway. 	FasTrac, Collective Action Project			

Neighborhood Management/Public Safety Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
2. Develop a CPTED strategy for the FIS area. (Green)	<ul style="list-style-type: none"> Identify streets that would benefit from CPTED modifications 	Collective Action Project	With #2		
	<ul style="list-style-type: none"> Integrate traffic calming measures as part of repaving work scheduled for 2011. 	RPD (Lt. Johnson, CPOs)	With #2		
	<ul style="list-style-type: none"> Engage the RPD Crime Analysts 		With #2		
	<p>NOTES</p> <ul style="list-style-type: none"> <i>Consider Traffic diversion strategies</i> 		With #2		
3. Use Neighborhood Uplift to engage residents and promote neighborhood activities (Green)	<ul style="list-style-type: none"> Encourage County and City agencies involved in Uplift to work with community-based organizations ahead of the planned Uplift so that outreach efforts are well coordinated and goals to recruit neighborhood volunteers are met. 	Collective Action Project, NSC (Marisol Lopez)			
	<ul style="list-style-type: none"> Complement City-driven activities like the “Uplift” with support for informal, resident-driven activities that help people get to know one another and increase the sense of collective efficacy in the neighborhood. 	Collective Action Project, NCS (Pam Reese Smith)			

Neighborhood Management/Public Safety Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
<p>4. Continue Support for community organizing efforts.</p> <p>(Green)</p>	<ul style="list-style-type: none"> Seek funds for a community organizer (additional) to pull residents into block clubs, expansions of mini clean sweeps so neighborhoods normally shows high level of neighborhood management/involvement. 	City RFP, Collective Action Project, MHA, Pathstone (Susan Ottenweller), ABC (Karyn Herman), CBA		City to issue RFP	
	<ul style="list-style-type: none"> Use door to door outreach to expand the organizing effort. 	Collective Action Project	On-going		
	<ul style="list-style-type: none"> Locate Health Human Services, Police, Job Training, center in a visible location in the neighborhood 				
	<ul style="list-style-type: none"> Ensure that Scio Street is included in resident engagement to push positive “activity” to Scio Street 	Collective Action Project (Pam Reese Smith)	On-going		
	<ul style="list-style-type: none"> Establish PAC TAC as a long term strategy 	Collective Action Project (Pam Reese Smith), Crime Prevention Officer (Michelle Velez)			
	<ul style="list-style-type: none"> Seek funding for a Small Market Division’s Street Manager (City matching funds available) 				
	<ul style="list-style-type: none"> Use neighborhood meetings to bring residents up to date, to receive resident input on FIS and to promote successes 	Collective Action Project			
	<ul style="list-style-type: none"> Consider how to support a community building process that engages residents in relatively informal conversations about the neighborhood, and that builds relationships among residents as well as between residents and organizations. 				

Neighborhood Management/Public Safety Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
5. Address safety issues in the quadrant defined by Weld, Scio, Union & Lewis & Ametek. (Green)	<ul style="list-style-type: none"> Request the Community Policing Unit (CPU) be stationed within this geographic boundary. Develop comprehensive plan to complement services provided by the CPU. 	NSC (Marisol Lopez), Collective Action Project (Pam Reese Smith), RPD (Johnson)	In-Process		
	<ul style="list-style-type: none"> 				
6. Beautify blighted vacant properties. Team Lead-Marisol Lopez (Yellow)	<ul style="list-style-type: none"> Involve residents and stakeholder in the design process. Create a pilot program to change boards for vacant properties to be more attractive. Have boards which depict history of the neighborhood or depict windows with draperies (interpretations of an occupied house's windows) and include house numbers on corner of the boards Ensure that youth are involved by reaching out to area daycare providers such as Lewis Street and to schools such as FTLC, #14 and World of Inquiry. Employ full first floor board-ups and have an inventory of pre-painted/decorated boards available for the Board-up Crew Ensure vacant properties are free of trash and debris and grass is cut. 	Collective Action Project, Youth Project			
7. Finalize the Streetscape improvements for the North Union Street Gateway and	<ul style="list-style-type: none"> Coordinate lighting, landscaping, signage design and installation efforts to maximize the impact of each and increase their collective effect. 	City DES Engineering-Al Giglio/Eric Frisch	Years 3-5	T-2 Grant	

Neighborhood Management/Public Safety Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
Upgrade the planned 2011 North Union Street resurfacing project to a full-blown Gateway project (yellow combine with #1) (Yellow)	<ul style="list-style-type: none"> Survey entire FIS area for lighting to determine infrastructure changes. Survey should include inventory on pole ownership as it relates to wattage which should be coordinated with crime survey. 	COR-Lighting (Carol Thomas)			
	<ul style="list-style-type: none"> Enhance North Union Street as it leads to the Public Market between Main and Central – see Community Vision Plan for details 				
	<ul style="list-style-type: none"> Consider renaming street to reflect market theme. Involve residents and stakeholders in the design process 				
	<ul style="list-style-type: none"> Ensure that youth are involved by reaching out to area daycare providers such as Lewis Street and to schools such as FTLC, #14 and World of Inquiry (#58) 				
	<p>NOTES</p> <ul style="list-style-type: none"> <i>Consider coordinating with resident-led beautification efforts and social capital building efforts.</i> <i>Consider the principals of defensible space when designing and implementing lighting and landscaping strategies.</i> <i>Involve City Forestry Department in crime prevention strategies.</i> <i>Consider historic-style lighting to boost neighborhood image.</i> 				
8. Renew/expand community relationships, specifically with Freddie Thomas Learning Center (FTLC) and Community	<ul style="list-style-type: none"> Encourage FTLC teachers to have community service projects take place in the MVH neighborhood or with organizations active in the MVH community. 	Collective Action Project/Pathstone (Pam Reese Smith); Community Place (Sue Davin)			

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Place to create access to the school facilities for the community, as well as area churches and other service providers. (Yellow)	<ul style="list-style-type: none"> Ensure services, including housing counseling and job placement services are available in the Ethiopian language to serve the Ethiopian Church on Lewis Street. 				
9. Engage residents around alley management strategies. (Red)	<ul style="list-style-type: none"> Promote and facilitate the installation of attractive fencing behind yards 	Rochester Regional Design Center (Joni Monroe)			
	<ul style="list-style-type: none"> Repave the alleys 	City-Dept of Environmental Services (DES)			
	<ul style="list-style-type: none"> Encourage use of the alleys by residents. 				

Jobs and Human Services Strategy	Action Items	Key Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Support community in implementing a Healthy Eating & Active Living by Design program and promote healthy eating among FIS residents.	<ul style="list-style-type: none"> Engage Greater Rochester Health Foundation. 	ABC, CCH@U of R, Rochester Walks			
	<ul style="list-style-type: none"> Consider opportunities to engage Public Market vendors in cooking and nutrition classes. 	Friends, CBA			
	<ul style="list-style-type: none"> Promote the Public Market as a source of healthy food. 	Friends			
	<ul style="list-style-type: none"> Promote the healthy eating programs funded and implemented through the Friends of the Public Market 	MVP			

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2. Explore job creation and training opportunities for Marketview Heights residents	<ul style="list-style-type: none"> Link residents and providers with Rochester Works to provide job training and employment advice. 	Jackie Campbell (or Representative), Roberto, Landscape Tech, Keenan Allen, Rochester Works			
	<ul style="list-style-type: none"> Work with the FIS team to create incentives for employers to hire neighborhood residents. 				
	<ul style="list-style-type: none"> Discuss with developers the benefit of hiring less skilled labor from within the community in any City-funded project. 				
	<ul style="list-style-type: none"> Create programs to engage youth-Youth Build, apprenticeships. 				
	<ul style="list-style-type: none"> Investigate the use of weatherization dollars from Stimulus Bill as a jobs creation opportunity 				
3. Inform residents of available employment services	<ul style="list-style-type: none"> Include information on jobs& human services in the (proposed) FIS Newsletter for residents 	Roberto			
	<ul style="list-style-type: none"> Determine if the use of email and the internet is a viable communication strategy or if it would be if internet access were provided. 				
	<ul style="list-style-type: none"> Provide a presence in Public Market where people can go for info about jobs and human services info 	Human Service			
	<ul style="list-style-type: none"> Create a resident centered list of services provided and contact information/clearinghouse. 	Action for a Better Community, Rochester Works, E4ED			