



# JOSANA Neighborhood Master Plan:

a plan for a place we're proud to call



City of Rochester  
with JOSANA Neighbors and Partners

INTERFACE STUDIO LLO

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# acknowledgements

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## Project Funding

City of Rochester Department of Neighborhood and Business Development  
Enterprise Community Partners, Inc.  
Rochester Housing Authority  
United Way of Greater Rochester, Inc.

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**INTERFACE STUDIO LLC**  
Zimmerman/Volk Associates, Inc.  
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# I introduction and executive summary



*JOSANA bollards painted in Tyshaun's memory, Celebration of Life, Charles Settlement House which now serves as CHNA headquarters*

## preface

Just ten years ago, JOSANA was a different place, a neighborhood broken by decades of decline and abandonment and commonly referred to as “Ghost Town” for its eerily quiet streets and homes left vacant by residents fleeing the devastating effects of drugs, crime, and pervasive poverty that had come to define the area. For the long-term residents who remained in the neighborhood and those who found themselves there for lack of alternatives elsewhere, daily life felt like a constant struggle to maintain a sense of safety and security.

Indeed, within Rochester’s infamous “crescent” of distressed neighborhoods ringing Downtown to the north and west, “Ghost Town” had earned itself a reputation as among the worst of the worst neighborhoods. In 2001, tragedy struck the community when 10-year-old Tyshaun Cauldwell, outside playing near his home one hot summer evening, was caught in crossfire that erupted during an argument over a bicycle and killed – an innocent bystander taken far before his time. It was this devastating turn of events that thrust the neighborhood into the public eye, galvanized neighbors into action, and attached a sense of urgency to a renewed push for change.

Since 2001, the neighborhood, the City, local institutions, and private and non-profit partners have responded to that sense of urgency, propelled by grief, a desire to heal, and a commitment to usher in a safe, stable, healthy, productive, and green future for the community.

The progress made in the past decade is remarkable:

- Neighbors have come together as proactive effectors of change, founding the Jay Orchard Street Area Neighborhood Association (JOSANA), for which the neighborhood is now named, and working collectively with other organizations such as Celebration of Life and Charles Settlement House. Today residents and activists are organized as a unified group called the Charles House Neighbors in Action (CHNA).
- A partnership between the University of Rochester Medical Center, the Eastman Dental Center, Strong Health, Unity Health System, and the Rochester City School District resulted in the development of Unity Family Medicine at Orchard Street, a school-based health clinic that opened at local School 17 in 2000 followed by the Daisy Marquis Jones Foundation Outreach Dental Clinic, part of the University of Rochester Eastman Dental Center, in 2002.
- At the same time, committed leadership and involved parents at School 17 spearheaded an initiative to combat lead poisoning, playing a central role in the formation of the Coalition to Prevent Lead Poisoning, which has since pioneered education and awareness efforts as well as cutting edge legislation designed to force mitigation of lead hazards and create safer, healthier living environments for Monroe County children and families.





**“A plan for JOSANA should have happened 10 years ago.”**

*School 17 and health clinic signage, Coalition to Prevent Lead Poisoning advocacy, Marina Auto Stadium, new RHA unit, Habitat construction, key BOA property*

- In 2006, significant public investment came to JOSANA when the City built the Rochester Rhinos’ soccer stadium, then called Paetec Park, now Marina Auto Stadium, on the east side of Broad Street just north of Smith Street.
- Public investment extended into the residential realm, with North Star Housing and Development Corporation building 10 rental homes in JOSANA using Low Income Housing Tax Credits. The Rochester Housing Authority (RHA) now manages and maintains these units. Flower City Habitat for Humanity also selected JOSANA as a target area for new homeownership, building 18 new homes since 2007 and developing plans to build 82 more in coming years.
- Investor interest in the area remains present within the public, private, and non-profit sectors. Beyond Flower City Habitat’s plans to continue building new homes, the currently vacant Tent City structure on Lyell has been eyed for possible conversion to mixed-income, multi-family rental units, although this proposal has yet to receive the funding necessary to move forward. The northern portion of the neighborhood (north of Jay Street) is encompassed within the Lyell-Lake-State Street Brownfield Opportunity Area (LYLAKS BOA) and is therefore at the forefront of discussions about environmental remediation and the reuse of formerly industrial sites.

By many measures, the neighborhood has made great strides. Through their dedicated efforts over the past decade, JOSANA neighbors and their partners have reinvented the community, transforming it from a place characterized solely by tragedy to one defined by action, organization, investment, and potential. Due to the urgency and severity of the issues, the flurry of activity preceded a coordinated planning initiative, and while a master plan for the neighborhood is thus long overdue, all of the hard work by JOSANA neighbors and their partners over the past decade has set the stage for positive and lasting change.

The decision to undertake this City-sponsored, community-driven Neighborhood Master Plan for JOSANA resulted from a shared desire to build upon the neighborhood’s efforts, progress, and momentum, to clarify and affirm the community’s vision for the future, and harness the energy and investment interest still swirling in the area. The planning process is an opportunity to pause for a moment and invite the various actors in the area to come together and get on the same page, to weigh desired outcomes, develop smart – and feasible – strategies for translating vision into reality, and coordinate efforts moving forward.

This document presents the analysis of existing conditions for the JOSANA neighborhood followed by a statement of the community’s vision and recommendations for the future. The words of neighbors, community leaders, service providers, investors, public agency representatives, and other interested stakeholders are woven throughout, helping to tell the story of JOSANA today and inform the roadmap to JOSANA’s tomorrow.



### purpose of the plan

The overarching purpose of the Neighborhood Master Plan for JOSANA is to guide revitalization efforts in keeping with the residents' vision for their community and in support of the City's mission to help stabilize the area as a healthy, economically viable neighborhood.

As a process and an end product, the Plan must strive to:

- Build upon the momentum and energy already at work in JOSANA
- Empower additional residents as involved participants and agents of change
- Listen well and clearly document the community's vision and priorities for the future
- Take stock of existing plans and proposed projects, considering their impact on JOSANA and adjacent neighborhoods
- Create an updated neighborhood assessment that records the community's existing conditions and establishes a baseline against which to measure progress
- Devise a strategy for neighborhood revitalization that is both visionary and pragmatic, depicting what a stabilized future could and should look like in the context of a shrinking city and region
- Coordinate the efforts of the City, non-profit organizations, churches, and residents, ensuring that all public interventions and private investments are consistent with the community's vision
- Nurture existing partnerships and foster new ones to enable a collaborative implementation effort
- Leverage recent and proposed investments for lasting returns and far-reaching impact
- Guide funding decisions and raise additional dollars for development and other investment activities

*Vacant lot on Smith Street in JOSANA filled with wild flowers*



study boundaries

The study area encompasses Rochester's JOSANA neighborhood, bound by Interstate 490 to the south, Child Street to the west, Lyell Avenue to the north, and Broad Street to the east. Located in the northwest quadrant of the City roughly one mile from Downtown Rochester, the neighborhood takes its name, an acronym for the Jay Orchard Street Area Neighborhood Association (JOSANA), from two of the main streets that bisect the community, Jay and Orchard.



Figure 1: Base Map

## 5 project partners

The **City of Rochester's Department of Neighborhood and Business Development (NBD)**, working in partnership with JOSANA neighbors and community leaders organized and unified as **Charles House Neighbors in Action (CHNA)** and based out of **Charles Settlement House (CSH)**, commissioned the JOSANA Neighborhood Master Plan.

The City convened a **Steering Committee** to guide the Plan's progress, review the research findings, weigh in on the project's proposed strategies and outcomes, and ultimately assume partial ownership of the Plan as partners in implementation, stabilization, and revitalization. The 10-person Steering Committee includes community leaders and organizations, City agency representatives, funding partners, and other stakeholders.

With funding from the **City of Rochester, Enterprise Community Partners, the Rochester Housing Authority, and the United Way of Greater Rochester**, the City hired a team of consultants familiar with the planning context in Rochester and well versed in the opportunities and challenges of planning for stabilization and revitalization within low-growth or shrinking cities and neighborhoods. The planning team, comprising **Interface Studio LLC, Zimmerman/Volk Associates, Inc., and Eileen Flanagan, Community Development Consulting**, has expertise in urban planning and design, community development, public outreach and engagement, and residential market analysis.

## planning process

The seven month planning process began in May 2010 and concluded in December, with the planning team working through the project in two main phases and meeting with the Steering Committee and neighborhood residents along the way.

### phase 1: analysis of existing conditions

In the Analysis of Existing Conditions Phase, the planning team explored and documented the physical, social, and economic conditions of the JOSANA neighborhood. The team's process for the first phase included:

- A thorough review of recent investment, existing plans, and proposed projects and initiatives to set the context for this planning study
- A parcel-by-parcel field survey to record up-to-date information on land use and vacancy, building conditions, and public amenities such as institutions, parks, and gardens
- In-depth parcel research on property ownership, zoning, code violations, environmental contamination, and tax delinquency
- A demographic analysis and housing market study to assess residential real estate trends and market potential
- Illustrative mapping of all compiled parcel data as well as of hot spots for crime, commercial activity, tree coverage, traffic patterns, and access to public transportation
- Extensive public outreach, which included almost 30 interviews of community leaders, residents, developers, business owners, religious leaders, service providers, and City agency representatives, a focus group with 12 local teens, two meetings with the Steering Committee, and two open public meetings at weekly sessions of the Charles House Neighbors in Action group
- A summary of JOSANA's Strengths, Weaknesses, Opportunities, and Threats (SWOT Analysis)
- And finally, the creation of a unified vision statement for the future of JOSANA that blends the ideas and themes that emerged from the community outreach



## phase 2: recommendations and report

The second phase began with the development of a set of preliminary recommendations designed to serve as stepping stones in JOSANA's revitalization and in realizing the community's vision for its future. The recommendations that comprise the comprehensive Neighborhood Master Plan for JOSANA encompass:

- Ideas to build human capital and create new, enriching opportunities for residents of all ages
- Strategies to improve local quality of life by improving safety and cleanliness and opening doors to encourage full use and enjoyment of the neighborhood's amenities
- Colorful concepts to enhance the public realm and public image of JOSANA with art and signage
- Innovative and environmentally-conscious greening techniques to stabilize the neighborhood while cleaning its soils and reprogramming its grounds
- A determination of residential market potential that addresses supply and demand, investigates the market depth for new housing typologies, defines the target market by household type and price point, and identifies areas within JOSANA where development can be justified and would be strategic
- Opportunities for new commercial services and strategic locations for such businesses
- Policy recommendations to support implementation activities
- Low-cost, high-impact ideas for short-term implementation to showcase the Plan at work upon adoption and help spur larger-scale, long-term change
- Strategic plans for catalytic development or investment, illustrated to generate buzz and excitement and help sell the ideas

In mid-October, the team presented the preliminary recommendations to the Steering Committee and the community at an open public meeting in JOSANA. These meetings provided neighbors and other interested stakeholders with an opportunity to review the proposed recommendations and offer feedback as well as a sense of priorities for implementation.

The team then refined the recommendations, incorporating the public input, and packaged them into this final report that integrates the analysis work and a detailed implementation strategy that delineates timelines, suggested funding sources, and possible implementation partners.

## next step: implementation

With the neighborhood's approval of the JOSANA Master Plan and the City's endorsement of the Plan as a guide for the future, the process must transition quickly into implementation to maintain the momentum built during the planning process, facilitate the progress of ongoing initiatives, and launch new ideas into the realm of reality.



*Residents and stakeholders spent play money at the preliminary recommendations presentation to highlight their priorities for implementation.*

## 7 summary of recommendations

The recommendations of the JOSANA Neighborhood Master Plan are organized into six categories, each of which represents a crucial objective for helping the community achieve its vision of becoming a community that people are **proud to call home** – a community that is at once **true, safe, healthy, green, productive, and diverse**.

### A TRUE COMMUNITY

**where active, involved neighbors inhabit their porches, eager to socialize and happy to help**

The first set of recommendations is intended to nurture and reinforce the sense of community in JOSANA, helping JOSANA evolve not just as a neighborhood but as a community. The recommendations in this section address the needs of local residents, how residents interact with one another, and how they feel about their neighborhood – its image and cohesiveness, both social and physical.

#### Keep Up the Good Work: Get Out the Word and Get People Involved

An impressive communication network has emerged through the Charles House Neighbors in Action (CHNA), but community leaders are struggling to engage additional community members and increase participation. The goal is to build upon the good work already accomplished by CHNA by growing the tool kit used to reach residents and empower them as proactive effectors of positive change.

1. Expand the Network of Block Captains
2. Broaden CHNA's Reach with Automated Messaging Software

#### Celebrate School 17 as the Center of the Community

Enrico Fermi School 17 is an important anchor in the JOSANA neighborhood – a source of pride, a shared experience, a center of advocacy in the fight against lead poisoning, and the home of highly valued community services. School 17's park and healthcare clinics, its location and legacy ensure the School's lasting place at the heart of the community. The following recommendations reflect resident priorities for the School in years to come.

3. Express Support for the Return to a Community School System
4. Rebuild the PTA
5. Welcome Teens and Adults Back to School with Parent-Child Learning Opportunities and Afternoon G.E.D. Courses

#### Focus on Youth as the Future of the Community

More than one third of JOSANA's population (36%) is below the age of 18. Local youth represent the future of the community, and community members voiced grave concerns about the lack of opportunities for children in the neighborhood. The goal is to build upon existing youth programs, making new use of existing spaces for kid-friendly events, and broadening the range of activities for local youth.

6. Host Special Events like Movie and Game Nights
7. Organize Longer-Term Youth Programming
8. Establish a Multi-Purpose Dance Studio to Support and Develop Local Talent
9. Develop an Aging-Out Program for the Charles House Teen Club



*The Charles House parking lot is one potential location for community movie nights.*



*Local youth love to dance and need a studio where they can practice. The underutilized Downstairs Cabaret Theater Production Center would be a great place to locate the studio.*



### Better Integrate the Stadium with the Community

At present, JOSANA has one, very large destination that feels quite removed from the community both physically and socially – Marina Auto Stadium, home to the Rochester Rhinos. However, the proximity of the Stadium and the neighborhood suggests that the success of one depends on the other. Neighborhood revitalization will help the Stadium look and feel like a safe place to be just as increased attendance at the Stadium has the potential to support new businesses and services in the neighborhood.

- 10. Offer Local Discounts or Ticket Give-Away Incentives
- 11. Boost Urban Programming and Community Events
- 12. Invite Seniors to Walk the Loop for Exercise
- 13. Extend the Open Season with Winter Programming
- 14. Improve the Approach to the Stadium with Signage and Public Art
- 15. Add Stadium Signage along 490 and at the Intersection of Lyell and Broad



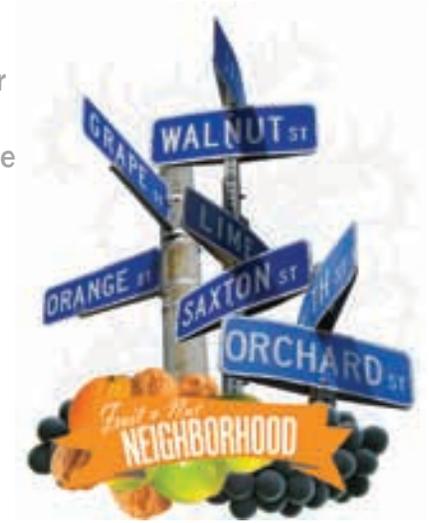
*Painting Rhino footprints on the sidewalks and adding signage to the CSX rail bridge over Broad Street will help link the Stadium with parking resources across the street.*



### Improve the Image of the Community

The last objective for transforming JOSANA from a neighborhood into a true community is to improve the image of the area, and thus the way it is perceived by the public and community members themselves. For quite some time now, JOSANA has made headlines associated with crime and violence. With this Plan, the positive efforts at work in the area, and planned future investments, JOSANA is poised to reinvent its image, sending a new message of change, progress, and pride.

- 16. Consider Playing Up the Fruit and Nut Nickname or Another Nickname
- 17. Spruce Up the Gateways to the Neighborhood



*Planting a greener gateway to Rochester's historic Fruit and Nut neighborhood will help re-brand JOSANA as one of the City's greenest communities.*



## A SAFE COMMUNITY

where the streets are clean, crime-free, and walkable and buildings have been stabilized and improved

Though data suggest that crime is declining in JOSANA, it remains the most pressing local concern. As such, the second set of recommendations is tailored to usher in an era of renewed public safety in the neighborhood. Crime, violence, drug activity, and prostitution were noted frequently as serious threats to community health and stability and resident well being, as were the vacant and abandoned houses, long harbors of illegal activity. The recommendations that follow strive to address these threats, but also encompass a broader notion of public safety that includes fast traffic speeds that endanger pedestrians and cyclists in the neighborhood.

### Stabilize and Secure the Physical Environment

The first step to fostering a safer neighborhood is to stabilize and secure the physical environment, which currently hosts multiple vacant lots and abandoned structures, overgrown trees and vegetation that obstruct sight lines, and broken or inadequate night-time lighting.

18. Maintain an Up-To-Date Demolition Wish List

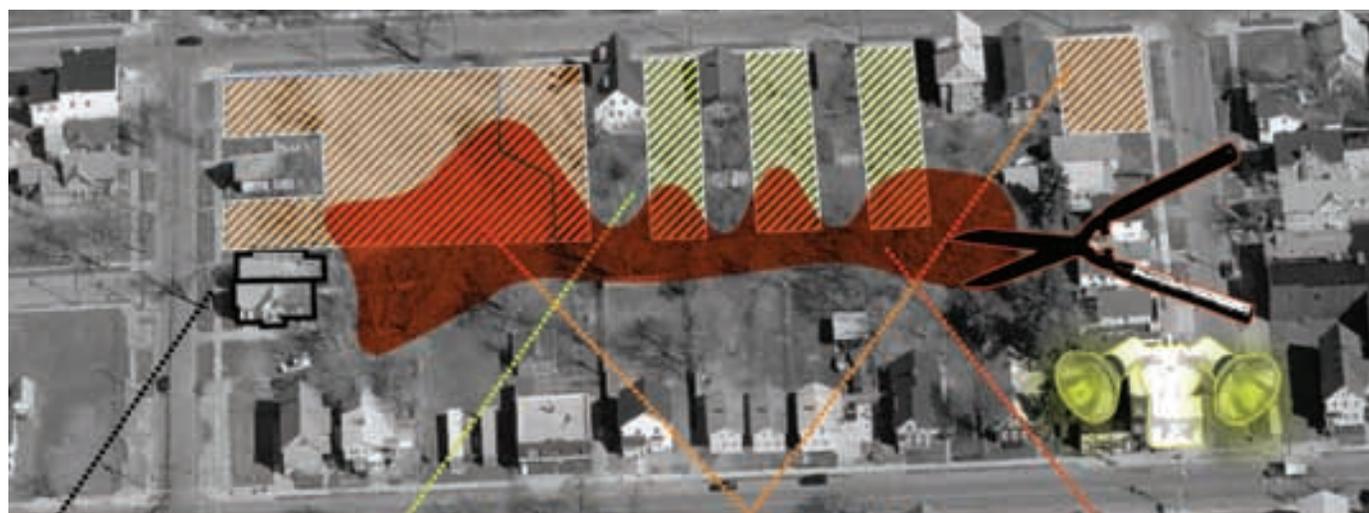
19. Reach Out to Existing Owners with Side Yard and Driveway Opportunities

20. Prune Overgrown Trees and Weeds to Maintain Clear Sight Lines

21. Shine a Brighter Light on the Streets



*Vacant buildings and untended lots threaten public safety. JOSANA community partners and the City must adopt a multi-faceted strategy to stabilize the physical environment through demolition of unsafe structures, greening and vacant land disposition, timely pruning of vegetation to maintain sight lines and improved lighting throughout the area.*



#### CANDIDATE FOR DEMOLITION

- vacant building
- building condition 'D' or 'F'
- known code violation
- publicly owned

#### SIDE YARDS OR DRIVEWAYS

- vacant land
- homeowners adjacent or nearby
- small, single parcel
- publicly owned

#### PROJECT GREEN OPPORTUNITY

- vacant land
- large parcel
- publicly owned

#### PRUNE & LIGHT

- overgrown trees & weeds
- request a re-evaluation of Jay
- install porch & storefront lights
- light trees & existing poles



### Pitch In as Proactive Patrollers

In addition to stabilizing and securing the physical environment, improved public safety in JOSANA will require proactive neighborhood advocacy and outreach aimed at curbing problem behaviors like littering and illegal dumping and more serious criminal activity like drug dealing, gang-related vandalism, and violence.

- 22. Develop a Code and Crime Reporting and Follow Up Tool
- 23. Launch an Anti-Littering Campaign
- 24. Organize a Block Watch to Build Resistance to Crime
- 25. Organize a Walk Home Escort System
- 26. Advocate for Expanded Police Presence



*Residents voiced interest in a JOSANA Block Watch organized to patrol the streets for improved public safety. The Block Watch should also coordinate a walk home escort system for residents.*



### Slow Down the Streets

The configuration and expanse of some of JOSANA's streets pose a different kind of threat to the community, inviting cars to travel at high speeds, thus endangering pedestrians and cyclists. Transit riders are offered no choice but to wait for the bus unprotected from the elements. Investments in and alterations to the streetscape along Broad, Jay, and near School 17 can foster a safer public realm as well.

- 27. Make Broad Street Feel More Narrow
- 28. Improve Jay Street as a Green Collector and Encourage Safe Use by Pedestrians and Cyclists
- 29. Introduce Bus Shelters
- 30. Adjust Street Patterns surrounding School 17 to Improve Safety and Circulation

*Bus shelters, bicycle lanes, and improved plantings along Jay Street will make the street safer for pedestrians, cyclists, and transit riders.*



## 11 A HEALTHY COMMUNITY

where homes are lead-free and neighbors of all ages exercise, dance, play, and garden and make regular use of the health and dental resources nearby. The third collection of recommendations is intended to ensure that the special health and dental resources developed in the community *for the community* are well used by JOSANA residents. Even more broadly though, the recommendations that follow reflect the community's stated desire to work toward community health in a holistic way. The set of strategies aimed at supporting JOSANA's quest to make healthy choices include increasing the visibility of the health and dental centers, supporting new linkages between the community and fresh local food sources, improving education about nutrition, and motivating community members to embrace active lifestyles.

### Launch a Healthy and Happy Campaign to Raise Awareness and Usage of the Local Health and Dental Resources

With the Unity Family Medicine Health Center and the Daisy Marquis Jones Foundation Outreach Dental Clinic located on the premises at School 17 in JOSANA, residents have great access to state of the art healthcare. Neither local residents nor students and families of students enrolled at the school take full advantage of the local health and dental resources though, speaking to a need to raise awareness about these unique resources.

31. Create Murals as Signage on the Exterior Walls at School 17
32. Employ Peer Pressure Incentives to Boost Use of the Clinics
33. Tackle a Health Issue each Quarter
34. Offer Parenting Classes at the Health Clinic Targeting Teen Parents



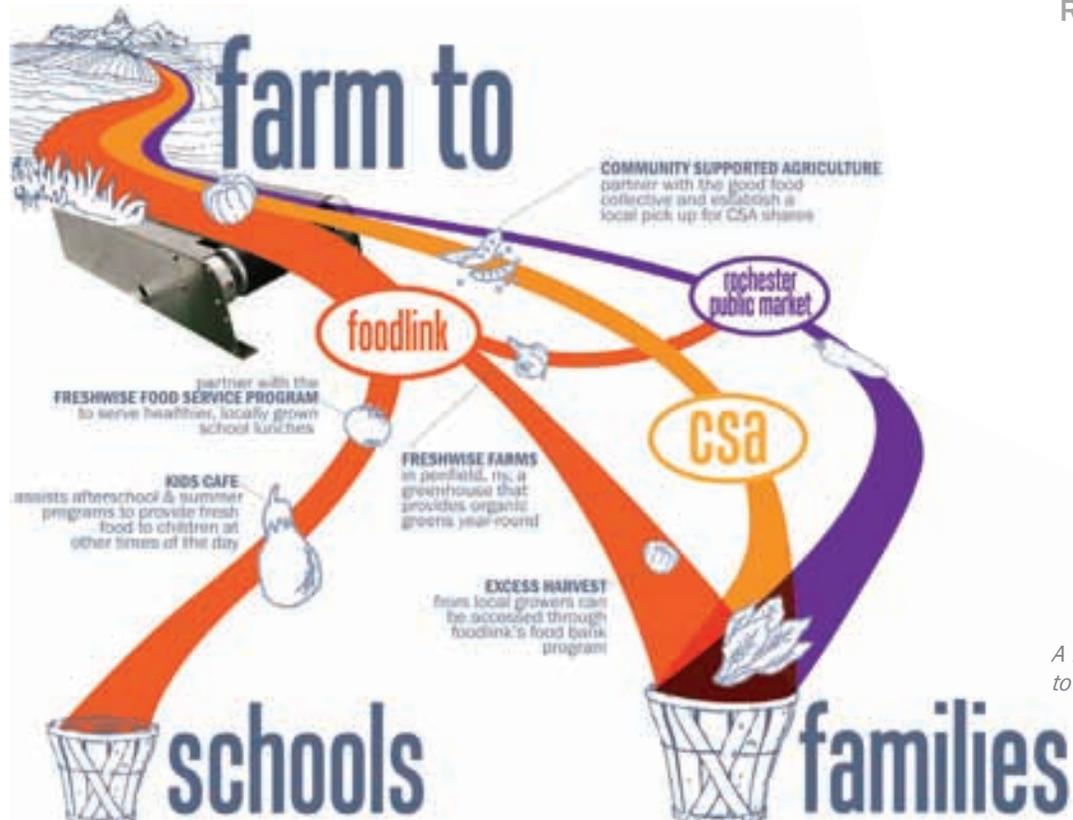
*The blank walls of School 17 should be brightened with murals that double as signage, drawing attention and directing visitors to the health and dental clinics.*



## Partner with FoodLink and Fresh Food Advocates to Bring Healthy Eating to JOSANA

As Rochester's historic Fruit and Nut neighborhood and a model of integrated neighborhood health resources, JOSANA should promote healthy lifestyles with a commitment to healthy eating, tapping into the knowledge base of Buy Fresh Buy Local campaigners and working to link local families with local farmers and their produce.

35. Pioneer a Farm-to-School Program at School 17
36. Adapt the Community Supported Agriculture (CSA) Model for Low-Income Residents
37. Reach Out to Local Businesses to Start a Healthy Corner Stores Initiative

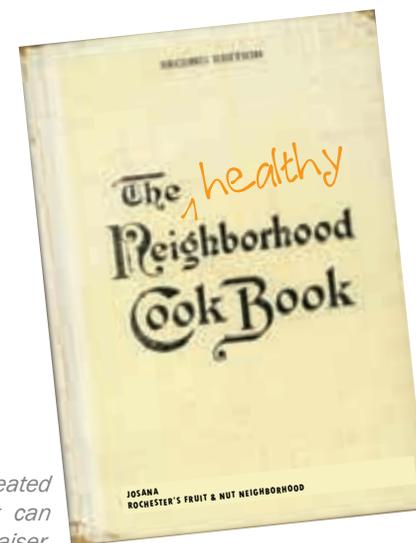


Existing fresh food network and proposed program additions to better link local families with local food.

## Ask the Experts at the Health and Dental Centers for Nutrition Tips and Exercise as a Community

Local food made available each season at harvest time will challenge residents to diversify their cooking skills and find new recipes to incorporate new ingredients fresh off the farms. Here too, the medical and dental experts at the health and dental clinics can adopt slightly more public roles, increasing the visibility of the centers and helping to foster healthful cooking and eating. Exercise is just as important and just as difficult to integrate in busy modern life. Interested community leaders can and should play a role in motivating the community to live full, active lives.

38. Publish a Community Cookbook in Installments
39. Organize a Weekly Community ACTIVE-ity to Motivate Residents



A neighborhood cook book should be created to promote healthy home cooking. It can double as a community fundraiser.

## A GREEN COMMUNITY

where parks, gardens, yards, trees, and flowers define the landscape and fresh, affordable food is grown locally

JOSANA’s community health does not depend solely on healthcare, nutrition, and exercise though. Community health is equally dependent on the local ecology and environmental health. The neighborhood needs green spaces for playing, gardening, and beautifying and green trees and plants to purify the air and filter pollutants from the ground and stormwater runoff.

### Get Rooted in the City’s Greening Strategy

The City has recently embraced *Project Green*, a strategy to invest in Rochester’s green infrastructure including the City’s inventory of vacant land, its existing park resources, and its major thoroughfares. With a Plan complete and an emerging green thumb, JOSANA is poised to capitalize on this renewed commitment to a progressive greening strategy for the City and its neighborhoods.



- 40. Advocate for Project Green to Locate Pilot Projects in JOSANA
- 41. Clean Contaminated Soils with Phytoremediation
- 42. Raise Awareness about Contaminated Soil and the Phytoremediation Process

### HYPER ACCUMULATORS FOR LEAD (in order of effectiveness)



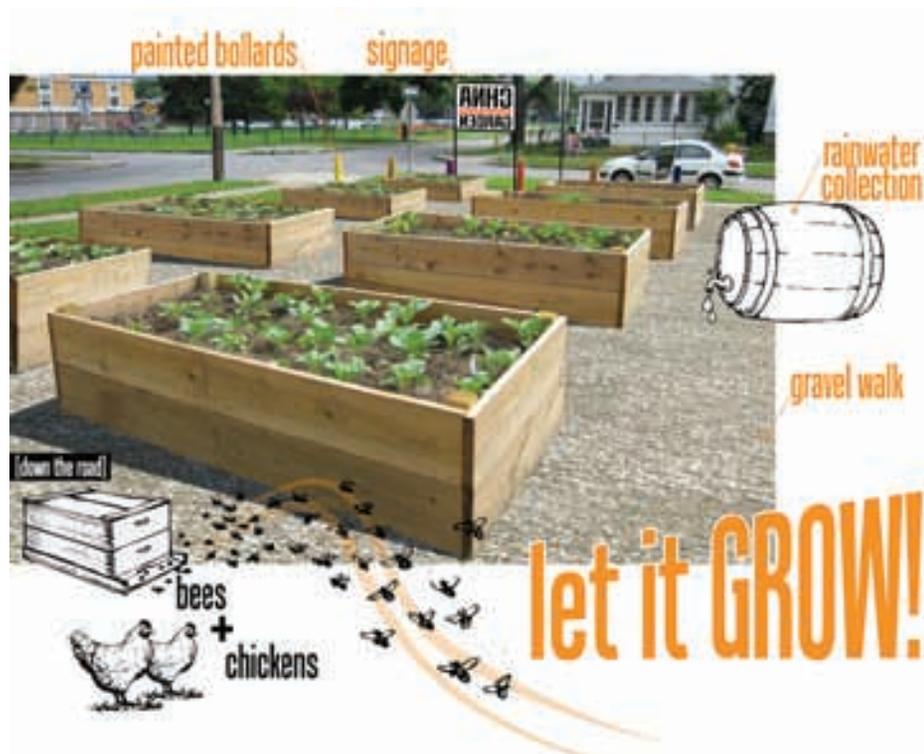
Vacant lots in JOSANA should act as test sites for phytoremediation, a natural process that uses plants to pull heavy metal contaminants out of the soil. Known hyper-accumulators for lead should be planted along with educational signage to explain the process and remind residents that the plants are working and not to be harvested as food.



### Expand the Concept of Urban Farming beyond Fruits and Vegetables

JOSANA's community should continue to develop its emerging green thumb, cultivating a culture of gardening and building skills and interest among neighbors so that, when the soils are ready for repurposing, local volunteers are poised to roll up their sleeves and get their hands dirty.

- 43. Improve and Expand the Garden at Campbell and Orchard
- 44. Consider Orchards, Chickens, and Bee-Keeping
- 45. Recruit the Stadium as a Partner in a Neighborhood Composting Initiative



Proposed improvements to the community garden include additional raised beds, a gravel walk in between the raised beds, rainwater collection for watering the plants on site, painted bollards, and signage.

### Expand Local Park and Recreation Space

The last component of greening JOSANA focuses on expanding local park and recreation space for residents, particularly area youth. While budget constraints and maintenance issues must keep the wish list for new parks and playgrounds in check, the neighborhood would nonetheless benefit from improvements to the existing park at School 17 and new additions to the local park inventory.

- 46. Reconfigure Orchard Park at School 17
- 47. Introduce Additional Green Spaces for Greater Recreational Variety



The proposed reconfiguration of Orchard Park at School 17 advocates for dispersed parking at the edges to create a larger, more connected green area.

## 15 A PRODUCTIVE AND RESOURCEFUL COMMUNITY

where fallow lands are re-purposed, residents build skills and find work, and people can meet their daily needs

Job opportunities for residents and services to help residents meet their needs within the neighborhood are integral to JOSANA's long-term success as a community. The implementation of this Plan's recommendations should create new work opportunities in the neighborhood and thus new prospects for community members provided that residents have the skills necessary or can access relevant training programs. The recommendations that follow in this fifth section of the Plan are intended to prepare residents to compete for new and existing jobs in the community, and to identify places for strategic investment given the limited commercial market.

### Train Local Residents for Local Jobs

It is critical that JOSANA residents are positioned to take advantage of the employment opportunities that accompany revitalization as the jobs are created – and that mechanisms are created to place residents in those jobs. Workforce development and technical training is necessary for JOSANA residents in sectors in which job opportunities are likely to be created such as horticulture and landscape, construction and deconstruction, as well as in industrial sectors for jobs that already exist in and around JOSANA.

48. Connect With or Develop a Job Readiness Program

49. Reach Out to Local Industries for Local Hiring Practices



*Revitalization activities in JOSANA should translate to jobs for JOSANA residents.*

*Existing employers in and near JOSANA should be encouraged to hire local residents when possible.*



assembly, fabrication, die cutting, bellows



plastic manufacturing, thermoforming



assembly



food processing



### Seize the Opportunity at the Brownfield Opportunity Area

The former Delco and Sykes Datatronics site represents the largest and most visible location for the creation of redevelopment-related jobs as well as new commercial and office space. The Sykes/Delco site falls within the Lyell-Lake-State Street Brownfield Opportunity Area (LYLAKS BOA), which means that much research and investigation of perceived and real contamination in the area is already underway, helping to demystify the site and, in doing so, restore its potential.

50. Have a Strong Vision for the Sykes/Delco Site

51. Stabilize the Building and Introduce Public Art and Greening in the Meantime

## HAVE A STRONG VISION FOR THE SYKES/DELCO SITE



*Rendering of potential artwork opportunity on the facade of the Sykes/Delco building and temporary Christmas tree nursery on the grounds.*

### Be Strategic about Commercial Investment

The traditional rule of thumb is that stores follow rooftops. In JOSANA, the trend has been true – as households left and the population shrunk, many of the local businesses closed shop, leaving the neighborhood underserved for retail and services. With the recognition that the neighborhood will not soon return to its former size, JOSANA's commercial potential is limited. It is therefore important to think strategically and promote retail where it makes the most sense and has the best chance of succeeding.

52. Cluster Commercial Activity on Lyell and Broad to Support the Stadium

53. Strengthen Business Associations in the Area

54. Continue Jay Street's Conversion to a Residential Street



*Given the limited commercial market in the area, commercial activity should be encouraged to cluster along Lyell and Broad to support existing corridors and the Stadium.*

## **17** A DIVERSE RESIDENTIAL COMMUNITY

**where families want to live and can afford to stay and people of all ages respect and support each other**

The final set of recommendations is about housing – ideas for improving housing conditions for existing residents through advocacy, education, and rehabilitation and strategies for replacing obsolete and dilapidated housing with new units that meet the needs of modern families. Despite the region's shrinking status and the neighborhood's "distressed" classification in the 2007 Citywide Housing Market Study, which precluded focused investment in the community at that time, recent changes and progress in the community suggest that demolition and limited redevelopment in JOSANA is now not only justifiable, but indeed necessary.

The following recommendations thus aim to foster a diverse residential community in JOSANA, one that supports existing residents and enables them to stay in the community, meets the housing needs of people of all ages with a range of housing styles and typologies, encourages the re-establishment of a true mixed-income community, and attracts new residents to the neighborhood thereby stabilizing housing values and the neighborhood itself. The long-term goal is to mix market-rate development with affordable housing to build a mixed-income community.

### **Preserve Existing Homes and Support Long-Term Residents**

To help existing JOSANA neighbors, both homeowners and renters, better their living conditions, residents need access to housing advocacy, education, and programs that empower them with the knowledge, skills, and resources necessary to improve their homes or apartments.

- 55. Organize a Tenants' Advocacy Committee to Report on Landlord Delinquency
- 56. Form a Homeowners' Association to Welcome New Neighbors and Mentor New Homeowners
- 57. Start a Tool and Gardening Shed for Sharing

### **Repair the Single-Family Fabric within the Core**

One of the aspects of the community residents appreciate the most is that it is a neighborhood of single-family detached homes. However, JOSANA's single family homes were built for a very specific time and family structure. As the neighborhood's population grew smaller, many homes were abandoned, over time transforming assets into safety hazards requiring demolition. Others have slowly fallen into disrepair and remain scars of years-past that still stand, holding the community back from reaching its potential. The dilapidated single-family fabric at the neighborhood's core requires a mix of additional demolition, strategic rehabilitation where it makes sense, and infill development of single-family homes in line with the market potential to meet the needs of today's families. Importantly though, as this plan focuses on stabilization, proposed repairs to the neighborhood fabric do not represent massive growth; the net change in unit number after accounting for demolition is plus 26.

- 58. Support the Conversion from Multi-Family back to Single-Family Homes
- 59. Encourage Infill to Increase Homeownership and Stabilize Housing Values

### **Consider Denser Housing in Strategic Locations**

In addition to single-family infill development, the market study strongly recommends that new, well-managed multi-family rental units be considered in the community along and near Broad Street. The intent is to provide a different housing type that adequately meets the needs of non-traditional families, younger couples, the elderly, and other households for whom homeownership is neither attainable nor necessarily recommended. Like the rental homes built by the Rochester Housing Authority using Low Income Housing Tax Credits, these rental units would be safe, affordable, attractive, and desirable. With new homes along Broad Street, there will be opportunities for new retail services which existing residents have indicated are desperately needed.

- 60. Build Density and a Mix of Uses along Broad Street and at Key Corners to Revitalize the Community's Eastern Edge and Support the Stadium
- 61. Adapt Zoning to Enable Denser Development in Key Locations
- 62. Coordinate Potential Development Plans with Tax Lien Sale/Swap Process

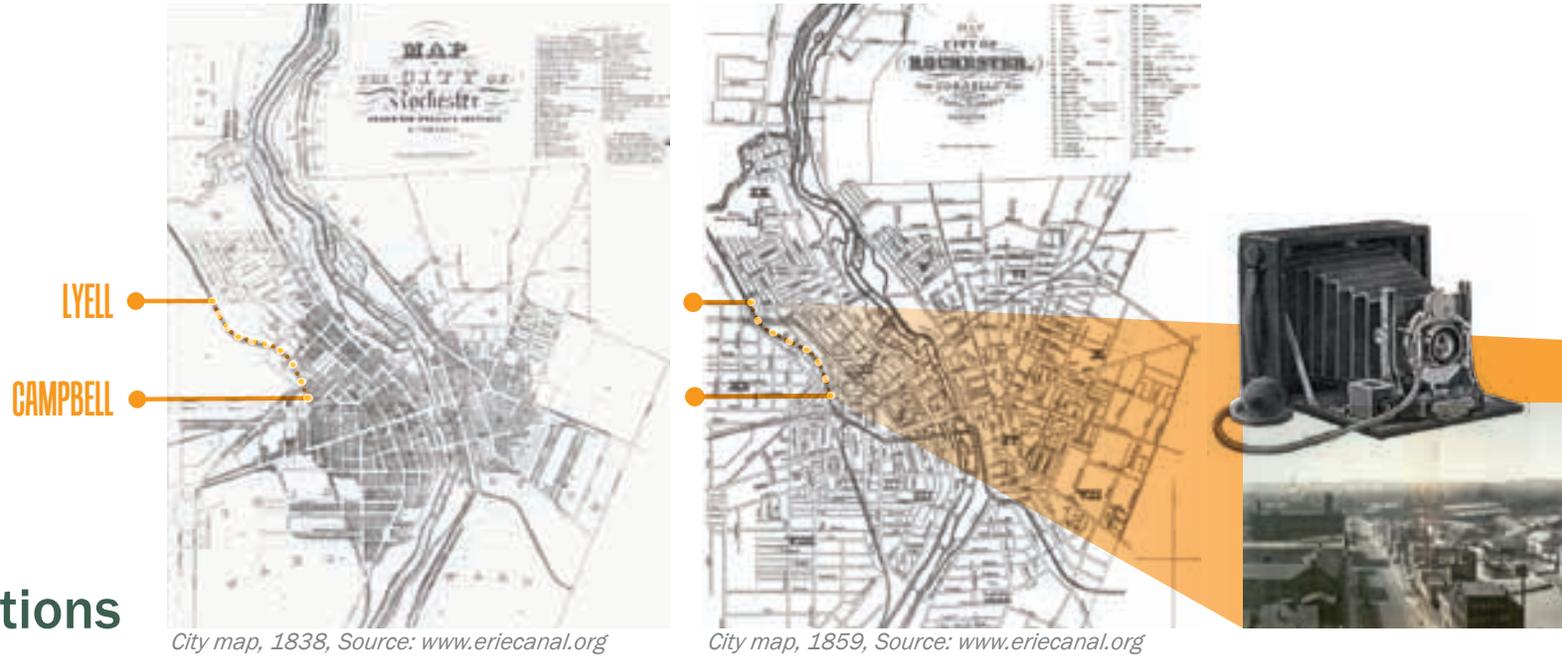


## IMPLEMENTATION

Implementation Committees will soon be convened to oversee the implementation of the JOSANA Neighborhood Master Plan. The Implementation Committees will be made up of community residents, business owners, institutions, City agency representatives, and other stakeholders who will meet regularly to discuss the steps required to see the community's ideas become reality. Six Implementation Committees, one for each vision theme described above, will lead the day to day work of moving the Plan forward.



The proposed land use plan retains all active uses in the neighborhood and combines the recommendations to suggest new uses for JOSANA's vacant and underutilized parcels.



## II existing conditions

### historical overview

The neighborhood known today as JOSANA is one of Rochester's historic, working-class residential neighborhoods. Development began in the mid 1800s, following the construction of the Erie Canal through the City of Rochester along what is now Broad Street. A historic map of Rochester from 1838 shows Lyell Avenue and Campbell Street stretching west past the Canal, but the tract of land between JOSANA's north and south boundaries remained unplatted at that time, in stark contrast to the Brown's Square neighborhood already emerging east of the Canal. By 1859, however, an updated map of the City includes the street grid that still serves the JOSANA community 150 years later, as well as the CSX rail line running south of Lyell. Construction accelerated in the early 1900s, populating these streets with many of the homes that still stand.

In numerous ways, the Canal has shaped the neighborhood's lasting identity. Its prime location along the Canal and its access to the rail line drew industries looking to transport goods and materials via rail and waterways. Industrial jobs attracted immigrant workers who settled nearby, inspiring the area's first name – Dutchtown (originally Deutschtown) – and nickname as the Fruit and Nut Neighborhood, reflective of the produce-bearing yards once planted with fruit trees by early German and Italian immigrants.<sup>1</sup> The street names honor this legacy, still referencing *orchards of grape vines and orange trees, walnuts and limes*, and though the Canal has been rerouted, the rail is now defunct, industrial activity has contracted, and the area's name has changed to JOSANA, the neighborhood remains proud of its tradition of cultural diversity.

The Charles Settlement House, founded in 1917 to help German and Italian immigrants adjust to their new lives in America by providing a host of supportive services, continues to serve as a social center point for the integrated multi-racial, multi-ethnic community. The 1950s brought an

1 [www.cityofrochester.gov/article.aspx?id=8589943419](http://www.cityofrochester.gov/article.aspx?id=8589943419)





*Panoramic View of Erie Canal from Rochester Business Institute, 1906, Source: [www.eriecanal.org](http://www.eriecanal.org)*

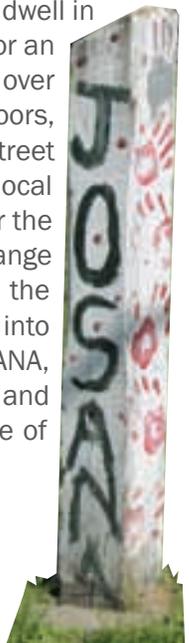


*Street signs today reference the area's heritage.*

influx of African American families to the neighborhood, and Puerto Rican families new to the United States followed in the 60s and 70s. In response, the local Enrico Fermi School Number 17, “named for a Nobel Prize winning Italian physicist in recognition of the surrounding neighborhood’s many Italian immigrants,” adopted a new motto, “Our Diversity is Our Strength.”<sup>2</sup>

And strength was, indeed, required. Rochester’s population peaked in 1950, signaling the onset of “white flight” to the surrounding suburbs experienced by cities nationwide at that time. Along with many of Rochester’s neighborhoods, the area became increasingly impoverished, and eventually vacancy and abandonment set in, accompanied by gang activity, prostitution, and drug sales. Dutchtown earned a new nickname then – Ghost Town – descriptive of the streets and homes vacated by those with means to move away from the crime, violence, and deteriorating conditions.

The violent and premature death of 10-year-old Tyshaun Cauldwell in 2001 marked a turning point for the neighborhood. Calling for an end to the violence and criminal activity that cast a shadow over daily life in the community and kept fearful neighbors indoors, residents led by Marion Walker founded the Jay Orchard Street Area Neighborhood Association (JOSANA) – a group of local activists determined to reclaim their neighborhood and honor the memory of Tyshaun through a commitment to positive change in the community. As the media and the City took note of the Neighborhood Association’s actions, their acronym grew into a new name and public image for the neighborhood: JOSANA, a community organized and at work, rebuilding as a safe and healthy, clean and green, proud and vibrant place for people of all ages.



*Bollard painted by Jay Orchard Street Area Neighborhood Association*

2

ibid.

## 21 today's context

JOSANA is a 165-acre neighborhood located in the northwest quadrant of the City, roughly one mile from Downtown Rochester. It comprises approximately 860 parcels of land that are somewhat isolated by strong edges on three sides:

- To the south, Interstate 490 and its sound barrier walls form JOSANA's most definitive edge. Residential properties on the south side of Campbell Street back up to the highway, and though bridges at Grape, Saxton, and Child Street carry pedestrians and automobiles over the highway, the Interstate effectively cuts JOSANA off from the historic Susan B. Anthony and Bull's Head neighborhoods to the south.
- Broad Street frames the neighborhood's eastern edge, separating JOSANA from Brown Square to the east. With the Rhino's Soccer Stadium located east of Broad as well as several large, low density employment centers within the Erie Canal Industrial Park, Broad Street truly feels like a dividing line between two very different urban areas.
- The struggling Lyell Avenue commercial corridor forms JOSANA's northernmost edge, albeit for only two blocks between Orchard and Child. The Lyell-Lake-State Street Brownfield Opportunity Area (LYLAKS BOA) encompasses the northern half of the neighborhood, and, with its collection of large and deteriorating or vacant formerly-industrial properties, also acts as a strong border to the otherwise residential neighborhood south of the BOA. Lyell-Otis and Edgerton neighbor JOSANA to the north and northeast.
- By comparison, Child Street at JOSANA's western edge is a less severe boundary, although many of JOSANA's east-west streets truncate at Child or fail to continue directly into the P.O.D. (People of Dutchtown) neighborhood west of JOSANA.

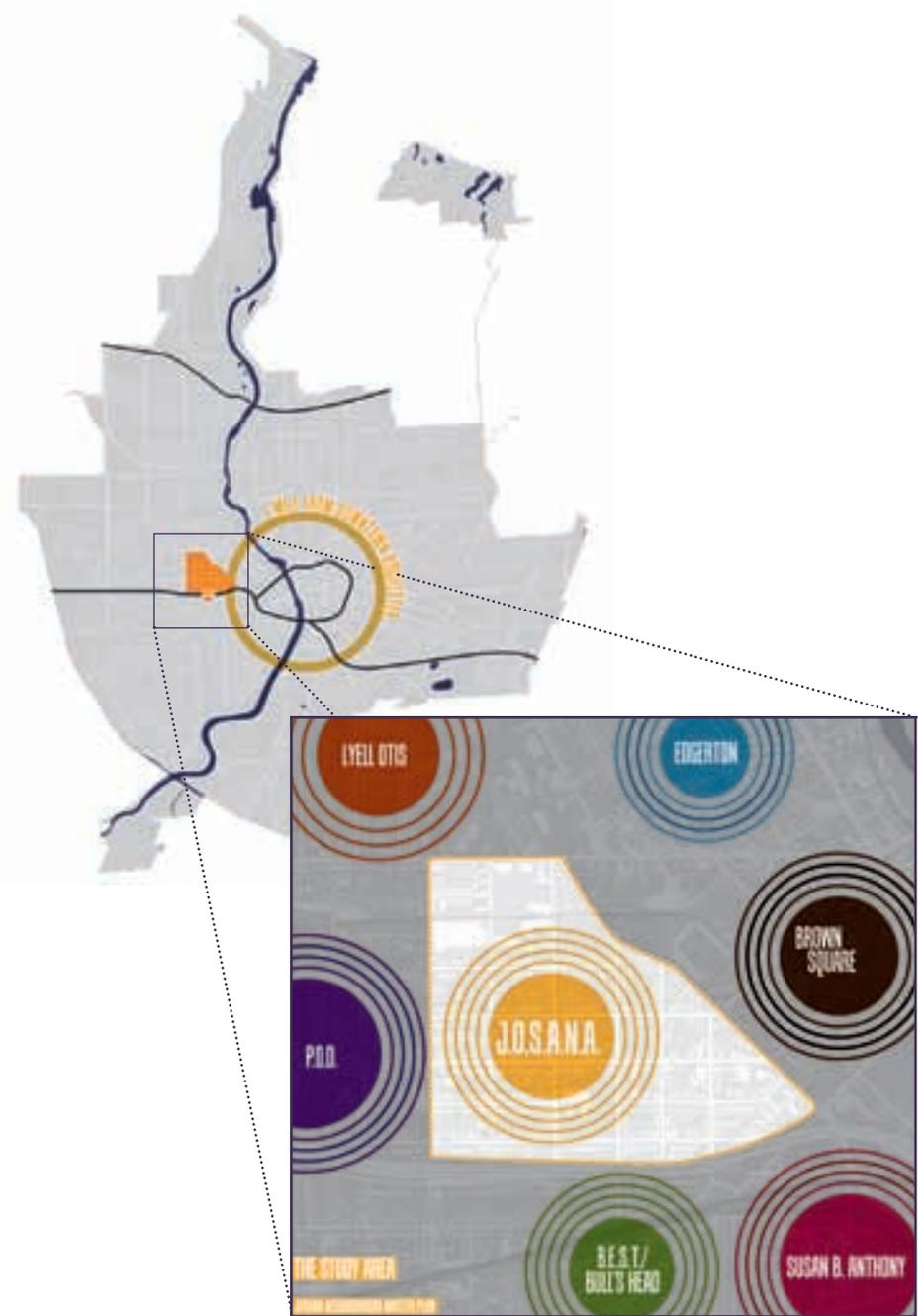


Figure 2: Context





Retail along Lyell Avenue



Looking eastward on Lyell Avenue



Looking south on Broad Street where JOSANA meets the Stadium



Strong edges on three sides contribute to JOSANA's insular feel.

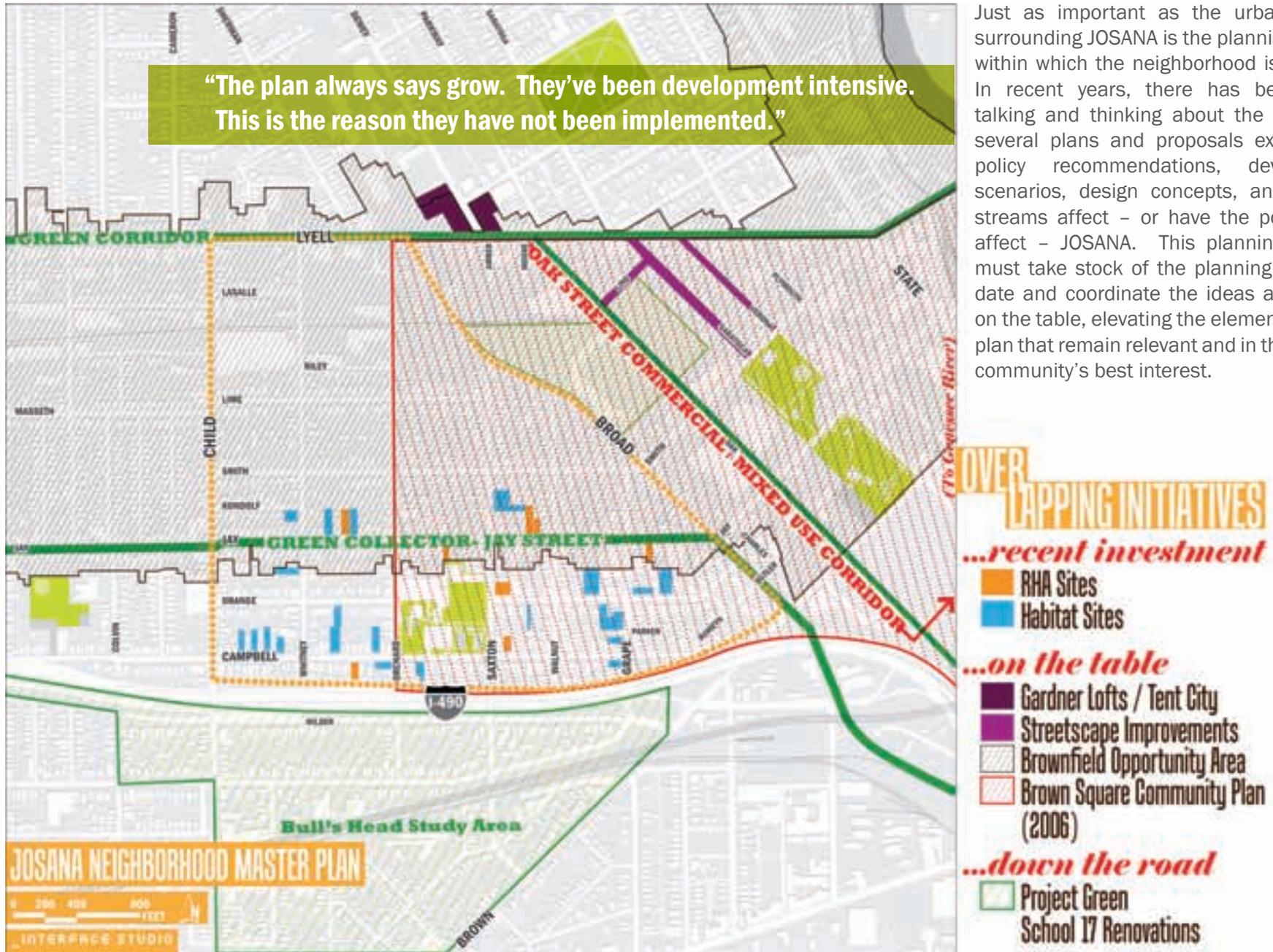


Home adjacent to noise barrier along I-490; view from bridge over I-490.

**“The plan always says grow. They’ve been development intensive. This is the reason they have not been implemented.”**

**planning context**

Just as important as the urban context surrounding JOSANA is the planning context within which the neighborhood is situated. In recent years, there has been much talking and thinking about the area, and several plans and proposals exist whose policy recommendations, development scenarios, design concepts, and funding streams affect – or have the potential to affect – JOSANA. This planning process must take stock of the planning efforts to date and coordinate the ideas and efforts on the table, elevating the elements of each plan that remain relevant and in the JOSANA community’s best interest.



**Figure 3: Overlapping Initiatives**



## Brown's Square Neighborhood Plan (2006)

The City's Brown's Square Community Plan is one of eight small area plans created for neighborhoods ringing the Inner Loop following the Center City Master Plan. The subtitle of the plan is "A Gateway to Center City." The plan encompasses the High Falls District and the Brown's Square neighborhood east of JOSANA and reaches across Broad Street to Orchard, thus capturing part of JOSANA too. The context within which this plan was developed and the point of view from which it was written render several of its key recommendations somewhat outdated and in contrast to the neighborhood-based planning work completed in JOSANA in 2010.

- The Brown's Square Community Plan is a plan for growth. It proposed commercial development between the two major sports venues at Frontier Field and Marina Auto Stadium and calls for new housing to help support new businesses and add to the area's vitality.
- Since the Brown's Square Neighborhood Plan was completed, Rochester has changed its thinking about how to plan for the future amidst continued population loss. Increasing the residential population is no longer the end goal. Rather, the City is interested in upgrading its housing stock for existing residents, providing them with added choice and an attractive option that encourages them to stay in the City. The new approach assumes that new construction will be offset – at least in part – by demolition of substandard housing.
- The Brown's Square Community Plan is also a plan for the area as a "Gateway to Center City." This concept explains the proposal to develop the neighborhood as a "themed" sports or entertainment district that capitalizes on the two major sports venues. For the residents who live in JOSANA, however, the stadiums are not necessarily reflective of their community. In this community-driven Plan for JOSANA, there is certainly an interest and need to better integrate the Stadium with the community, but also to celebrate and elevate the character of the community itself.

## Brownfield Opportunity Area (BOA), ongoing

The New York State Brownfield Opportunity Areas (BOA) program provides municipalities and community-based organizations with technical assistance and funding for up to 90% of eligible project costs to complete revitalization plans and implementation strategies for areas affected by the presence of brownfield sites as well as site assessments for strategic sites. In Rochester, the Lyell-Lake-State Street (LYLAKS) area is a designated BOA, encompassing 394 acres between the Genesee River and the CSX rail spur west of Hague Street. Lyell Avenue is the northern boundary, Jay Street is the southern boundary, and the LYLAKS BOA thus encompasses roughly half of JOSANA.

The LYLAKS BOA completed Step 1 within the program – the Pre-Nomination Study, which provides a basic and preliminary analysis of the area. It has received a grant award for Step 2, the Nomination Study, which will provide an in-depth and thorough description and analysis, including an economic and market trends analysis of existing conditions, opportunities, and reuse potential for sites within the BOA,<sup>3</sup> but this second Study has yet to commence.

Step 3 in the BOA program funds an Implementation Strategy that offers a description of the full range of techniques and actions, ranging from immediate action steps to those that have a longer timeframe, which are necessary to implement the area-wide plan and to ensure that proposed improvements materialize. Rochester can also access grant money through the Environmental Restoration Program of the New York State Department of Environmental Conservation (DEC) to develop a cleanup strategy, but funding sources for clean ups are becoming more and more scarce.

While recent remediation of portions of the Sykes-Delco parcels give the neighborhood hope for the future, the community remains unsure of the full potential and possible outcomes for the BOA. The Pre-Nomination Study culled information on contaminated sites into one, comprehensive document, and the Nomination Study, will no doubt expand upon the existing analysis. This wealth of information serves as a starting point for proposed developments in the northern half of JOSANA, serving to lessen uncertainty and fears, and the possible opportunity to access funding to support environmental remediation, community revitalization, job creation, and the expansion of the tax base in JOSANA further underscores the role of the BOA in catalyzing economic development in the neighborhood.

3

See BOA Program Fact Sheet: <http://www.dec.ny.gov/chemical/8650.html>

## 25 Brown's Square Circulation, Accessibility, and Parking (CAP) Study (2009)

The Brown's Square CAP study looked at the area bound by Lyell Avenue to the north, the Genesee River to the east, Interstate 490 and the Inner Loop to the south, and Orchard Street to the west. It thus crossed Broad to consider a portion of JOSANA that the study calls the School #17 Residential Neighborhood District. The purpose of the study was to improve circulation, accessibility, and parking for pedestrians, bicyclists, and motorists in the area.

The study provides an overview of data with relevance to JOSANA including traffic counts along Broad and Lyell, traffic speeds along Broad, an analysis of parking supply and demand during sporting events, level of vehicular service for intersections along Broad and Lyell, and an assessment of walkability and risk of pedestrian/vehicular accidents. Several of the study's recommendations involve or affect JOSANA's territory:

- **Relocate industrial uses over time and require a higher level of design for industry** – While design guidelines for new industries would improve walkability and the appearance of the area, relocating the businesses would make potential jobs for local residents more difficult to access.
- **Develop Oak Street as a mixed use connector between Frontier Field and Marina Auto Stadium** – While this idea supports the soccer stadium's goal of aligning itself with the more established baseball stadium, Broad Street is likely a more fitting candidate for mixed use development with higher traffic volume and better visibility near the soccer stadium. That said, improved intersections, landscaping, and design elements along Oak to connect the two stadiums and their parking areas should still be considered.
- **Improve transit stops and incorporate a neighborhood theme in signage** – These ideas translate across Broad Street to JOSANA too, although the neighborhood themes should be tailored to reflect the differences between Brown's Square and JOSANA.
- **Introduce traffic calming on Broad Street by the soccer stadium** – This suggestion is still quite important, as cars travel quickly along Broad and the street's width can make crossing difficult for pedestrians. Further improvements along Broad should also incorporate signage for branding and way-finding as well as gateway treatments.
- **Incorporate bicycle infrastructure on Jay Street** – Bike lanes on Jay Street to connect with the Genesee River Trail would be in keeping with the goals and agenda of the City's *Project Green* initiative. As the CAP suggests, bicycle parking at key destinations like the stadium should accompany an investment in bike lanes.

## Citywide Rochester Housing Market Study (2007)

The 2007 *Housing Market Study* identified JOSANA as one of the most “Distressed”<sup>4</sup> neighborhoods in the City using a methodology that accounted for code violations, vacancy, building permits, assessed values, homeownership, median income, property crime, and violent crime. In response to the Study and the constraints imposed by limited resources and a shrinking population, the City adopted a policy of focused investment intended to stabilize areas deemed Transitional High, Transitional Low, or Depreciated with assets to build upon, recent investments to leverage, local capacity, and high visibility.<sup>5</sup> This strategy meant that as a Distressed neighborhood, JOSANA was not a candidate for improvement under the Focused Investment Strategy (FIS).

However, much has changed in JOSANA. The neighborhood hosts very unique assets like the co-located Elementary School and community health and dental clinics and Marina Auto Stadium. Investment has come to JOSANA from the public, private, and non-profit sectors, and residents and institutions are now organized and actively involved in planning efforts. Pioneering legislation about preventing lead poisoning and a recent national award from the U.S. Environmental Protection Agency (EPA) for environmental justice have brought JOSANA again into the public spotlight. These changes suggest that JOSANA could, in fact, be eligible for focused investment if the City pursues a second round of FIS, and in the meantime, the City is looking for ideas about how to serve its most distressed areas. This JOSANA Neighborhood Master Plan will help answer those questions.

4 *Citywide Housing Market Study Analysis*, p. 62.

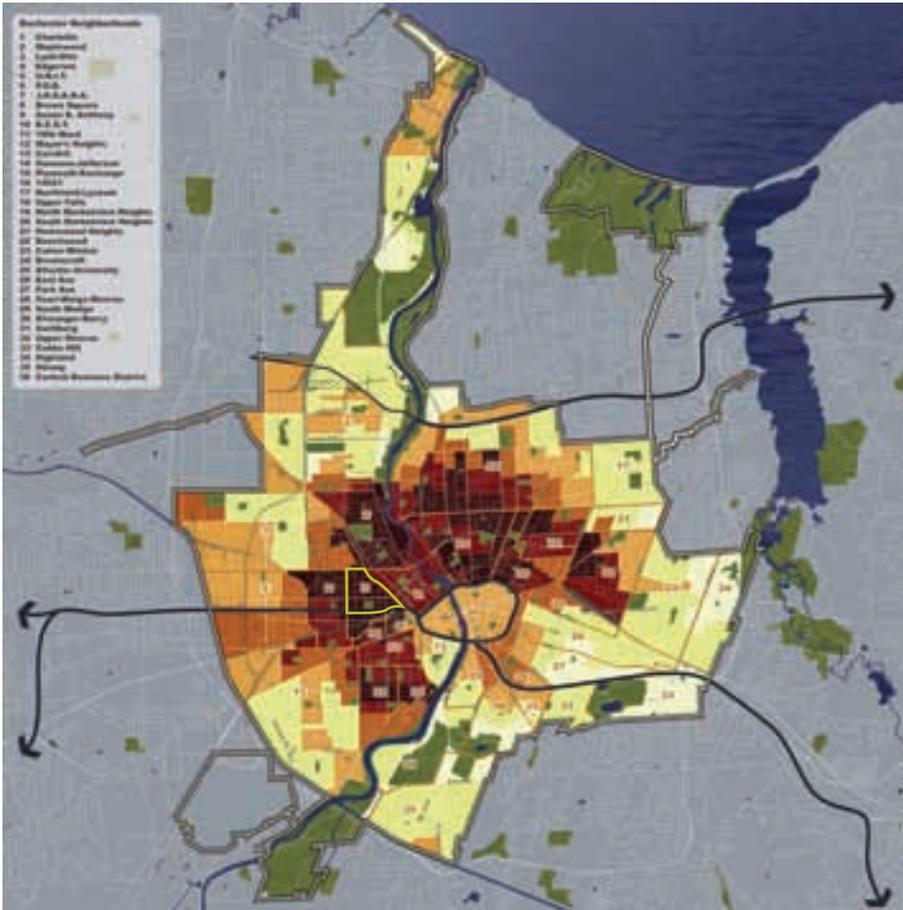
5 *Focused Investment Strategy Area Selection*, p. 2.



### Project Green: Rochester, NY from Blight to Bright (2009)

The citywide *Project Green* report prepared by the City of Rochester’s Department of Neighborhood and Business Development, aims to “match the footprint of Rochester’s built environment with its existing and anticipated future population” through land-banking and green infrastructure initiatives.<sup>6</sup> In JOSANA, *Project Green* has identified Lyell Avenue and Jay Street as key corridors for stormwater management, landscape investments, and, potentially, bicycle infrastructure and alternative transportation systems. In the near term, though, as the City looks for feasible, green, and cost-effective ways to re-purpose and re-activate its fallow lands, *Project Green* will be looking to existing publicly-owned vacant land holdings to pilot creative solutions. With JOSANA’s stock of eligible land and history of health advocacy, the neighborhood is an ideal candidate for initial *Project Green* endeavors.

**“In emerging markets, it’ll be important to show the spin-off benefits of Project Green – like employment, alternative energy generation, urban agriculture. There’s potential there.”**



The data-driven 2007 Housing Market Study identified JOSANA as one of Rochester’s most Distressed neighborhoods. Source: Interface Studio

#### Neighborhood Classifications

- Exceptional**
- Stable**
- Transitional High**
- Transitional Low**
- Deprecated**
- Distressed**

### Rochester Schools Modernization Project (2007)

The Rochester Board of Education recently announced plans to close two Rochester City School District schools at the end of the 2011-2012 school year and upgrade 12 existing school buildings as part of a \$1.2 billion initiative to upgrade public school facilities. JOSANA’s School 17 is one of six elementary schools and six high schools across the City slated for major renovation, with \$18.8 million allocated for improvements to its facilities. Construction is scheduled to begin in Summer 2012.

6 Project Green, p. 8.

**27** In addition to the plans that encompass the JOSANA neighborhood, there are several specific projects and other investments proposed for the area:

### Gardner Lofts/Tent City Project



**“Tent City is a gateway to the stadium. The Gardner Lofts development would represent a real change.”**

*The former Tent City building visible just east of Broad Street on Lyell Avenue*

The Gardner Lofts project proposes a residential conversion of the Tent City warehouse facility, now vacant, on Lyell Avenue. This project has yet to receive the Low Income Housing Tax Credit (LIHTC) allocation necessary to proceed, and therefore remains a question on the horizon, but the redevelopment concept envisions an 83-unit residential building (38 one-bedrooms, 40 two-bedrooms, and 5 three-bedroom units) targeting a mix of low- and moderate-income families, with 8 units designated to receive Rochester Housing Authority (RHA) project-based vouchers for households earning less than 30% of Area Median Income (AMI). Charles Settlement House has agreed to provide supportive services to residents through a partnership with building owners.

In addition to the green LEED-certifiable residential conversion of the attractive formerly industrial structure, the proposal includes plans for green space, a tot lot, a garden and patio area, and an upgraded parking lot. The Department of Environmental Services (DES) has developed a scheme to re-route the intersection of Broad, Lyell, and Dewey to improve the safety of the intersection and circulation around the site should the project move forward.

The creation of 83 new rental units in the area is consistent with JOSANA's market potential, representing 47% of the total rental market identified in the context of this Neighborhood Master Plan, explained on page 51 of this report, and included as an appendix to the Plan. The development also has the potential to catalyze additional commercial activity on Lyell by dramatically increasing foot traffic and bringing new life to a hulking vacant building.

### Curb Replacements near Marina Auto Stadium

In 2009, DES developed plans to replace the curbs along Saratoga and Verona Streets between Lyell and Smith Street as well as along Lind Street between Oak and Saratoga. The improvements, which will introduce stone curbs and replace the driveway aprons that meet the street, were deemed necessary to handle increased street-parking in the area during stadium events and will not affect JOSANA's streetscape or parking conditions.

### Residential Construction by Rochester Housing Authority (RHA) and Flower City Habitat for Humanity

North Star Housing and Development Corporation has recently built 10 scattered site single-family detached rental homes with Low Income Housing Tax Credits (LIHTC) in JOSANA. The homes are managed and maintained by RHA and are located in the neighborhood's southern tier from Jay Street south to Campbell Street. While the neighborhood was initially resistant to the idea of additional rental units, the homes are well designed, have been meticulously maintained, and will present homeownership opportunities to tenants or other low-income purchasers 15 years after initial occupancy.

Since 2007, Flower City Habitat has built 18 new single-family detached homes for low-income homeownership. These single-story homes are smaller and simpler than those constructed by North Star. Residents note that they make less of a visual impact because of their size, and some residents voice frustration that purchasers come from all over the City, not from within the neighborhood, but overall, the community is very supportive of Habitat's investment and continued interest in building a total of 100 homes within JOSANA in a span of 10 years. Habitat's development model enables them to sell homes for half the cost to build and offer 0% interest mortgages. The new homes have been selling for \$60,000 to \$65,000, which is roughly double the sale prices for the neighborhood's older stock, raising local home values considerably.





Top: new RHA rental unit

Below: sustainable Habitat house built with RIT

Together, these new single-family detached homes for rent and owner-occupancy have done much to stabilize the area south of Jay, and residents and stakeholders report that adjacent neighbors have started better maintaining their properties now that the new homes are in place. The market study for this Neighborhood Master Plan noted the ongoing interest of both organizations in building within JOSANA and includes recommendations for how many additional units are feasible.

## Neighborhood Health Status Improvement Project (Project COACH)

The Greater Rochester Health Foundation awarded Charles Settlement House a grant for its Project COACH initiative, which stands for Coaching, Organizing, and Accessing Community Health. The goals of Project COACH are to strengthen health outcomes by addressing resident needs in a holistic manner through partnerships between residents, health care professionals, university researchers, college students and professors, and legal services. Project COACH's definition of neighborhood health encompasses not only medical needs, but also public safety, quality education, a clean environment, a sustainable economy, and strong social connections.

Itself a “vehicle for neighborhood revitalization,”<sup>7</sup> Project COACH is progressing in three phases: Assessment, Planning, and Implementation, with Phase 3: Implementation now underway and funding secured to help implement the residents' plan over the next three years. The plan includes the following strategy areas:

- **Safe and Healthy Environment**
  - Promote healthy housing and a safe physical environment
  - Create a safe neighborhood
  - Create an environment of community empowerment for strategic engagement
- **Healthy Living**
  - Support residents' participation in healthy lifestyle choices
  - Decrease barriers to obtaining health services
- **Work/Life Opportunities**
  - Prepare youth and young adults for the future.

Through the Charles House Neighbors in Action (CHNA), Project COACH has successfully mobilized a committed and inclusive group in residents who are “ready to help make JOSANA a healthy neighborhood,”<sup>8</sup> and together, the CHNA has made important progress in identifying community needs, organizing information about service and health resources, developing collective vision statements for JOSANA, and beginning to host events and deploy volunteers to help build community within the neighborhood.

Project COACH carries much potential for the grass-roots transformation of JOSANA and already has an impressive track record. This JOSANA Neighborhood Master Plan planning process has CHNA and Charles Settlement House to thank for facilitating the public outreach and establishing a strong foundation of information sharing and communication upon which to build. Together the neighborhood health and Master Plan initiatives will position JOSANA and its residents to welcome positive and lasting change – socially, economically, environmentally, and physically.

<sup>7</sup> Phase II Application – Project COACH, p. 5.

<sup>8</sup> Project COACH Assessment Report, May 2009, p.3.

## 29 demographics

### population change

The 2000 U.S. Census reported that JOSANA was home to roughly 3,500 residents, a decrease of 15% from 4,100 residents in 1990. For comparison, the City as a whole lost 5% of its population during the same time. Claritas<sup>9</sup> forecasts for 2010 confirm the perception that population loss is ongoing in the neighborhood, reporting an estimated 2,930 residents in 2010, which translates to a population loss of 17% or about 60 residents per year compared to the City's estimated 6% population loss over the past 10 years. Claritas predicts continued population loss in JOSANA between 2010 and 2015 at a slightly slower pace of 40 to 45 residents per year.

Household loss has kept pace with population loss, more or less, dropping by 17% from 1,455 in 1990 to 1,205 in 2000 and by another estimated 17% between 2000 and 2010 to 995. Claritas projects that the number of households in JOSANA will drop to roughly 915 by 2015. The City's household loss mirrors its population loss, dropping by 5% between 1990 and 2000 and by an estimated 6% between 2000 and 2010.

Of the estimated 2,900 residents in 2010, Claritas estimates that 49% are African American, 29% are Caucasian, 2% are Asian, 13% self-identify as Other, and 7% are two or more races. Citywide, Rochester is 41% African American, 44% Caucasian, 2% Asian, 8% Other, and 5% of two or more races. 27% of JOSANA's population is Hispanic or Latino, mostly Puerto Rican, compared to 15% citywide. An estimated 23% of JOSANA's population speaks Spanish at home versus 10% citywide. The neighborhood prides itself on its diversity, and generalizes its racial and ethnic breakdown as one-third Black, one-third White, and one-third Hispanic.

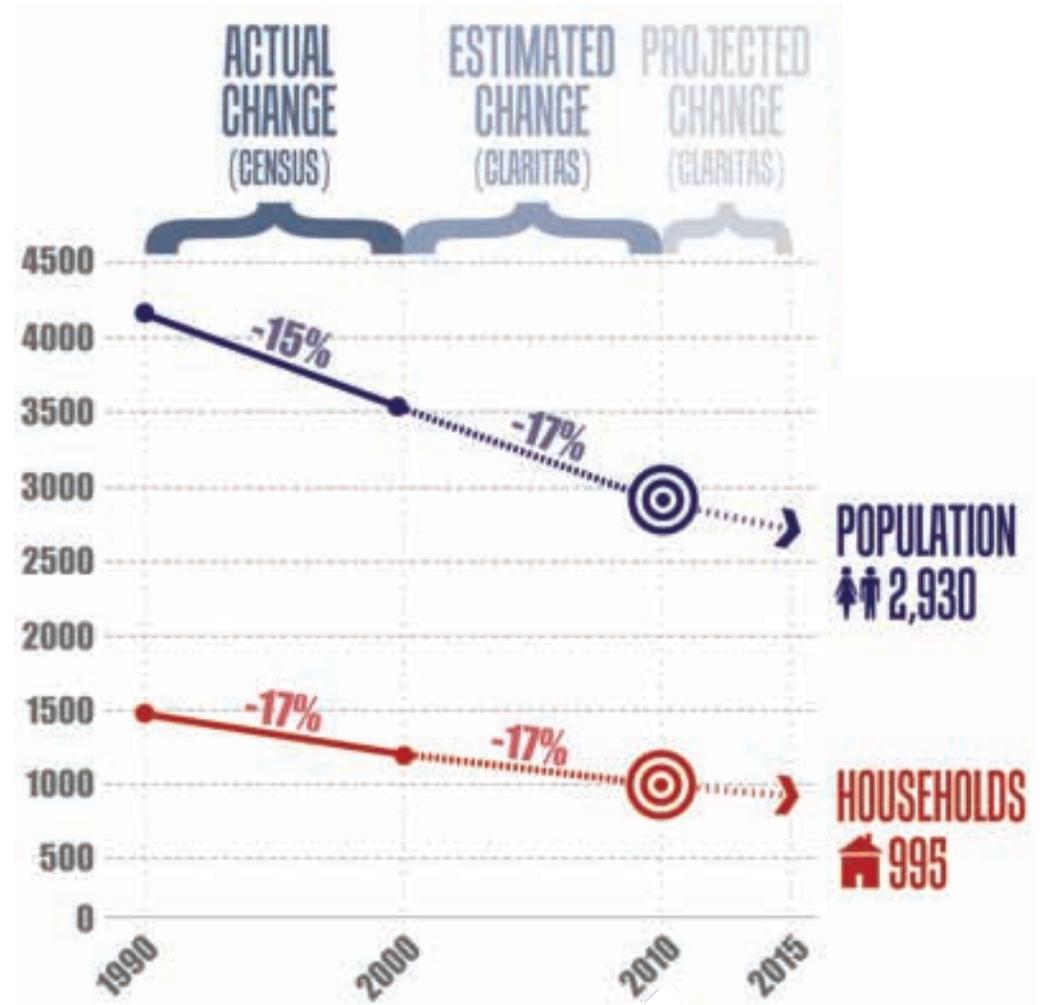


Figure 4: Population Change

Source: Claritas

9 Note: Claritas estimates and projections are based on past trends. These numbers do not take into account recent investments by Flower City Habitat and the Rochester Housing Authority or proposed projects such as the Gardener Lofts at Tent City by WinnDevelopment.



## median income

By other measures, however, JOSANA is less diverse. The neighborhood is predominantly low income, with an estimated median household income of \$20,800 compared to \$29,975 citywide; as the median income distribution pie chart illustrates, almost 40% of JOSANA's households earn less than \$15,000 per year. Throughout the City, 27% of households earn less than \$15,000 annually. According to Claritas, 51% of families are living below the poverty line in JOSANA, while the citywide rate is 26%. Unemployment is high in the neighborhood – 16% of residents over the age of 16 are unemployed (compared to 6.7% citywide), and 45% are not in the labor force (39% citywide), accounting for people who have retired, those who are going to school, and – significantly, especially in the economy – those who have no job and have stopped trying to find one.

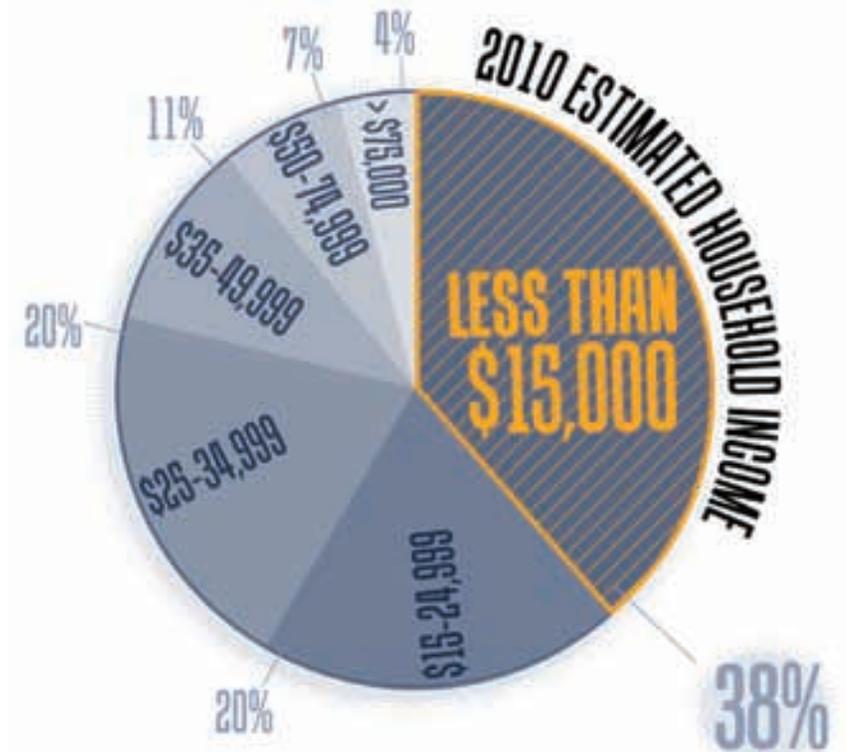
**“Local companies don’t hire locally anymore – you have to go through a temp agency out in Henrietta.”**

## educational attainment

Inextricably linked to employment, earning power, and, in turn, poverty, JOSANA's collective educational attainment is low. 43% of the adult population ages 25 and over did not graduate from high school; citywide, the rate is 22%. 7% of JOSANA's residents have been college students but do not have a degree, and just 10% have obtained either an Associate, Bachelor's, Master's, or Doctoral Degree. Throughout Rochester, 17% have attended some college, and 32% have obtained a degree.

## age distribution

However, more than one in three JOSANA residents (36%) are under the age of 18 (compared to 25% citywide), and with the necessary blend of support and educational opportunities, these 1,050 youth are in a position to alter the statistics, improve their own life circumstances, and reinvent their neighborhood in doing so. But the lives of JOSANA's children and teens are not without challenges. 81% of JOSANA's households with children are single-parent households (compared to 36% citywide), with 68% headed by single mothers (31% citywide) and 13% headed by single fathers (5% citywide) according to Claritas estimates. Beyond the stresses of single-parenthood experienced by both child and parent, the community voiced serious concerns about the lack of discipline, opportunities, and activities available for local youth.



**Figure 5: Median Income Distribution**

Source: Claritas

**“If we could have parents be parents that would help a lot. Keep the kids in school – too many kids are raising themselves.”**

**“Kids don’t want trouble, but they get into trouble just trying to kill boredom.”**

**“The kids in this neighborhood are talented, and they need somewhere to go... not to the funeral parlor every week. We need a dance studio – we love to dance.”**

## 31 institutions and supportive services

JOSANA residents of all ages benefit from access to an extensive network of local institutions and supportive services in place to help them face life's struggles. At the center of the neighborhood physically and socially is Enrico Fermi School Number 17, built in 1915 and named for a Nobel Prize winning Italian physicist in recognition of the area's many immigrants from that country.<sup>10</sup> Celebrated as an active and progressive *neighborhood* school through the 1990s and early 2000s, the school became a national model and source of pride with its strong Parent Teacher Association, advocacy through the Coalition to Prevent Lead Poisoning, and successful co-development of a community health and dental center on the school's campus. Beginning in 2012, School 17's educational facilities will receive an \$18.8 million renovation as part of the Rochester Schools Modernization Project; planning is underway.

Although the City of Rochester is in the midst of a process to return to a community-based school system, only about 50% of students at School 17 live in JOSANA today. Residents eagerly await the return to the community-based schools model, noting that busing is an issue because it introduces kids from other neighborhoods, which causes conflict, undermines the role of the school as a source of community pride, resulting in a less robust and active PTA, and hinders the provision of after-school programming by adding the expense of transportation. Enrollment has declined from 800 students to 583.

While the School only serves a portion of local students these days, the Unity Family Medicine at Orchard Street clinic and Daisy Marquis Jones Foundation Outreach Dental Clinic, developed in partnership with the University of Rochester Medical Center, Eastman Dental Center, Strong Health, and Unity Health System, continue to welcome the entire community, providing health and dental care for all with a sliding scale for costs. The School and clinics are working to increase local visibility and usage of these key resources, which offer state of the art care; only 164 of the 583 students are enrolled in the health clinic.

Beyond education and health services, the neighborhood's network of religious institutions and social service providers also offers an array of programs to meet resident needs and build community with JOSANA. Celebration of Life, based out of the Ark of Jesus Church on Jay Street, hosts Breakfast Meetings that bring together a wide cross section of people – businesses, residents, faith leaders, City agencies, and service providers – to create linkages between **“consumers”** and service **“providers.”**

The Charles Settlement House hosts a range of services under one roof. For area youth, CSH offers pre-kindergarten three days per week, an after school program located at School 17 in partnership with the Campbell Street Recreation Center and FoodLink's Kids Café, a Photography Club, Step Team, Sports, Arts and Crafts, and a Teen Club. For families, CSH coordinates telemedicine, emergency services, a food pantry and clothing closet, and family coaching and care to help families function with parents that are working, children who are healthy, safe, cared for, and succeeding in school, and seniors who are healthy and able to remain independent. For seniors, CSH operates the Northwest Senior Center, offers a weekday breakfast and lunch, runs social activities, exercise programs, and trips, and helps administer a nutrition program.

More recently, in keeping with the organization's 2007 strategic plan, Charles Settlement House has embraced a coordinating role in neighborhood organizing and community building. JOSANA has an established tradition of advocacy that emerged with the Jay Orchard Street Area Neighborhood Association and the Coalition to Prevent Lead Poisoning roughly 10 years ago. Charles Settlement House has since become a convening place for weekly meetings of the Charles House Neighbors in Action (CHNA) that brings together neighbors, service providers, and representatives of area organizations and institutions. Neighborhood outreach is conducted through CHNA and an emerging network of block captains and local leadership. CHNA has been the community voice offering oversight and guidance for this Plan for its neighborhood and will play a major role in transforming the JOSANA Neighborhood Master Plan into reality.

10 <http://www.cityofrochester.gov/article.aspx?id=8589943419>





**Figure 6: Institutions**  
 Source: Field Survey



*Charles Settlement House at Jay and Saxton*



*Charles House Teen Club members perform in the parking lot*



*School Number 17*

### 33 land use and zoning

#### land use

JOSANA is 42% residential and is composed mostly of single-family detached homes, some of which have been subdivided into multi-family structures. At the heart of the neighborhood, stands an elementary school, Enrico Fermi School Number 17, flanked by a play area at Orchard Park and a school-based community health center and dental clinic to the south.

Within the neighborhood's core, prevalent vacancy is the main cause of interruption in the residential fabric. Jay Street, once a robust east-west commercial corridor lined with local shops, hosts only a few stores today; a network of religious institutions and social service providers now contribute to the mix of uses along Jay Street that still distinguishes it from other predominantly residential streets.

Above Riley Street, the larger parcels host a mix of industrial and auto-related uses as well as extensive vacancy on formerly-industrial sites and vacated freight rail owned by CSX. A range of commercial uses line Lyell Avenue, but here too, vacancy disrupts a sense of continuity along the corridor. On Broad Street, Marina Auto Stadium – home to the Rochester Rhinos soccer team – is the dominant land use, standing in stark contrast to the existing homes and vacant parcels across the street and to the southeast on Broad.



*Vacancy punctuates residential fabric*



*Industrial use still semi-active south of CSX rail*



*Commercial on Lyell*



*Lingering commercial on Jay*



*Residential conversion of Jay Street underway*



*Apartments, Church, and Stadium on Broad*



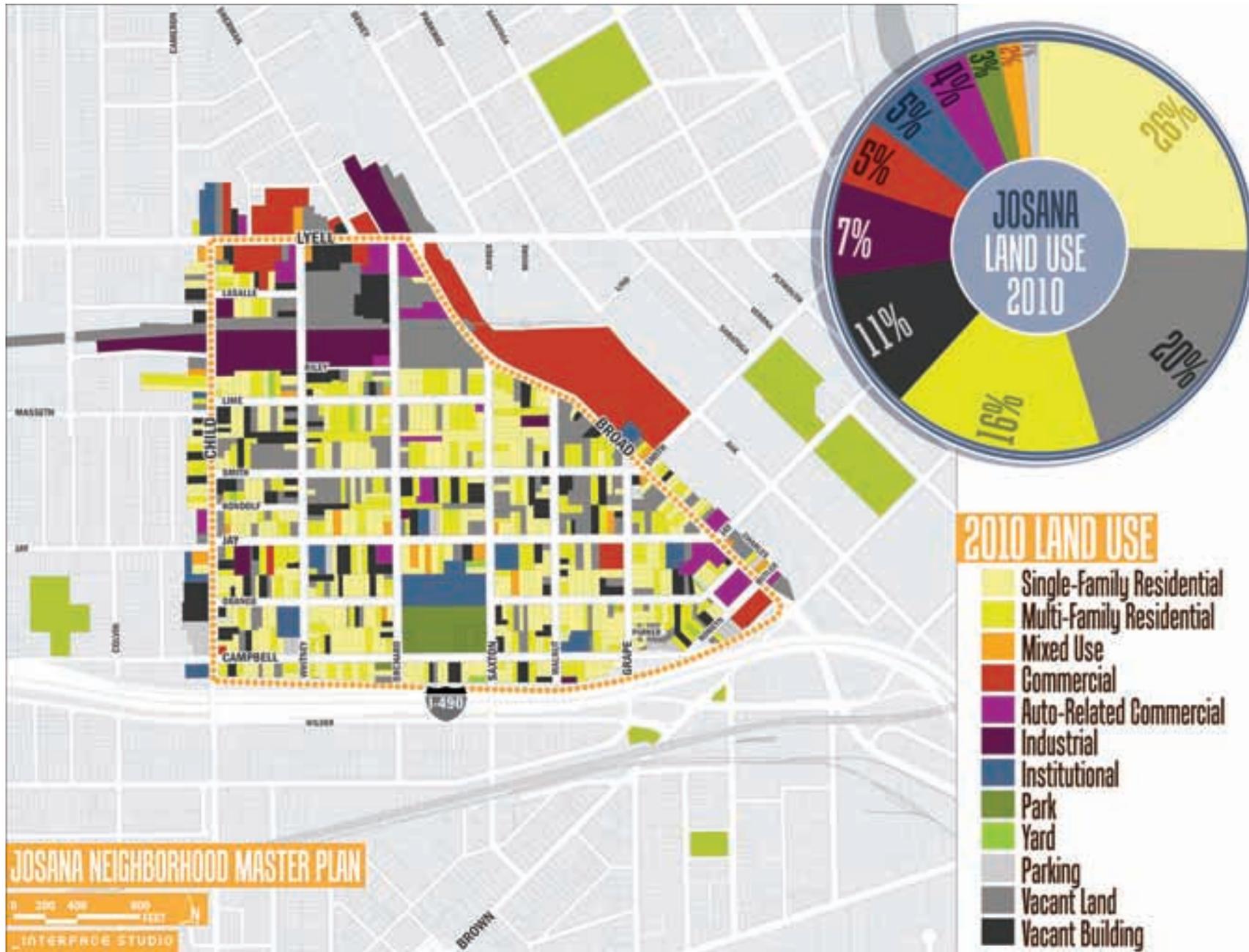


Figure 7: Land Use  
Source: Field Survey

## zoning

The zoning for the neighborhood is largely consistent with the remaining pattern of existing land uses, encouraging a low-density residential neighborhood with some commercial along Lyell and at Broad Street near I-490. That R-1 Low-Density Residential zoning encompasses 70% of the neighborhood reflects a citywide decision in 2003 to down-zone various properties in an effort to address Rochester’s shrinking population, promote owner-occupancy, and prohibit conversions of single-family structures to multi-family dwellings.<sup>11</sup>

The R-1 district is “a distinct urban area that is characterized predominantly by owner-occupied, single-family detached and attached homes but often contains a diverse mix of other preexisting higher-density residential uses.”<sup>12</sup> As the Zoning Code Evaluation Report explains, the down-zoning strategy has been effective in preventing conversions of single-family dwellings to multi-family dwellings, but it has not resulted in increased levels of homeownership. The Evaluation Report also notes that while the down-zoning has worked well in stable neighborhoods to reinforce the integrity of existing structures, it has proved too rigid in Rochester’s less stable neighborhoods, like JOSANA, where vacant land may be suitable for targeted reinvestment that may not fit the single-family detached model. Recommendations for reinvestment in JOSANA thus require zoning considerations for where the down-zoning makes sense, encouraging large lots with green space and detached, single-family homes, and where up-zoning for mixed use and higher-density housing typologies may be appropriate.

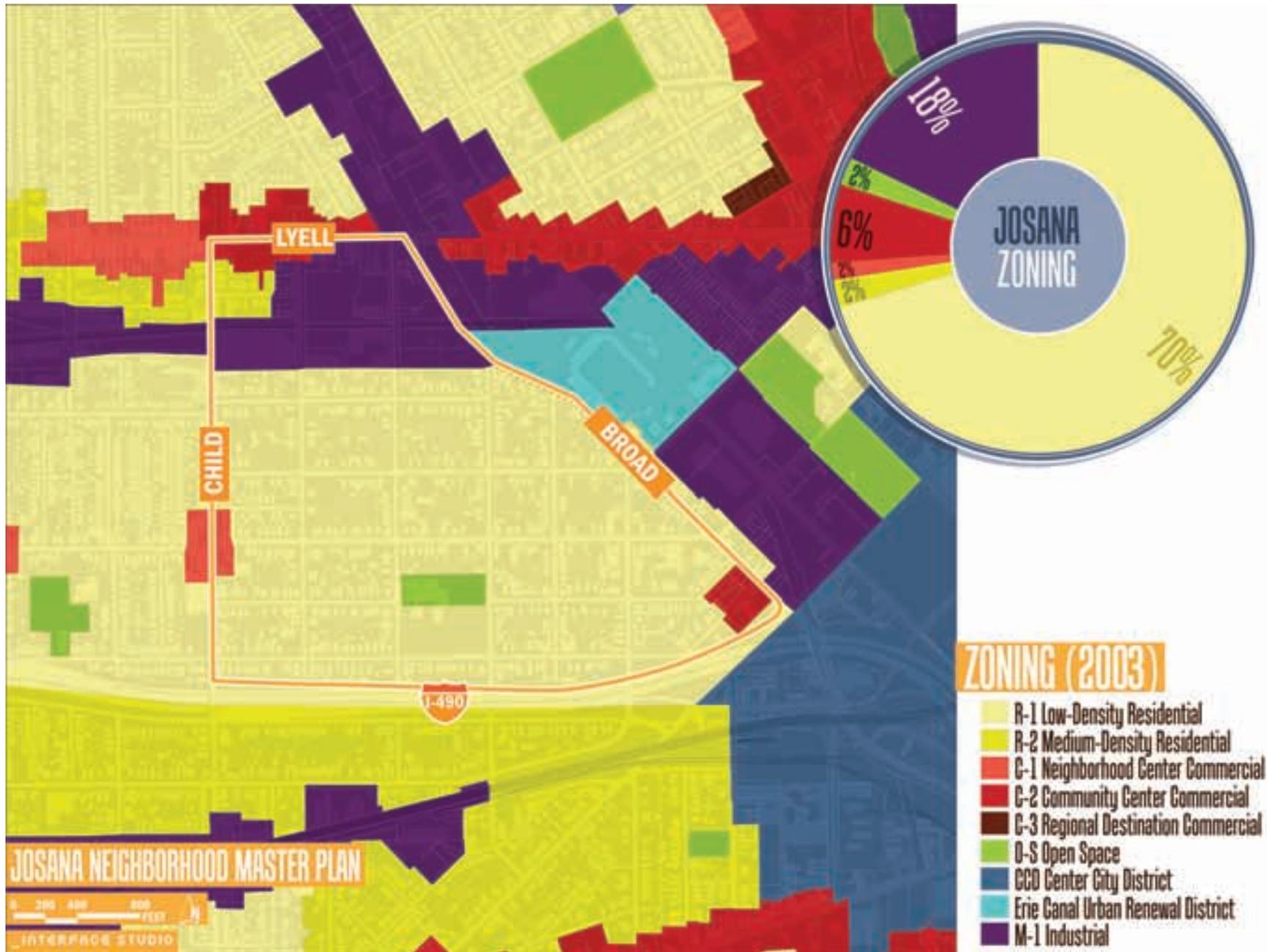


*Habitat has sought to build one new home upon two existing lots where possible to provide a driveway and larger yard, and de-densify the neighborhood in doing so.*

11 City of Rochester Zoning Code Evaluation Report, February 2010, page 7.

12 See City of Rochester, NY Code, Chapter 120 – Zoning: <http://www.ecode360.com/ecode3-back/getSimple.jsp?custId=R00104&guid=8679531>





**Figure 8: Zoning**  
Source: City of Rochester

## 37 vacant land and public ownership

### vacancy

#### “The neighborhood wears its distress on its face.”

JOSANA’s neighborhood fabric is heavily punctuated with vacant land and abandoned buildings. Though the vacant parcels range in size and are scattered throughout the community along residential streets, commercial corridors, and in formerly industrial areas, together they amount to 43.6 acres – an area equivalent to 33 football fields or almost one-third (31%) of the neighborhood.



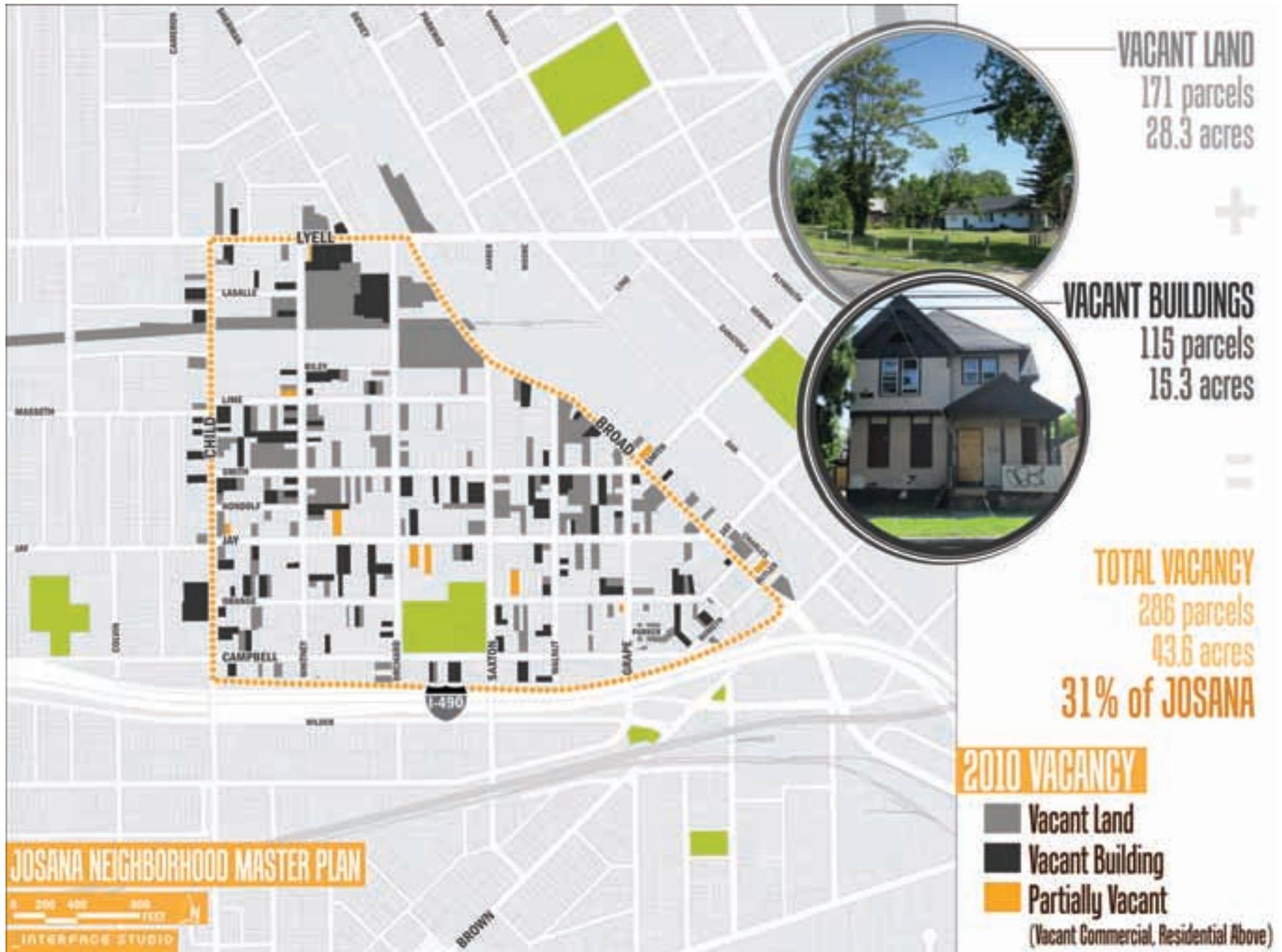
JOSANA’s stock of vacant land is equivalent to 33 football fields.

With 171 parcels of vacant land and 115 vacant buildings, vacancy touches almost every block in the neighborhood, and in some instances, the voids left by vacancy dominate the landscape. Along Smith Street, four intersections have vacant land or abandoned buildings on all four corners; two intersections on Child and one on Whitney are defined by vacancy on three out of four corners.



At Smith and Orchard, vacant land meets all four corners. This pattern repeats itself at three additional intersections of Smith Street in JOSANA.





**Figure 9: Vacancy**  
Source: Field Survey



**Figure 10: Publicly-Owned Vacant Land**

Source: Field Survey and City of Rochester

### publicly-owned vacancy

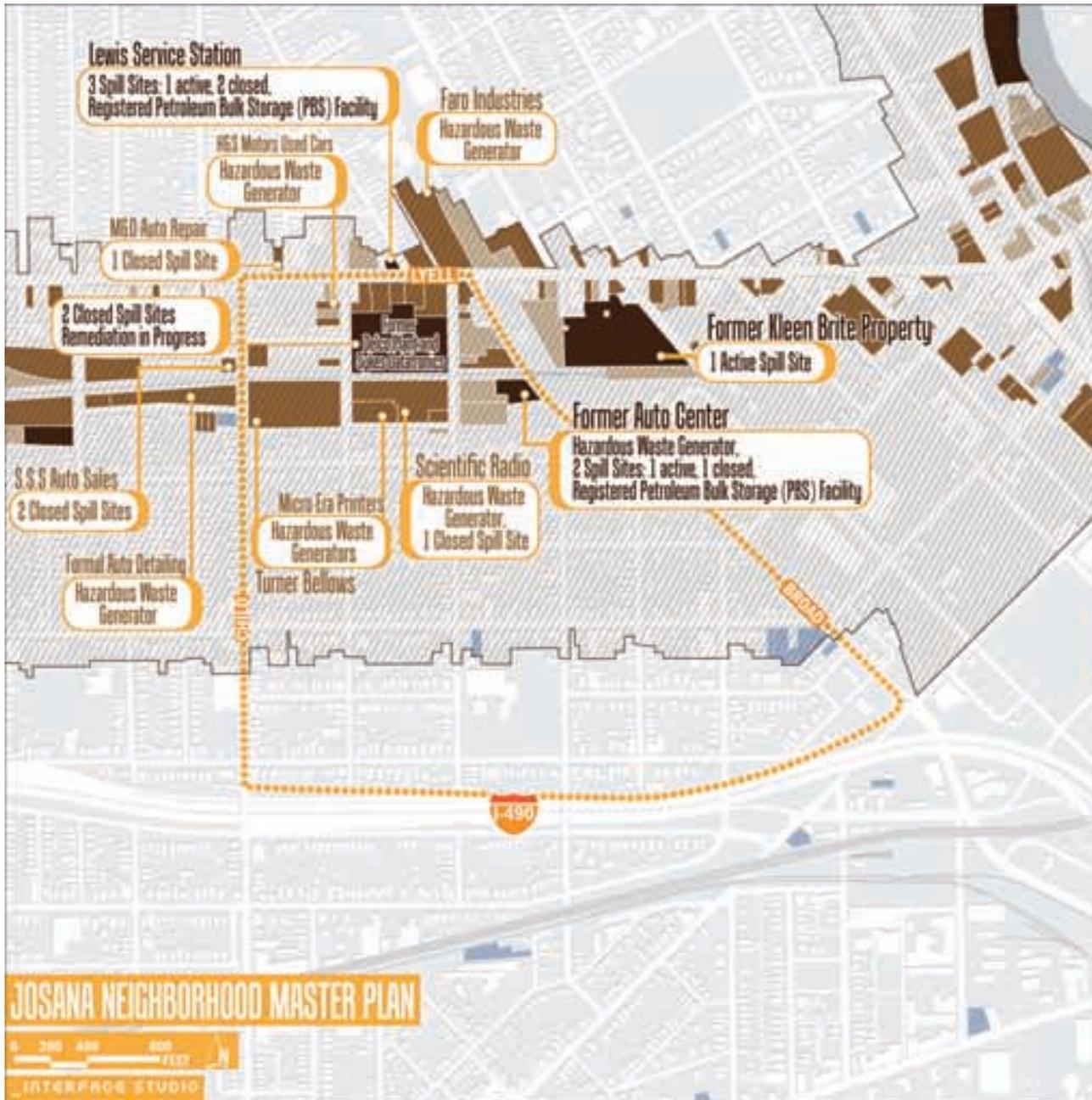
These parcels, which currently attract serious criminal activity<sup>13</sup> and illegal dumping, degrade the public image of JOSANA, and threaten community morale, also represent opportunities for transformation, especially within the study area where the City of Rochester owns 59% of the total vacant acreage (25.6 acres distributed across 162 parcels, 13 of which host vacant buildings). Land is an integral and often expensive component in stabilization and revitalization, and acquisition can be complicated and time intensive. Publicly-held parcels are thus valuable and uniquely ready for implementation.

<sup>13</sup> On September 22nd, 2010, a woman's body was found in a vacant publicly-owned building on Walnut Street in JOSANA. See: <http://www.democratandchronicle.com/article/20100924/NEWS01/100924005/Woman-found-dead-on-Walnut-St-identified-as-Jaklyn-Baccoli>



**land constraints**  
**contaminated sites**

In some portions of the neighborhood, however, previous land uses, disinvestment, past-due taxes, and foreclosures will constrain options for redevelopment in the future. The map of contaminated sites makes use of the data collection that occurred for the LYLAKS BOA Pre-Nomination Study, locating the high, moderate, and low-priority contaminated industrial or auto-related parcels in JOSANA. The majority of problem sites in the neighborhood lie north of Riley Street between Whitney and Broad, along Lyell Avenue or flanking the now-defunct rail line. There are two high-priority brownfield sites remaining in JOSANA, and remediation is in progress on one of them – the former Delco Plant and Sykes Datatronics.



**CONTAMINATED SITES**

- LYLAKS BOA (Brownfield Opportunity Area)
- High Priority Site
- Moderate Priority Site
- Low Priority Site
- Brownfield Site Not Included in BOA Draft Pre-Nomination Study

source: LYLAKS BOA Draft Pre-Nomination Study Report

**Figure 11: Contaminated Sites**

Source: Lyell-Lake-State Street (LYLAKS) Brownfields Opportunity Area Draft Pre-Nomination Study, 2008



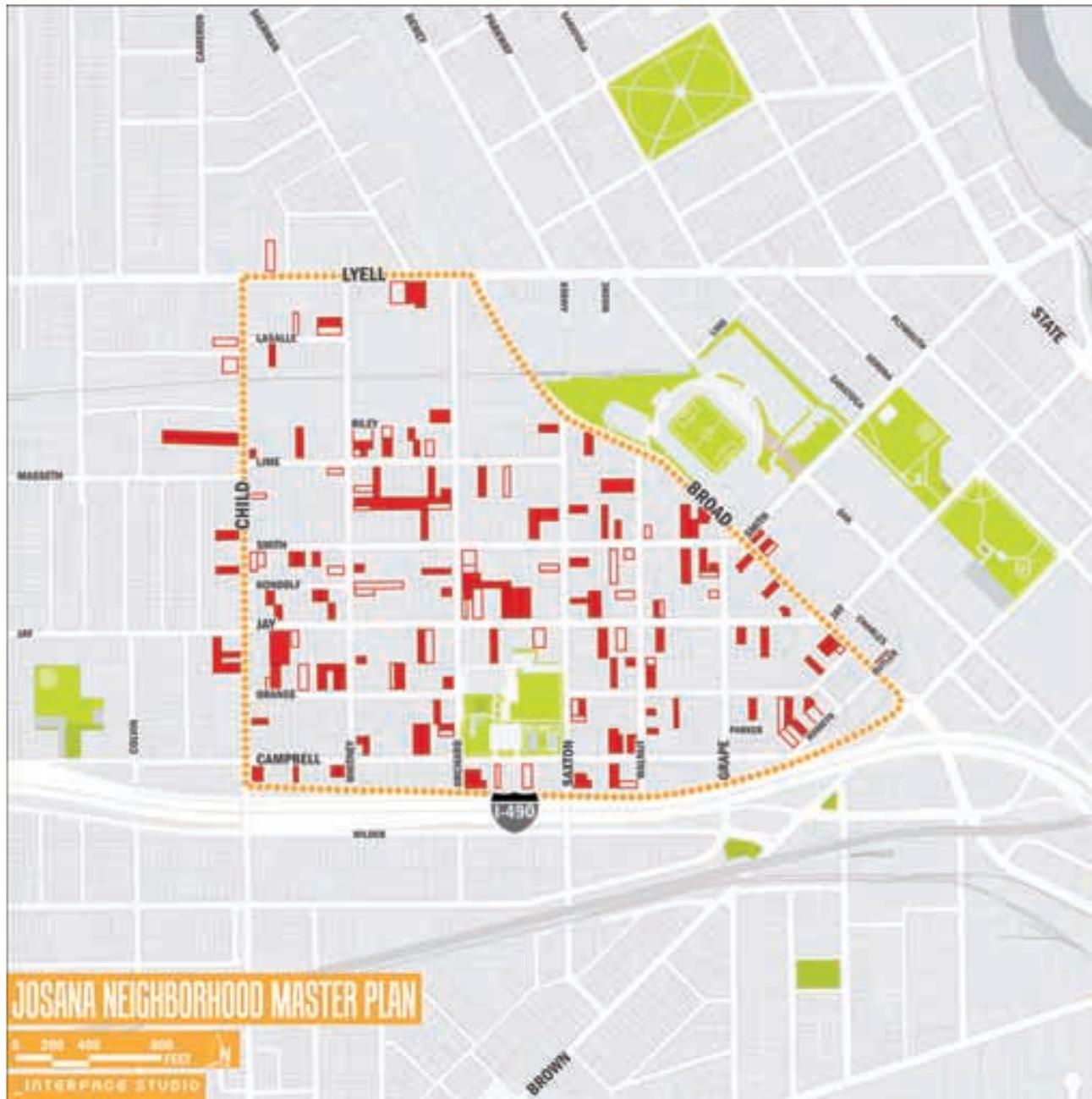
*Grassroots advocacy at work*

While industrial pollutants and soil contamination seeping from underground storage tanks have drawn media attention and attracted state brownfield remediation funding in recent years, there is another pervasive contaminant in JOSANA degrading soil quality and threatening child development – lead. Lead poisoning in urban areas is caused by breathing or ingesting contaminated paint residue (chips or dust) and soil contaminated by exterior lead-based paint.

JOSANA is at the forefront of local and national initiatives to abate lead contamination and prevent lead poisoning; the homegrown Coalition to Prevent Lead Poisoning was recently recognized with an Environmental Justice Achievement Award<sup>14</sup> by the U.S. Environmental Protection Agency (EPA). The neighborhood is thus well-versed and well-equipped to continue its fight for education, prevention, enforcement, and clean up, but lead nonetheless remains a constraining factor in strategies to rebuild or repurpose JOSANA's vacant lands.

<sup>14</sup> <http://yosemite.epa.gov/opa/admpress.nsf/e77fdd4f5afd88a3852576b3005a604f/378b2a51eb1f91288525776700729849!OpenDocument>





**Figure 12: Liens Held by ATF**  
Source: City of Rochester

### liens held by ATF

The transformation or revitalization of some of JOSANA's smaller, and relatively cleaner, parcels will be further complicated by the City's new practice of selling its tax liens to American Tax Funding Services (ATF). ATF purchases the liens on properties past-due on their taxes in bulk from the City and in return receives the right to collect the taxes or foreclose on the properties. The City adopted this approach to more effectively collect on past-due taxes and manage the swelling inventory of marketable properties in financial distress. ATF does not own the properties unless they foreclose on them, and thus far, ATF has foreclosed only on the most viable properties.

The tax delinquency status of parcels changes frequently, with owners finding the money to make last minute payments to avoid foreclosure. While this data represents only a snapshot in time, as of June 4, 2010, tax liens had been sold to ATF for 117 active parcels and 52 vacant parcels in JOSANA, amounting to 169 parcels or 19.9 acres of land.

This means that the reclamation and reuse of 18% of JOSANA's parcels is now complicated by ATF's interest in the land. If the City wishes to remove ATF from the acquisition equation, they have the option of reimbursing ATF for the liens or swapping the properties for others in the next bulk sale. Site control of these parcels, if desired, will take both more coordination and more time.

Moving forward, if the City wishes to acquire a parcel of land for site assemblage or demolish an unsafe structure, it must plan in advance and refrain from selling existing liens for the property to ATF.

There is little overlap between the parcels with liens held by ATF, which tend to be residential or mixed use in nature, and those with contaminated or brownfield status.

## property ownership and building conditions

### housing tenure

The 2010 Claritas estimates indicate that the citywide homeownership rate is 43%, with 57% of occupied housing units rented to tenants. In JOSANA, renting is much more common; according to Claritas, the neighborhood has roughly 995 occupied housing units, 70% of which are renter-occupied. These estimates are in keeping with City data; according to the tax records and a comparison of the parcel address and the address to which tax forms are sent, only 29% of JOSANA's structures are owner-occupied. For 2% of local parcels, the owners live nearby, accounting for adjacent yards and driveways in most cases. Owner-occupied parcels are scattered throughout the neighborhood, with the biggest cluster located along Saxton Street where it intersects with Smith and Lime.

Fifty nine percent (59%) of the properties are clearly rental properties, and 10% have no data, although the remaining 10% are likely rental properties because the tax forms are sent to post office boxes. While rental properties are similarly scattered throughout the neighborhood, they dominate the southeastern corner of JOSANA, in particular.

The high proportion of renters leads many to report that the JOSANA population is somewhat transient, with residents moving in and out of the neighborhood as well as from place to place within the neighborhood with some frequency. However, the TIPS (Trust Information Programs Services) Survey conducted by the Rochester Police Department and local volunteers in May 2010 noted that although 22% of renters had lived in JOSANA for less than one year and 53% had lived there for less than 5 years, 60% said they were likely to stay in the area. Twenty two percent (22%) said they were unlikely to still be living in JOSANA in two years.

**“Some property managers or landlords threaten tenants with eviction if they file complaints about their buildings. Meanwhile, children are being poisoned.”**

**“Landlords should ask, ‘Who am I renting to?’”**

**“There should be a law that you can't collect rent if you couldn't live there.”**

*The community voiced grave concerns about absentee landlords and sub-standard living conditions.*



“Rents are out of control. Landlords charge \$500 or \$600 for messed up, roach-infested homes.”

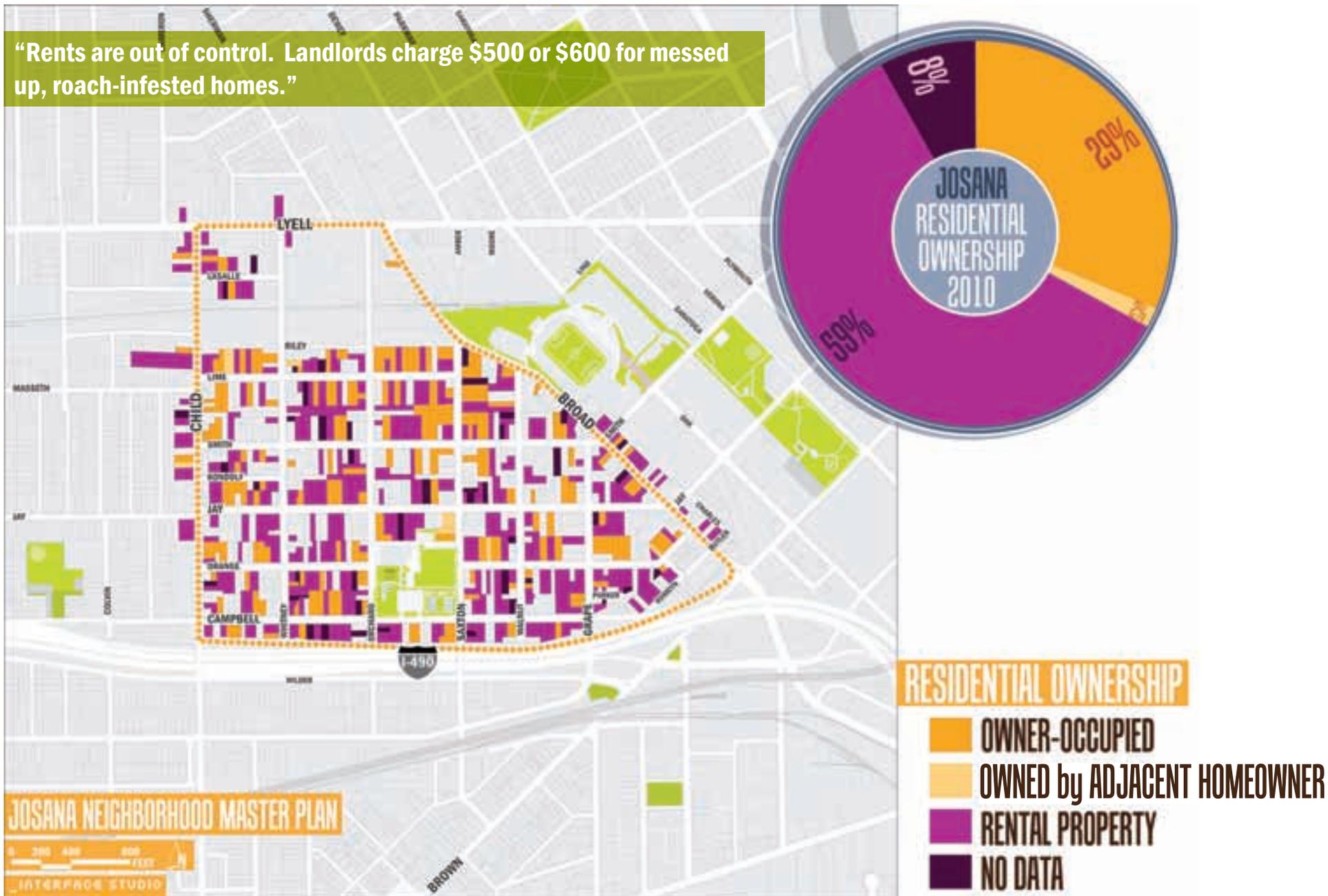


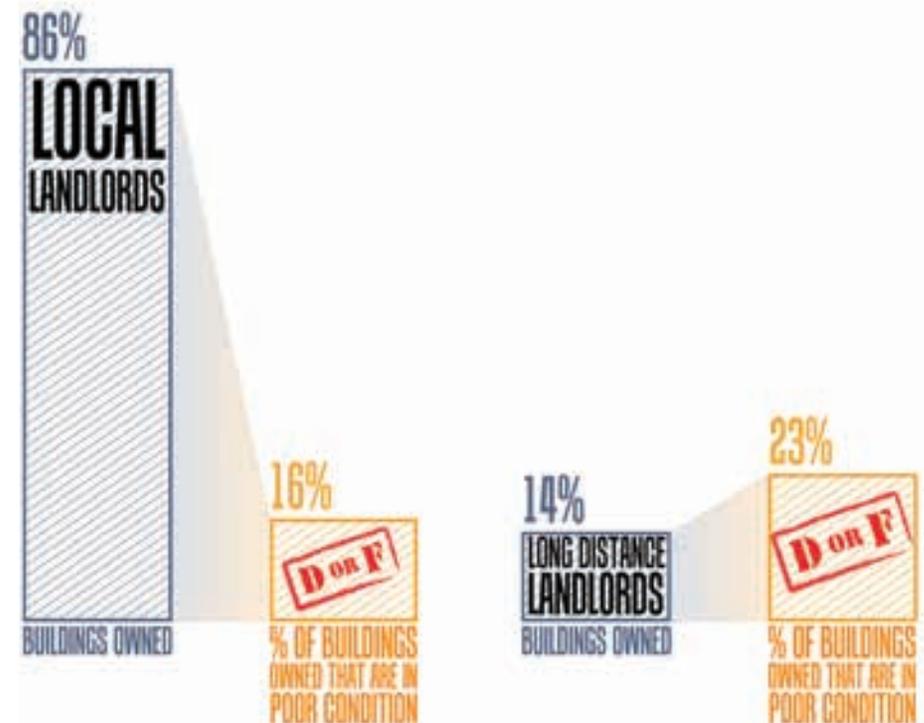
Figure 13: Housing Tenure  
Source: City of Rochester

## long-distance landlords

The prevalence of rental properties means that the neighborhood's building stock in large part relies on landlords for upkeep and maintenance. Decades of disinvestment have left properties open for speculation, and in JOSANA, many long-distance (and often absentee) landlords have bought land. There are eight international landlords, based in the United Kingdom, Greece, Spain, and Israel, and 76 properties are owned by out-of-state landlords, almost half of whom (31) live in California. Florida is home to the second largest contingent of out-of-state landlords (11). Thirty two (32) properties are owned by landlords living or operating in New York State but at a distance from Rochester and Monroe County; many of the New York State landlords are located downstate in Long Island and New York City.

While the majority of landlords live in the region (117) or the City of Rochester (208), if not in JOSANA itself, the number of long-distance landlords (116 or 26%) raises several serious quality of life issues and concerns for local residents. Tenants and neighboring owners complain about property management, explaining that response time to issues is slow or non-existent while rents remain high, forcing tenants to live in abhorrent conditions. Anecdotally, local stakeholders report that many absentee landlords contract with local property managers who are not only unapproved by the City but also disreputable, skimming fees off of falsely elevated rental rates or retaining portions of repair funds.

Furthermore, the rental properties owned by long-distance landlords are scattered throughout the neighborhood – most blocks have at least one. These structures, which have are typically in worse condition than those that are locally owned, drag down the property values of the homes around them. The building condition survey found that 21% of structures owned by long-distance landlords were in distressed or failing condition, compared to 16% of those locally owned.



**Figure 14: Correlation of Long-Distance Landlords and Poor Building Conditions**

Source: City of Rochester and Field Survey





## building conditions



Residents voice grave concerns about local building conditions and substandard housing. As referenced in the discussion about the deteriorated condition of many properties owned by long-distance landlords, the field survey for the JOSANA Neighborhood Master Plan included a survey of exterior building conditions. Buildings received a grade on an academic scale of A through F based on exterior qualities observable from the street<sup>15</sup>, as follows:

### A: Excellent

Evidence of recent investment and/or maintenance, no visible physical deficiencies, historic detailing, unique architectural character

### B: Good

Minor cosmetic repairs needed, no evidence of structural issues or settling

### C: Fair

Major painting required, cracked windows or stairs

### D: Distressed

Deteriorated exterior condition including peeling paint, damaged windows and frames, evidence of roof deterioration, or sloping or cracking evident on front façade

### F: Failing

Often a vacant shell or building with a heavily damaged roof that is exposed to weather, evidence of structural deterioration, interior piping or infrastructure removed, candidate for demolition

In total, more than one-third (37%) of JOSANA's structures appear to be in excellent or good condition from the exterior (11% or 77 in excellent condition and 26% or 191 in good condition). Almost half (46% or 334 structures) are in fair condition. Seventeen percent (17%) are in distressed (14% of 109 structures) or failing (3% or 24 structures) condition. As of June 2010, the City's code violation data had 18 "Hazardous Structures" on record in JOSANA, 11 of which had received a D grade and 7 of which had received Fs.

The relatively low proportion of buildings graded D or F reflects the fair amount of demolition that has occurred in JOSANA and is still ongoing. Today, almost one in four (23%) of parcels have no structure on them. The remaining deteriorated and dangerous structures are scattered throughout JOSANA, but Jay, Smith, Lime, Riley, Whitney, and Saxton have an elevated concentration.

<sup>15</sup> The building condition survey did not take into account interior conditions of JOSANA's building stock.



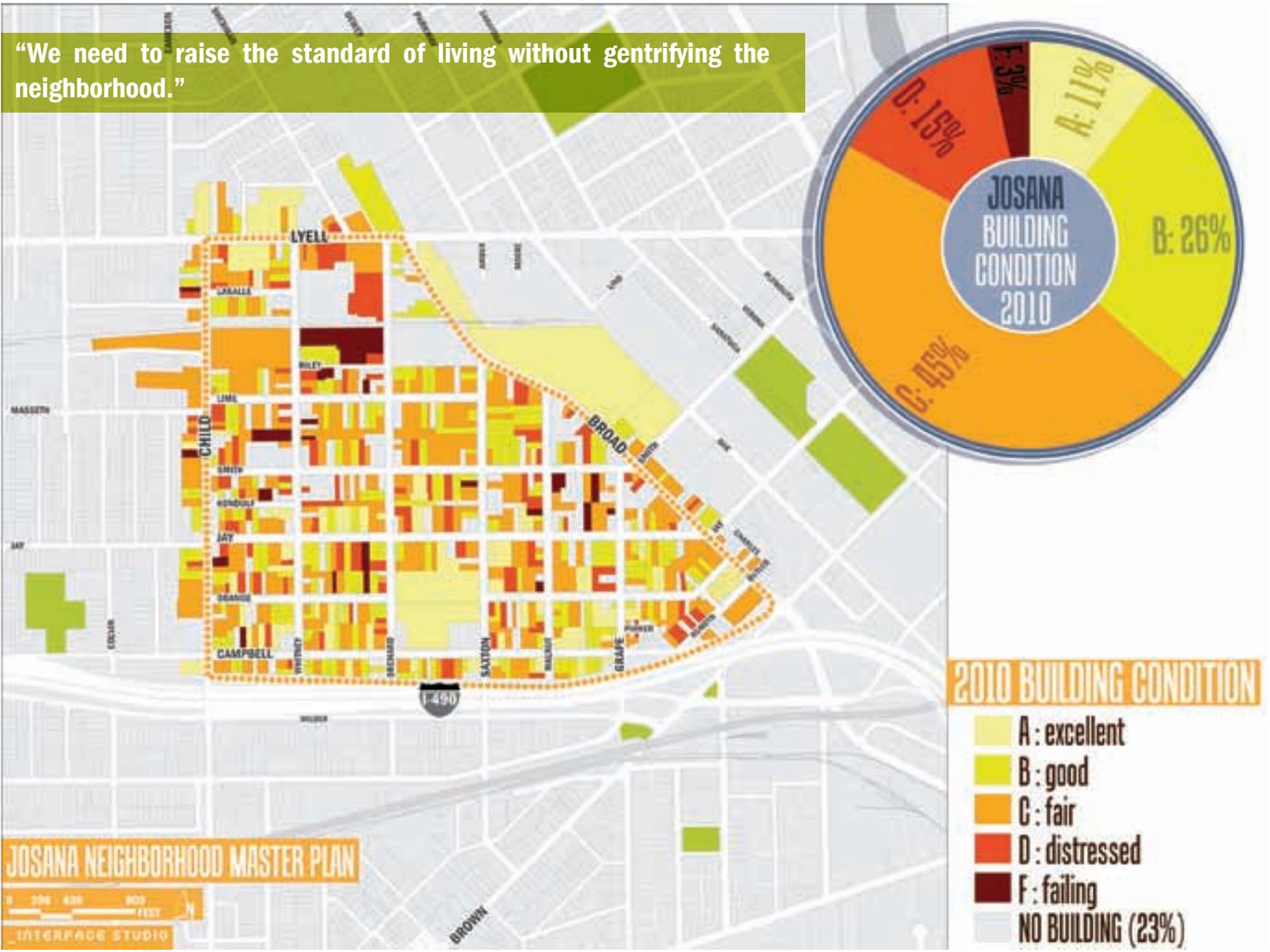


Figure 16: Building Condition  
 Source: Field Survey



### building hazards

As noted in the land constraints section, contamination by lead-based paint is also a serious, though sometimes invisible, factor that influences whether buildings are safe to inhabit. Structures built prior to 1978 likely have been painted on the interior and exterior with lead-based paint, and therefore pose an elevated threat of lead poisoning. As the map indicates, the vast majority of properties in JOSANA were in fact built prior to 1978.

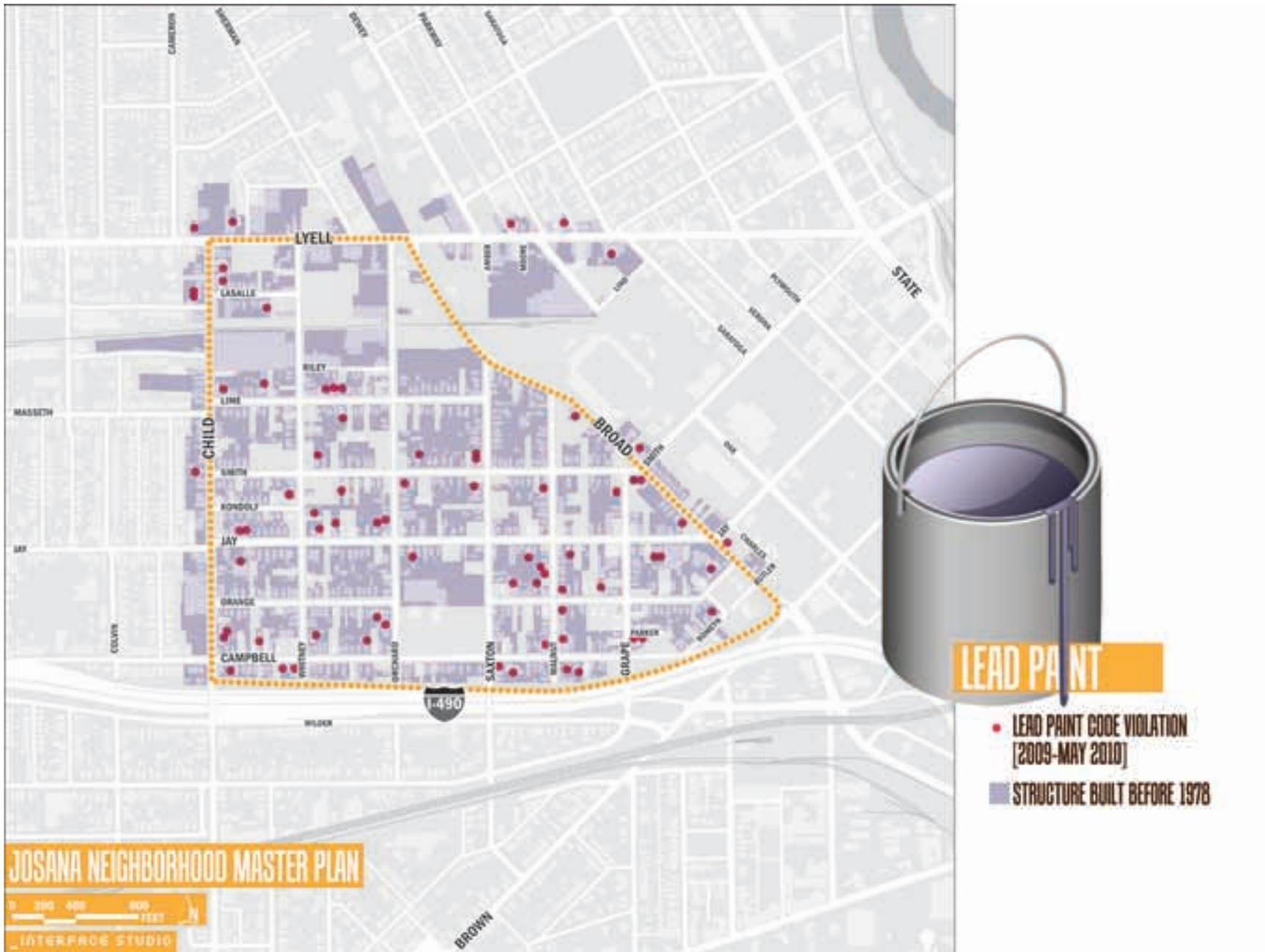
Code violations data from the City of Rochester for 2009 recorded 73 local properties with lead violations. While it has been argued that

**“all structures found to be lead hazards should receive a failing grade (F)”** and be slated for abatement or demolition,

the results of the building survey, which focus on exterior conditions and do not necessarily capture lead poisoning risks, show these 73 structures to be of varied exterior conditions. Twenty nine percent (29%) received grades of D (26% or 19 structures) or F (3% or 2 structures) in the building condition survey, and 49% (36 buildings) received a C. The remaining 22% received grades of A (3% or 2 structures) or B (19% or 14 structures). Five of the 18 buildings deemed “Hazardous Structures” have lead citations.

*Demolition of unsafe structures is ongoing.*





**Figure 17: Lead Paint Code Violations and Lead Paint Risks**  
Source: City of Rochester

**51** quality of life  
code violations

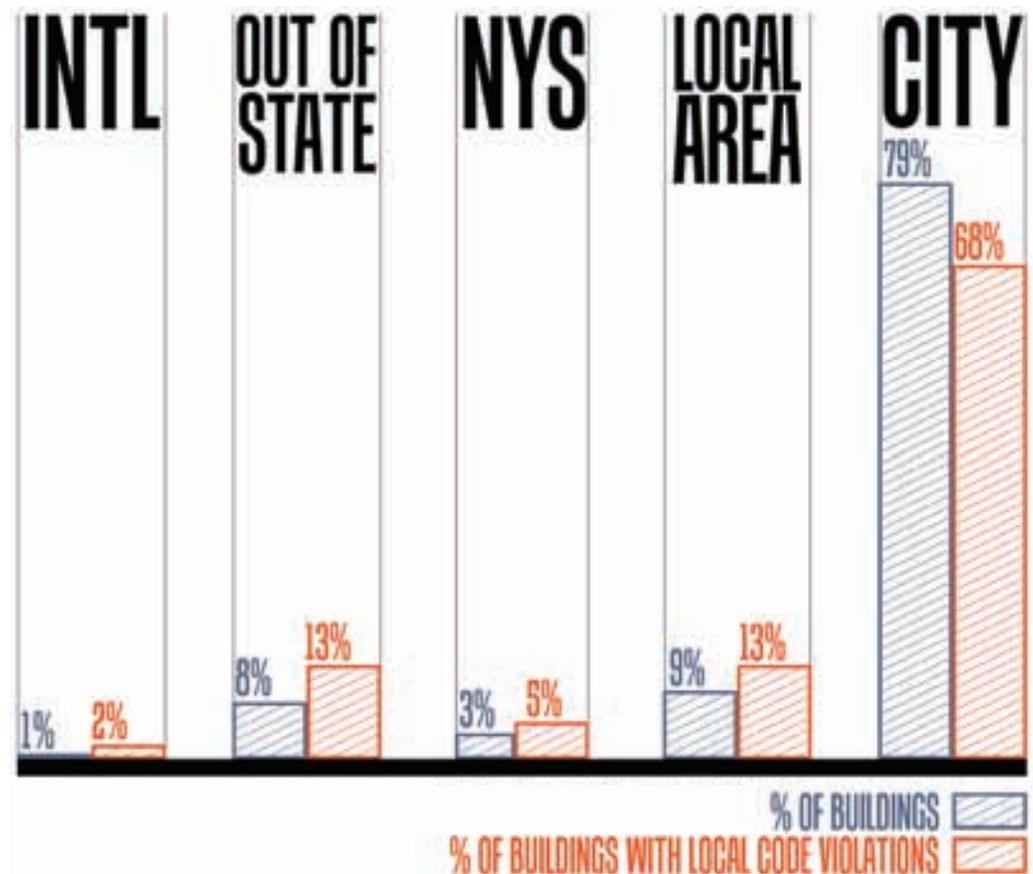
Deteriorated housing conditions and absenteeism among landlords are not the only issues in JOSANA that detract from the neighborhood’s quality of life. Residents voiced many concerns about littering, unkempt yards, and a general lack of shared respect for the public realm. Code violations for issues not related to structures are common throughout JOSANA. In 2009, the neighborhood had 148 parcels with citations for high grass and weeds, 69 with citations for trash and debris, 49 with citations for unlicensed vehicles, and 25 cited for nuisance violations. The prevalence of code violations issued for high grass and weeds and trash and debris is no doubt linked with the neighborhood’s concentration of vacant land, as vacant parcels are often overgrown and magnets for illegal dumping.

In 2009, the majority of parcels with code violations (70%) had a violation in just one category (hazardous structure, lead, high grass and weeds, trash and debris, unlicensed vehicles, or nuisance). Roughly one in four (24%) had violations in two categories. Five percent (5%) had violations in three categories, and 2% had violations in four categories.



*Nuisance property with multiple code offenses*

Overall, properties owned by owners not living in the City of Rochester or the neighborhood itself were responsible for a larger proportion of code violations than their percent share of properties owned. International landlords own 1% of JOSANA’s parcels, which were cited for 2% of local code violations. Out-of-state landlords own 8% of the area’s parcels, but were responsible for 13% of local code violations. New York State owners not located in the region own 3% of parcels, but were responsible for 5% of code violations, and owners located in the region but not located in the City own 9% of parcels, but were responsible for 13% of violations. Owners located within the City fared better by comparison, but were still responsible for the majority of parcels with code violations (68%) because they own 79% of JOSANA’s parcels.

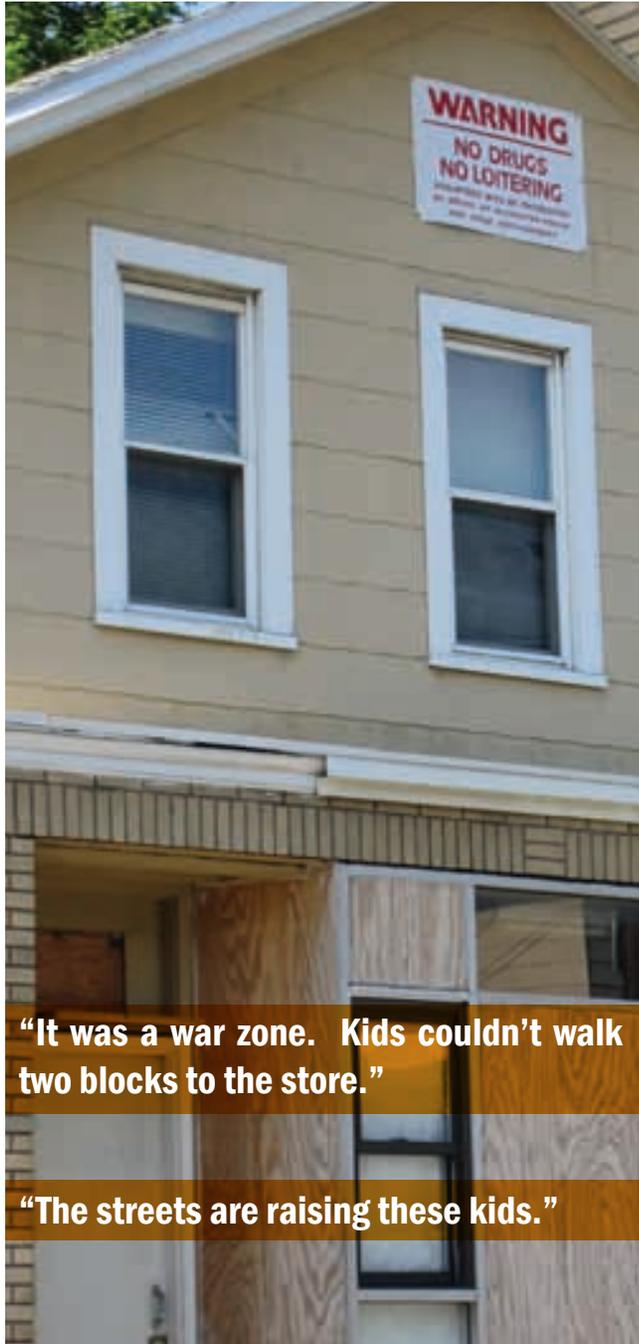


**Figure 18: Correlation of Long-Distance Landlords and Code Violations**  
Source: City of Rochester





**Figure 19: Code Violations**  
Source: City of Rochester



Anti-crime signage on Jay

## crime

More pressing than the nuisance issues created by code infractions, however, are the community's ongoing struggles with crime, drugs, and gang activity. While the general consensus among local residents and area police suggests that crime in JOSANA is not as terrible as it once was, it remains a huge issue for the neighborhood. When asked, neighbors and cops alike rattle off general problems and specific problem areas, noting that:

- The vacant houses are often squatted by drug users, and demolitions in the area have helped to combat criminal activity. However, there is a sense that the demolitions are not happening fast enough, especially with the recent discovery of a woman's body in a vacant home in the neighborhood.
- Gang activity in JOSANA has been on the decline, though GTH (Ghost Town Hustlers) tags are reappearing on buildings in the area.
- Neighborhood youth are getting swept up in criminal activity at younger ages. One local teenager noted that, **“crimes today are not committed by adults but by kids”** who have nothing to keep them busy and out of trouble. Area cops echoed that, **“kids are real tough – 13, 14 going on 25 and 26.”** The cops also explained that the red hats worn by some local youth are intended to make kids look the same so that it is harder to identify culprits.
- Jay between Whitney and Child is a main thoroughfare where drug dealers and a known pimp camp out.
- Vacant businesses on Whitney and Jay are havens for prostitutes and drug users.
- Grape and Walnut host one of the biggest heroine markets in the City.
- The intersection of Lyell and Child is plagued by drug dealing and fights.
- Broad Street has problem properties in close vicinity to the stadium.

Surveillance cameras have been installed at the intersections of Jay and Orchard, West Broad and Saxton, and Lyell and Murray, just west of the study area, and crime prevention officers work with the Neighborhood Service Centers. Neighborhood activism against crime has also built local and vocal resistance, and the crime data confirm that, in fact, the area is improving.

The Rochester Police Department (RPD) and Monroe Crime Analysis Center (MCAC) provided data and mapping to enable an analysis of property crime and violent crime over time in JOSANA. Property crime, encompassing burglary, theft, and auto theft, accounts for 78% of crime in the neighborhood over the past decade. Property crime decreased by 57% between 2000 and 2007, dropping from 277 incidents in 2000 to 118 incidents in 2007; it remained steady in 2008, and increased slightly to 129 incidents in 2009.



# JOSANA CRIME TRENDS

source: Rochester Police Department and Monroe Crime Analysis Center

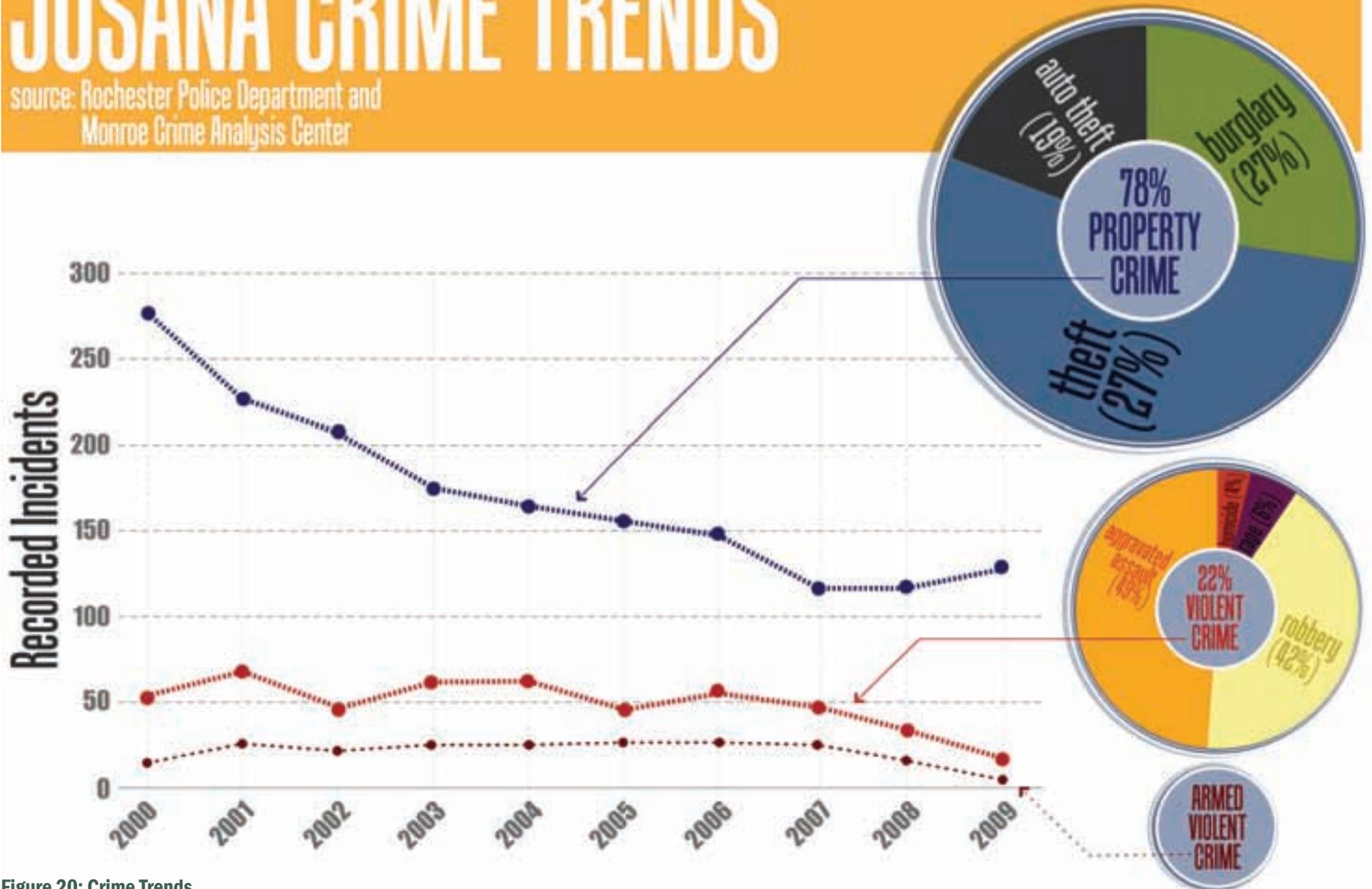


Figure 20: Crime Trends

Source: Rochester Police Department and Monroe Crime Analysis Center



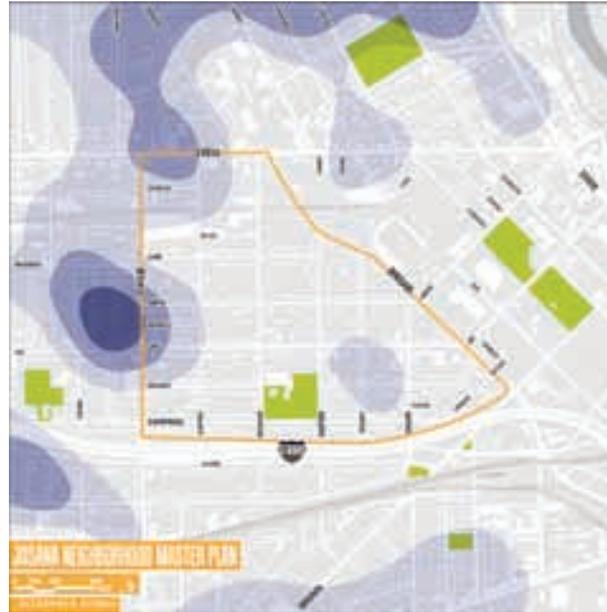
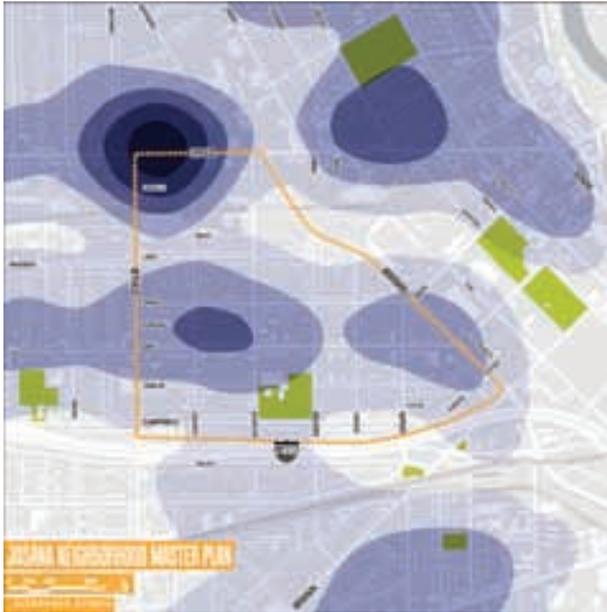
**Figure 21: Violent Crime Hot Spots (Murder, Rape, Robbery, Aggravated Assault)**

Source: Rochester Police Department and Monroe Crime Analysis Center



Violent crime, including homicide, rape, robbery, and aggravated assault, accounts for 22% of crime in the neighborhood during the same timeframe – a less frequent but more devastating occurrence. Violent crime reached a high-point in 2001, the year that Tyshaun Caldwell was killed, with 68 incidents that year. Violent crime has decreased dramatically since then, falling by 72% to 19 incidents in 2009, and while this reflects a marked improvement, JOSANA residents, and teens in particular, insist that crime and violence are still the most serious threats to the neighborhood, its residents, and its public image.

The maps of violent crime and property crime hot spots in 2001, 2008, and 2009 locate clusters of criminal activity in JOSANA and adjacent neighborhoods and afford a comparison of crime in this part of the City with other Rochester neighborhoods. In 2001, violent crime in JOSANA was concentrated in an east-west band stretching between Jay and Smith Street. Property crime was more wide-spread – most severe in the northwest corner of JOSANA at Lyell and Child, but also spanning from east to west between Orange and Lime.



**Figure 22: Property Crime Hot Spots (Burglary, Theft, Auto Theft)**

*Source: Rochester Police Department and Monroe Crime Analysis Center*



By 2008, JOSANA was no longer among the worst of the worst crime-ridden neighborhoods. The hot spots of criminal activity had thinned out and shifted to the west toward P.O.D. and north to Lyell-Otis, though the corner of Lyell and Child and portions of Walnut Street still registered on the citywide hot spot maps for both property and violent crime.

The 2009 map of violent crime hot spots shows further improvement, with JOSANA free of crime clusters for the most part, except for some lingering activity near Lyell and Child. The 2009 map of property crime documents the uptick reported in JOSANA's statistics for the year, with a cluster re-emerging along Jay and southward, between Whitney and Grape. Most striking, however, is the intensity of the hot spot starting at Lyell and Child and reaching north and westward.

## 57 parks, open space and environment

Open space and the environment are topics of public discussion these days, with the City's *Project Green* plan moving toward the first steps of implementation. In the context of a shrinking City and region, neighborhoods are taking stock of their open space reserves, green infrastructure, and green thumbs, and JOSANA is no exception. Residents appreciate the sense of quiet in the community – that you can hear birds singing and the hum of bugs in the summertime, and though JOSANA has just one park space, it feels quite green overall.

**“I like the quiet here.”**



**Figure 23: Tree Canopy**

*Source: Aerial Photography*

## tree coverage

JOSANA has impressive tree cover, with a mature urban forest that shades 25% of the neighborhood when leaves are in bloom. The recommended coverage for an urban tree canopy is 30%, and JOSANA's is within close range of this target. Much of the local tree growth is located in JOSANA's deep back yards at block interiors, but even the street tree map shows a healthy distribution of trees greening the community's streets. Sections of Orchard Street, Smith Street, Whitney, and Broad would benefit from additional plantings.



**Figure 24: Street Trees**

*Source: Aerial Photography*



*Project Green* has identified Lyell Avenue as a future Green Corridor and Jay Street as a future Green Collector. Green Corridor designation will bring renewed significance to the streets that once hosted historic streetcar lines, connecting Rochester neighborhood's with Downtown. Green Corridors will feature stormwater management systems, integrated bicycle and pedestrian circulation, and additional street trees and landscape elements. Green Collector designation highlights streets that function as green corridors at the neighborhood level, feeding residents into the major Green Corridors. Under *Project Green*, Green Collectors, too, will be candidates for new landscape elements and stormwater management in vegetated bumpouts as well as bicycle infrastructure and alternative transportation systems.<sup>16</sup> Accordingly, these two major east-west corridors in JOSANA will be growing greener in coming months and years.

In addition to the tree canopy, JOSANA's tracts of vacant land contribute to the local ecology. Some of the large swaths of vacant, cleaned and greened land along Smith Street offer the best opportunities for indulging in the quiet, listening to the birds and bugs, and considering the role of a natural escape from urban life right in the middle of the neighborhood. These parcels have potential to contribute to local stormwater management and welcome new amenities that help reinvent JOSANA's image, but poor soil quality (often devoid of nutrients), concerns about contamination, and the standard grass and wooden bollard treatment render these lots undefined, unused, and thus a missed opportunity.

Two such parcels, however, hint at the untapped potential of these unprogrammed lots to improve JOSANA's landscape, ecology, and neighborhood health. On the south side of Smith Street, one parcel blossomed with wildflowers this summer, attracting butterflies and adding beauty with great simplicity to the streetscape. And at the corner of Orchard and Campbell, the Charles House Neighbors in Action have recently built a new community garden with raised beds signaling an emerging grassroots initiative for reclaiming fallow lands and repurposing them as small parks and gardens. The City's *Project Green* program is poised to support these efforts and is now working to identify tracts of publicly-owned vacant land throughout the City that are candidates for land-banking and creative greening strategies.



*Vacant lot on Smith Street filled with wild flowers*



*CHNA's new raised-bed community garden at Campbell and Orchard*

16 *Project Green*, p. 24.

## park proximity

As for play space, JOSANA has just one main park – Orchard Park at School 17, located on Campbell between Saxton and Orchard. The four plus-acre park must therefore serve the entire neighborhood, and with 1,050 residents (or 36% of the population) below the age of 18, the demands on Orchard Park are particularly high. During school hours, Orchard Park acts as the playground for students at School 17, half of whom are bussed into the neighborhood from other parts of the City. After school, the Park is open to the neighborhood, and there is a City Recreation Center at School 17 that runs after school programs on Wednesdays and Fridays in fall, winter, and spring, making use of both indoor and outdoor space. These elementary school children share the playground with tots, teens, and adults too. Park-goers of different ages have different needs and safety requirements.

The play area is bisected by a parking lot that serves the health and dental clinics on site to the east of School 17. West of the parking lot, there is a play area for young children and a stand of swings for older kids and teens, both of which are surrounded by an unprogrammed grassy area. East of the parking lot, there is a basketball court and a tennis court as well as a partially shaded area with benches and tables. Directly east of the school building and clinics, there is a large, but undefined field.



**Figure 25: Orchard Park at School 17**

Source: Aerial Photography

While Orchard Park was frequently listed as a neighborhood favorite by local teens, many of them regretted that the play equipment was lacking or unmaintained and noted that the Park was boring and unusable in the winter. Adults cited drug use at the swings and under the trees by the benches and tables as a major concern.

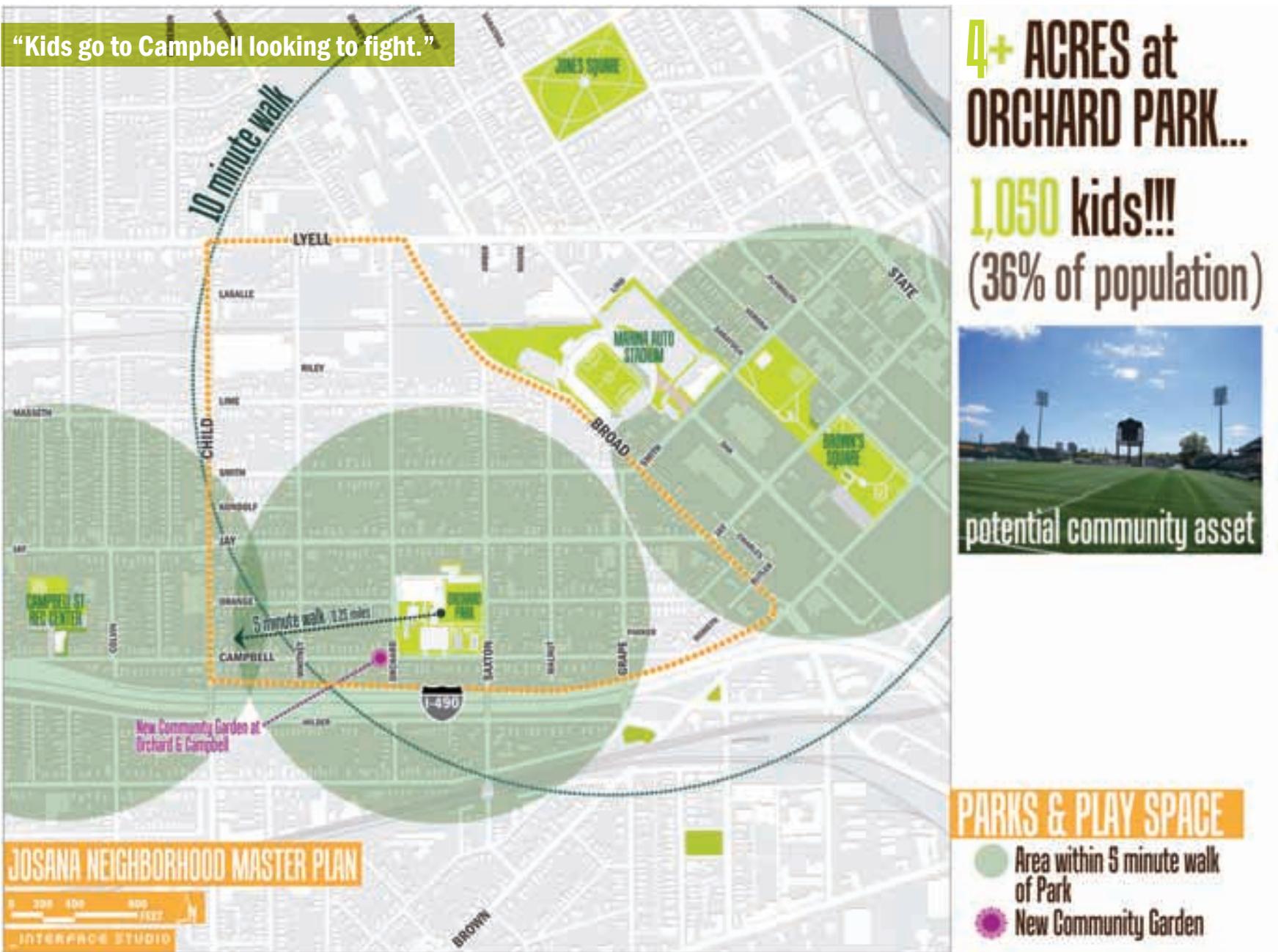
Acres of parkland per 1,000 residents is a frequently-used measure for determining whether an area has enough open space to serve its residents adequately. In JOSANA, there are 1.33 acres of park for every 1,000 residents; New York City has a target of 2.5 acres of parkland per 1,000 residents. Though much of the neighborhood is within a five minute walk of Orchard Park, the northern reaches of JOSANA are especially park-deprived. Brown's Square offers additional park space to the east, and the Campbell Street Recreation Center west of Colvin is a 10 to 15 minute walk from most parts of JOSANA. However, concerns about safety and restricted access unless a guardian is present to sign kids in at the Campbell Rec Center prevent many from making use of this potential community asset. Instead, youth and teens are more interested in traveling farther afield to the Edgerton Community Center, which hosted a spray park in Summer 2010.



**Figure 26: Issues at Orchard Park**

Source: Field Survey





**Figure 27: Proximity to Parks and Play Space**  
Source: Field Survey and GIS

**“Most soccer fans in the area are suburbanites. The Stadium is in the City and should be drawing the urban population.”**



JOSANA's recreational resources could be significantly broadened within the immediate area, however. Almost the entire neighborhood lives within a 10 minute walk of the Marina Auto Stadium on Broad Street where the Rochester Rhinos play. This venue, owned by the City and managed by the Rhinos, is open April through November (roughly 244 days per year) and hosts 60 to 70 events per season, with a goal of reaching 80 per season. Of course, the Rhinos practice at the Stadium five days a week, but even with a full schedule of soccer, high school football play offs, summer concerts, and other events, the venue is underutilized, particularly by JOSANA residents who live nearby and many of whom have yet to set foot in the Stadium.

Rhinos management has voiced a new commitment to opening the Stadium doors to the community and is full of ideas about how to do so – with additional programming that better targets an urban audience, or by inviting community events to take place at the Stadium free of charge, coordinating youth soccer clinics taught by Rhinos' players, and making heavily discounted game tickets available to local youth and families.

Rhinos management is also working to boost attendance at games, which typically attract about 5,000 spectators compared to the 13,000 that the Stadium can accommodate, and with this comes an interest in seeing neighborhood conditions improve. Though the Rochester Red Wings' baseball stadium at Frontier Field is just one and a half blocks away, Marina Auto Stadium has not been able to benefit from Frontier Field's reputation as a safe place. Rhinos management is thus in favor of ideas that emphasize the proximity of the two stadiums, such as the pedestrian walkway along Oak proposed in the 2006 Brown's Square Neighborhood Plan.

**“The look of the neighborhood deters attendance at games.”**



*Vacant houses across Broad Street from Stadium*



*Large vacant parcels across from Stadium*



The defunct CSX rail line that traverses the neighborhood, running east to west just north of the Stadium also presents a potential opportunity for unique recreational space in JOSANA. With the recent opening and massive success of the elevated park along New York City's High Line and the larger trend nationally of converting former rail lines into trails, preliminary discussions have commenced in Rochester about ways to transform former rail corridors into paths that connect some of the City's most significant natural resources – the Genesee River and Lake Ontario. While the rail line through JOSANA lacks connectivity with existing trails and other rail lines and is therefore not a top priority for such a costly endeavor, the open space potential of the now unused infrastructure should nevertheless be considered.



*Unused CSX elevated rail line above Orchard Street near the Sykes-Delco site*



*Unused CSX elevated rail line heading west toward Broad Street and beyond*

## 63 residential market conditions

### recent residential sale trends

As the map of sales since 2000 indicates, sales have been scattered throughout the neighborhood and across a range of prices, though overall, price points are quite low. Thirty two percent (32%) of sales prices during this time period were below \$15,000, 33% of prices were between \$15,000 and \$30,000, 29% were between \$30,000 and \$65,000, and the remaining 6% ranged from \$65,000 to \$200,000. The “churn” or volume of sales over the past decade has been erratic, in keeping with the nation’s housing market trends. Sales per year were few in number early in the decade, rising between 2003 and 2007 with the housing bubble, and then falling dramatically in 2008 and 2009 with the economic crisis. Notably, fewer than 20% of the properties sold since 2000 are owned by owner-occupants, underscoring the rental-dominated housing market in JOSANA.

The old and deteriorated housing stock in JOSANA is largely responsible for the low sales prices in the neighborhood, which hover around \$30,000. The homes built by Flower City Habitat, while targeting low-income first-time homebuyers, are selling for \$60,000 to \$65,000 and thus helping to raise and stabilize housing values in the neighborhood. However, Habitat’s model enables the organization to sell the homes for half of the cost to build (roughly \$120,000). This heavy subsidy requires land gifted or sold at a low price by the City and is not easily replicable or necessarily sustainable. Though the community has voiced a strong preference for single-family detached units for homeownership, low household incomes suggest that there is also a need for new, well-managed rental stock to replace the dilapidated rental units throughout the community.

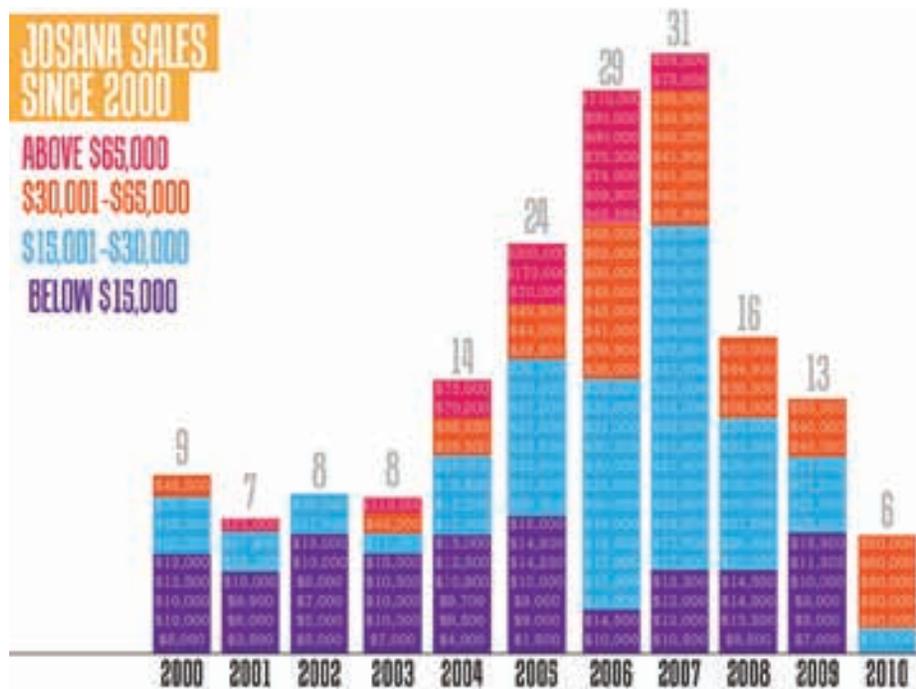


Figure 28: Sales since 2000, Graph

Source: City of Rochester



New Habitat homes, heavily subsidized and sold for roughly half the cost to build, are nonetheless selling for more than twice the price of JOSANA’s older homes.



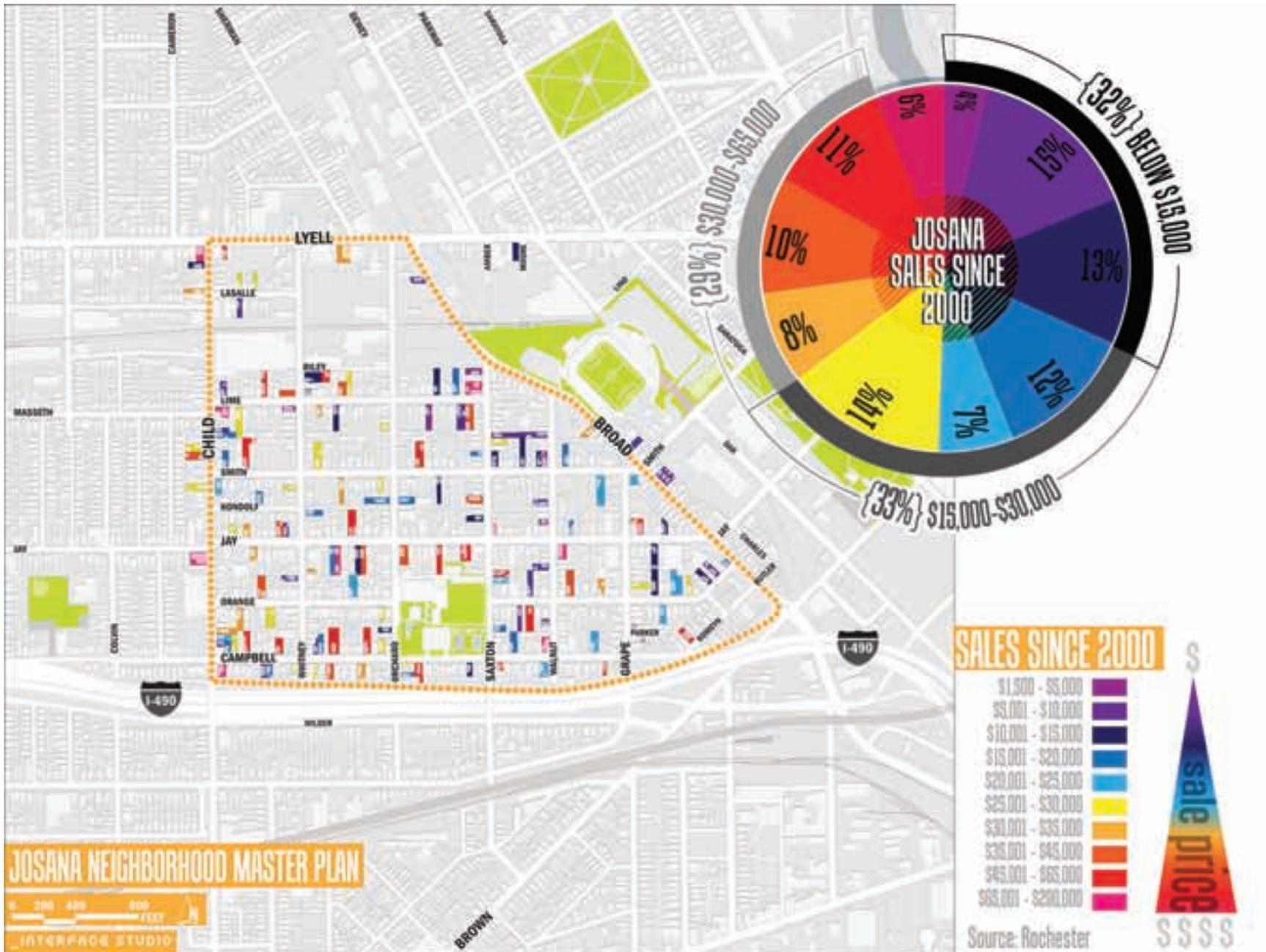


Figure 29: Sales since 2000, Map  
 Source: City of Rochester

## market potential

Zimmerman / Volk Associates, Inc. (ZVA) completed a full *Analysis of Residential Market Potential* for the JOSANA Neighborhood Master Plan. Their report is presented in full as an appendix to this report. ZVA conducted a site analysis and multiple interviews with brokers, developers, City representatives, and community representatives. They were asked to grapple with hard questions: in the context of a shrinking City and region, does it make sense to rebuild rather than right-size? If there is a market for rebuilding, what types of new development can the market support, and how can we ensure that investment in JOSANA does not destabilize other City neighborhoods? Does rebuilding mean that the neighborhood will look like it did in the past, or do market conditions suggest that a different vision for JOSANA is not only practical but preferred?

What follows here is a summary of ZVA's determination of JOSANA's market potential. ZVA's conclusions and recommendations for where and how it makes sense to rebuild are included in the Recommendations section.

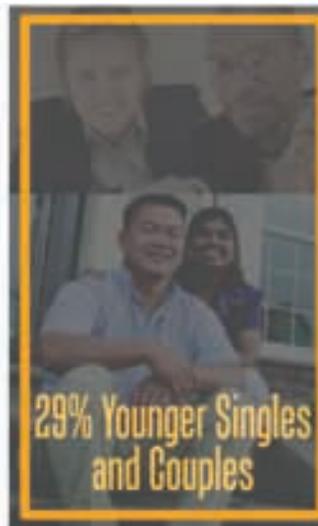
The ZVA Target Market Methodology determines *market potential*, not *market demand*, and considers the following questions:

- Where does the potential market live now?
- How many are likely to move to JOSANA?
- Who are they?
- What are their housing preferences?
- How much can they afford?
- How fast can the new units be leased or sold?



*Annual market potential*  
Source: ZVA

**ANNUAL MARKET POTENTIAL = 770 households**  
source: Zimmerman Volk Associates  
of the TOTAL annual market potential,  
JOSANA can capture up to 68 units per year up to a total of 250 new units



*Breakdown of target households*  
Source: ZVA



Although JOSANA is a shrinking neighborhood in a City and region also experiencing population loss, the market study did determine market potential for the area. Every year, a certain number of households move to and within Rochester, and with the right kinds of investment in housing to replace or upgrade existing deteriorated housing stock, some of those households would consider moving to JOSANA. In fact, the identified annual market potential for JOSANA is 770 households (4% of the total number of households moving in Rochester in a given year), including both market-rate and affordable units and all housing types. Of this total, JOSANA can capture about 8% a year or up to 68 units per year up to a total of 250 new units. Demolition of vacant, substandard housing would offset new construction.

The target households who would be potential renters and buyers in JOSANA are 52% families, both traditional and non-traditional, 29% younger singles and couples, and 19% empty nesters and retirees. Seventy percent (70%) of the target households would be moving from within Rochester. Six percent (6%) would be moving from Monroe County, and 24% would be moving from the rest of the United States. Roughly 20 of the 68 new households each year would be drawn from outside of Rochester.

To attract the target households, new housing of the correct types and price points must be built in strategic locations within the neighborhood. The housing types preferred by this target market include a mix of homeownership and rental units as well as a mix of market-rate and affordable units with the following breakdown:

- **70% Rental Apartments in “Mansion Buildings”** that look like large single-family homes but contain 3-8 apartment units  
48 units per year      178 total
- **11% For-Sale Condominiums also in Mansion Buildings**  
6 units per year      26 total
- **3% For-Sale Corner Duplexes**  
2 units per year      6 total
- **16% For-Sale Single-Family Houses**  
12 units per year      40 total



*Example of Mansion Building with apartments or condos within*  
Source: ZVA



*Example of Corner Duplex*  
Source: ZVA

## 67 commercial market conditions

**“Jay Street used to be a Main Street...  
Now it’s closed for business.”**

JOSANA was once a full-service urban neighborhood, with places to work, shop, and meet daily needs all within close proximity or walking distance of the residential blocks where people lived. Jay functioned as a Main Street, lined with German and Italian businesses, and factories operated at full speed and capacity. As jobs and people left the neighborhood, so too did local business, and today, Jay Street hosts just a few remaining businesses. The majority of JOSANA’s retail opportunities are now found along Lyell Avenue, but here too, vacancy causes a lack of retail concentration. Several businesses are located in Chester’s Plaza on Broad in the southeast corner of the neighborhood, but overall, commercial services in the area are limited. Marina Auto Stadium on Broad Street represents a massive commercial parcel, but its limited hours of operation and struggles to succeed as a venue have, to date, prevented commercial momentum from building nearby.

The field survey located 80 businesses in JOSANA and 10 vacant commercial spaces. Almost one-third (28%) of the businesses are auto-related, including mechanics, auto sales lots, and a car wash. Eleven percent (11%) of local businesses are industrial, supporting warehousing and manufacturing activities. This leaves just over half of existing commercial spaces (45 businesses) to meet the daily retail, convenience, beauty, entertainment, food, and service needs of JOSANA’s population.

**“The neighborhood could use a Family Dollar – for  
diapers. I have to go too far to get diapers, and it’s hot  
now and usually it’s cold. Plus it’s dangerous.”**



Commercial on Broad



Commercial on Jay



Commercial on Lyell



**“The stores are not the nuisance – we need the stores.  
The trouble comes from the people who hang out there.”**

In actuality, while residents appreciate having some access to retail and services, the majority of commercial opportunities are low grade and poorly merchandised. In some cases, local stores are centers of nuisance and crime in the neighborhood. These corner stores sell single beers and cigarettes, and many are suspected of money laundering. There is little surprise, therefore, that local spending power is leaking out of JOSANA, as residents travel by car and bus to find the goods and services that they and their families need. Interviews and focus groups confirm that people shop elsewhere.

**“Everyone with a car leaves the area to shop.”**

**“The tiny corner stores are not cutting it. It’s a tax on  
residents to force them to pay twice the price for food in  
the community.”**

There is, however, a sense that some commercial energy is building east of JOSANA along Lyell Avenue near the Flat Iron Café at State Street where the East Lyell Business Association is active. Closer to JOSANA, the Lyell-Jay Merchants Association is working to establish itself as a unified voice for the businesses in the area. Among the challenges these business associations face are concerns about public safety, crime and perceptions of crime, a reputation for prostitution, the lack of continuity and cohesiveness of the commercial corridor, heavy traffic that tends to pass through rather than stop to shop, and oddly shaped parcels due to diagonal side streets that intersect Lyell at acute or obtuse angles.



“It’s a shame that the stadium hasn’t precipitated any private investment.”



# 80 BUSINESSES

- 28% Auto-Related (25)
- 16% Retail (13)
- 12% Convenience (11)
- 11% Industrial (10)
- 7% Barber/Beauty (6)
- 4% Bar/Entertainment (4)
- 3% Food - Specialty (3)
- 2% Day Care (2)
- 2% Pharmacy (2)
- 2% Office (2)
- 1% Laundromat (1)
- 1% Financial Services (1)

11% Vacant Spaces (10)

## COMMERCIAL USES

- Mixed Use
- Commercial
- Auto-Related Commercial
- Industrial
- Vacant Commercial

Figure 30: Commercial Uses  
Source: Field Survey

## 69 transportation and mobility

### street direction

JOSANA's street network comprises a series of two-way east-west and north-south streets. Only Broad Street runs at a diagonal, heading northwest from Downtown and I-490. The street grid in Brown's Square to the east of JOSANA runs parallel and perpendicular to Broad, and thus meets JOSANA's street grid at an angle, creating a series of somewhat confusing intersections along Broad and reinforcing Broad Street's role as a dividing line between neighborhoods. Connectivity within JOSANA is strong, but many of the neighborhood's streets truncate at its edges due to I-490, the Stadium, or unaligned intersections to the west and north. The pattern of streets thus insulates the neighborhood, although JOSANA does enjoy good access to and from the Interstate in either direction.

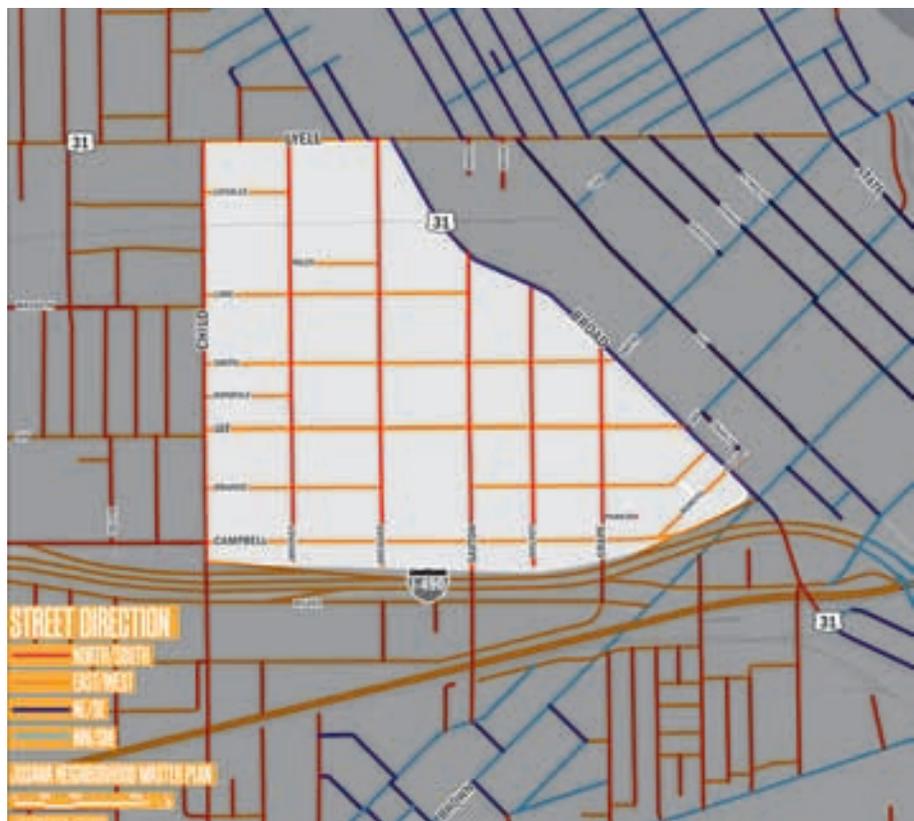


Figure 32: Street Direction

Source: Field Survey

The majority of streets are wide enough to accommodate a travel lane in either direction as well as on street parking on both sides of the street. On the residential streets, residents make use of this parking, as many homes lack driveways and garages. However, on the less residential streets like Jay, the on-street parking is rarely utilized; with less commercial activity along the corridor, fewer people park there, and as a result, the street feels wide and people drive quickly. Jay Street can thus feel like a speedway through the neighborhood, much like Broad Street. Lyell Avenue, though wider in section, carries more traffic (25,000 cars per day, and 40,000 cars on game days) and has more frequent traffic lights and complicated intersections, so high speeds are mitigated by turning patterns and congestion. None of JOSANA's streets have bike lanes.

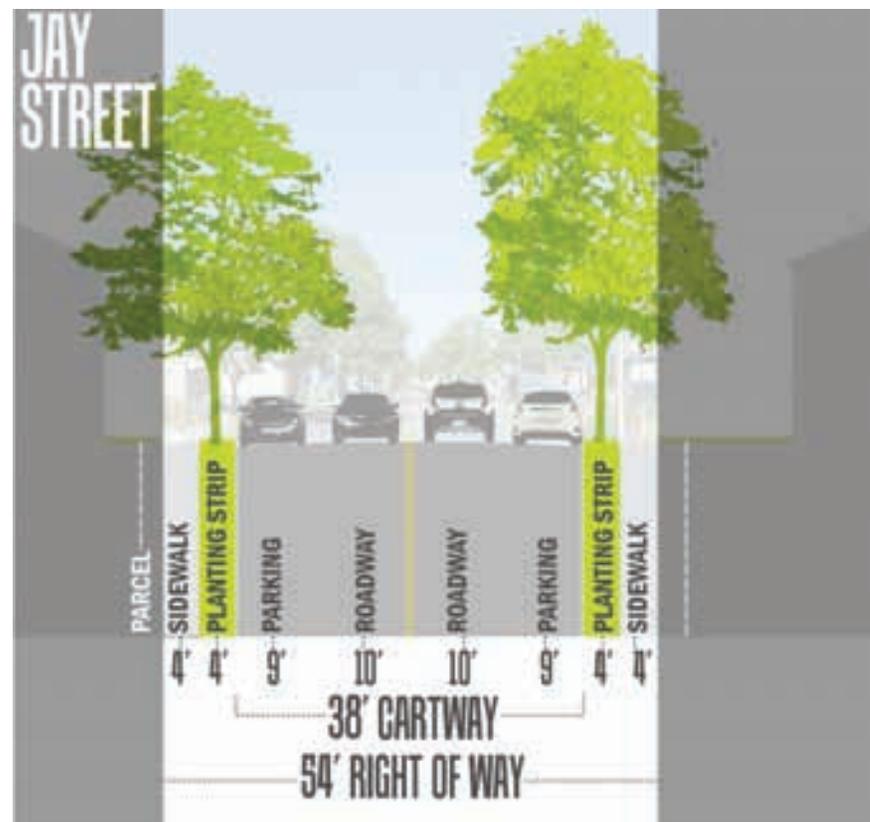


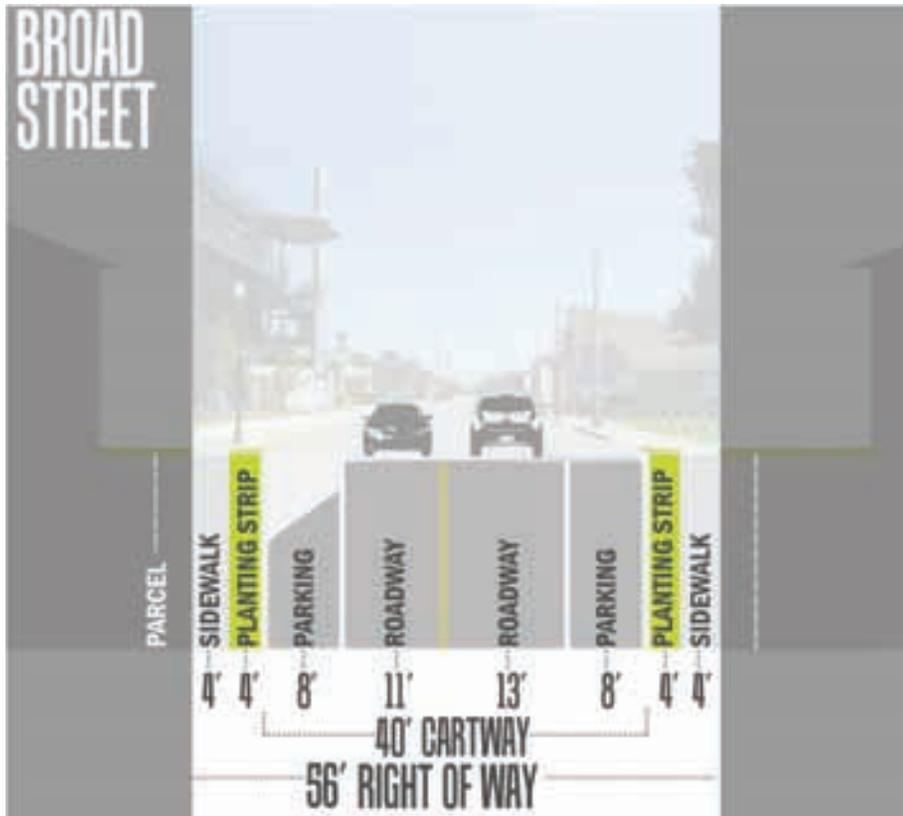
Figure 31: Jay Street Section

Source: Field Survey



The streets near School 17 received the most complaints and concerns from residents. Busing and pick-ups and drop-offs cause congestion and chaos. Traffic can be bad on Orange and Orchard. Suggestions include turning Orchard Street one-way to make it safer, and adding speed humps on Campbell near the school, as cars move quickly along this street. Additionally, residents report that the neighborhood is very dark at night, and new street lighting would help improve safety.

**“The street lights don’t work. I have to jog because I’m scared.”**



**Figure 33: Broad Street Section**

Source: Field Survey

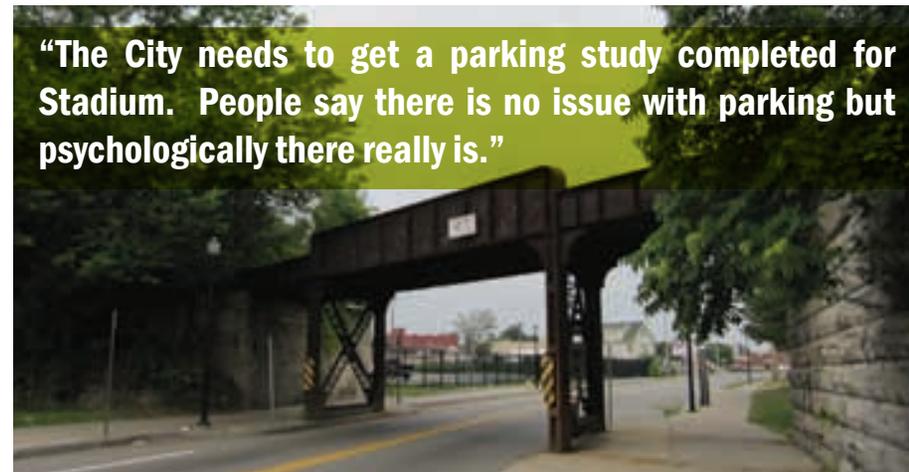


**Figure 34: Existing Circulation Pattern and Issues Surrounding School 17**

Source: Field Survey and Interviews

As for planned street improvements, according to the Streets Department, Jay Street is due for resurfacing. Jay between Grape and Broad and Grape over the I-490 bridge will be resurfaced this year. Within the next five years, Jay is scheduled for a full resurfacing. The other long-range streets project on the boards pending funding from the Department of Transportation is the re-alignment of the intersection of Dewey and Broad. Two alternatives have been proposed to improve circulation and safety at this complicated intersection.

On-street parking is readily available in JOSANA, especially when there is no snow on the ground. There are few surface lots, the majority of which serve institutions like churches, the School, and Charles Settlement House. Off-street parking is provided for Stadium events on a City-owned lot west of Broad Street between Saxton and Orchard, though residents report that many Stadium-goers prefer to park for free on adjacent streets rather than pay for parking in the lot. Additional Stadium parking is available at Frontier Field in Brown's Square, and a trolley service is provided to link the Stadium with these more remote lots.



**“The City needs to get a parking study completed for Stadium. People say there is no issue with parking but psychologically there really is.”**

*The fenced parking area beyond rail bridge is opened during Stadium events.*

## public transportation

Three Rochester Genesee Regional Transportation Authority (RGRTA) bus routes serve JOSANA. Route 9 runs along Jay and Maple Streets, and links Downtown with Mt. Read to the west. Route 3 runs along Lyell and through Brown's Square, connecting Downtown with various destinations to the west including The Mall at Greece Ridge, Park Ridge Hospital Campus, Tops Plaza, and several industrial parks. Route 16 runs along Broad Street to Lyell and then northward, linking Downtown with Emerson and Driving Park. While residents who do not have cars thus have good access to transit, many lament the lack of amenities at area bus stops, especially given the area's cold and wet winters!



**“We need some [shelters at the] bus stops. We got mad rain and snow.”**

*The existing bus stops on Jay lack a shelter or a place to sit.*





Figure 35: Area Bus Routes

Source: Rochester Genesee Regional Transportation Authority

## 73 public input for the analysis insights & ideas

As the analysis of existing conditions was in progress, the planning team installed a set of maps in the hallway of the Charles Settlement House. The purpose of the maps was to share information. Two of the maps illustrated data from the field survey collected by the consultants – current land use for every parcel in JOSANA and current vacancy in the neighborhood. These maps offered residents and stakeholders a glimpse of the work underway and the progress being made in the planning process.

The other two maps asked residents and other stakeholders to share information with the planning team. One map asked people to place a blue dot sticker to show where they live (or work) in JOSANA. The results indicated that people who live all over the neighborhood participated in the planning process, which is great! However, there are fewer dots in the southeast corner of JOSANA as well as on the western edge between Jay and Lime Streets, which suggests that canvassing efforts prior to future CHNA meetings and events should target these areas.

The fourth map was called the JOSANA Neighborhood Master Plan Collaborative Map. It invited residents to share their **insights** about specific locations in JOSANA as well as their brilliant **ideas** for how to improve specific places in the neighborhood. Residents used yellow and orange dot stickers and accompanying note cards to locate and describe their concerns and suggestions.



**Figure 36: Distribution of Collaborative Map Participants**

*Source: Interface Studio*



# JOSANA Neighborhood Master Plan *collaborative* MAP

We are working on a community-driven Neighborhood Master Plan for JOSANA, and we need your input!



if you have a **brilliant idea** for how to improve a specific location in JOSANA, use an *idea* card and sticker set.



if you have **thoughts and observations** to share about specific locations in JOSANA, use an *INSIGHT* card and sticker set.

**HAVE AN IDEA ABOUT HOW to IMPROVE JOSANA?**

please tell us! use the numbered **YELLOW** sticker to indicate the location on the map and write your idea on the card with the corresponding number. then place your card in the drop box.

thanks!

**HAVE SOMETHING to SAY ABOUT JOSANA?**

now's your chance! use the numbered **ORANGE** sticker to indicate the location on the map and write your thoughts on the card with the corresponding number. then place the card in the drop box.

thanks!

Collaborative Map instructions

**43%** of **INSIGHTS** referenced trash, litter, or household maintenance issues.

**&**

**61%** of **IDEAS** mentioned activities for kids or youth services.



Figure 37: Collaborative Map Insights and Ideas  
 Source: Interface Studio



In all, JOSANA neighbors submitted 15 insights cards and 18 ideas cards. 43% of the insights referenced trash, litter, or home and yard maintenance issues, 38% referenced issues with drugs or prostitution, and 19% described traffic concerns, all emphasizing the quality of life problems echoed by residents at meetings and in interviews. Sixty one percent (61%) of the ideas cards suggested activities for kids or youth services, but ideas for rehabbing structures, improving lighting, creating new green spaces, hosting community events, and creating jobs also emerged. The idea comments were folded into the preliminary recommendations in the second phase of work, but both sets of input – insights and ideas – speak to Strengths, Weaknesses, Opportunities, and Threats in JOSANA today.



*Mural at Friends Helping Friends food bank on Child Street.*

## 77 strengths, weaknesses, opportunities and threats (SWOT) analysis

A SWOT analysis is a planning tool often used to summarize an area's existing conditions – organizing current assets, issues, and challenges into four categories: Strengths, Weaknesses, Opportunities, and Threats.

### STRENGTHS to Reinforce

- **Ties Between Diverse Neighbors** – JOSANA residents are proud of their diversity and the strong bond they share with each other. They feel committed to each other and to the community. Residents report the **“resourceful and caring people and being a melting pot”** among their strengths as a community. **“I love my neighborhood. I love the people.”**
- **Organized Community** – Neighborhood residents and leaders and representatives from local organizations have come together to work toward positive progress. They have developed a unified voice to advocate for policy changes and plan for a healthy future, and they are ready to roll up their sleeves to start making the community's vision a reality.
- **Network of Institutions** – A network of institutions form the civic structure of the community, with Enrico Fermi School 17 and the co-located health and dental facilities and the center. The School and the health and dental facilities have their doors open to people of all ages in the community, as do the local churches and the Charles Settlement House, which together provide a range of supportive services and act as central gathering spaces for community building and development. **“The problems are too big for any one entity or individual. The area needs caring people bringing their own talents and time to the table.”**
- **Interested Youth** – The many children and teens live in the area and represent the future of the neighborhood. Although some are **“disengaged,”** many are talented and passionate and have lots of ideas, energy, and potential. As a full 36% of the community, they require safe play and learning space, job and training opportunities, and services tailored to support and nurture this demographic.
- **Recent Investment** – New housing construction for homeowners and renters by Flower City Habitat and North Star Housing and Development Corporation, respectively, has stabilized some blocks within JOSANA's southern tier and provided desirable housing options to residents from within the neighborhood as well as to newcomers.
- **Compact and Insular** – JOSANA is a small neighborhood, with strong boundaries on three sides. The edges help the neighborhood to feel insular, and thus changes that occur are felt and experienced by the whole community. The strong edges also act as buffers, keeping negative trends at bay as JOSANA moves down the road to improvement.
- **Quiet and Green** – The neighborhood is green and growing greener. Residents appreciate the area's mature trees, the sounds of birds singing, and the peace and quiet they experience at home. There is a new raised bed garden that marks a first effort at community gardening, and residents look forward to more parks and flowers in the future.
- **Readiness for Change** – Residents recognize that JOSANA is poised for change, and cite “being on the cusp of new development” also among the community's strengths.



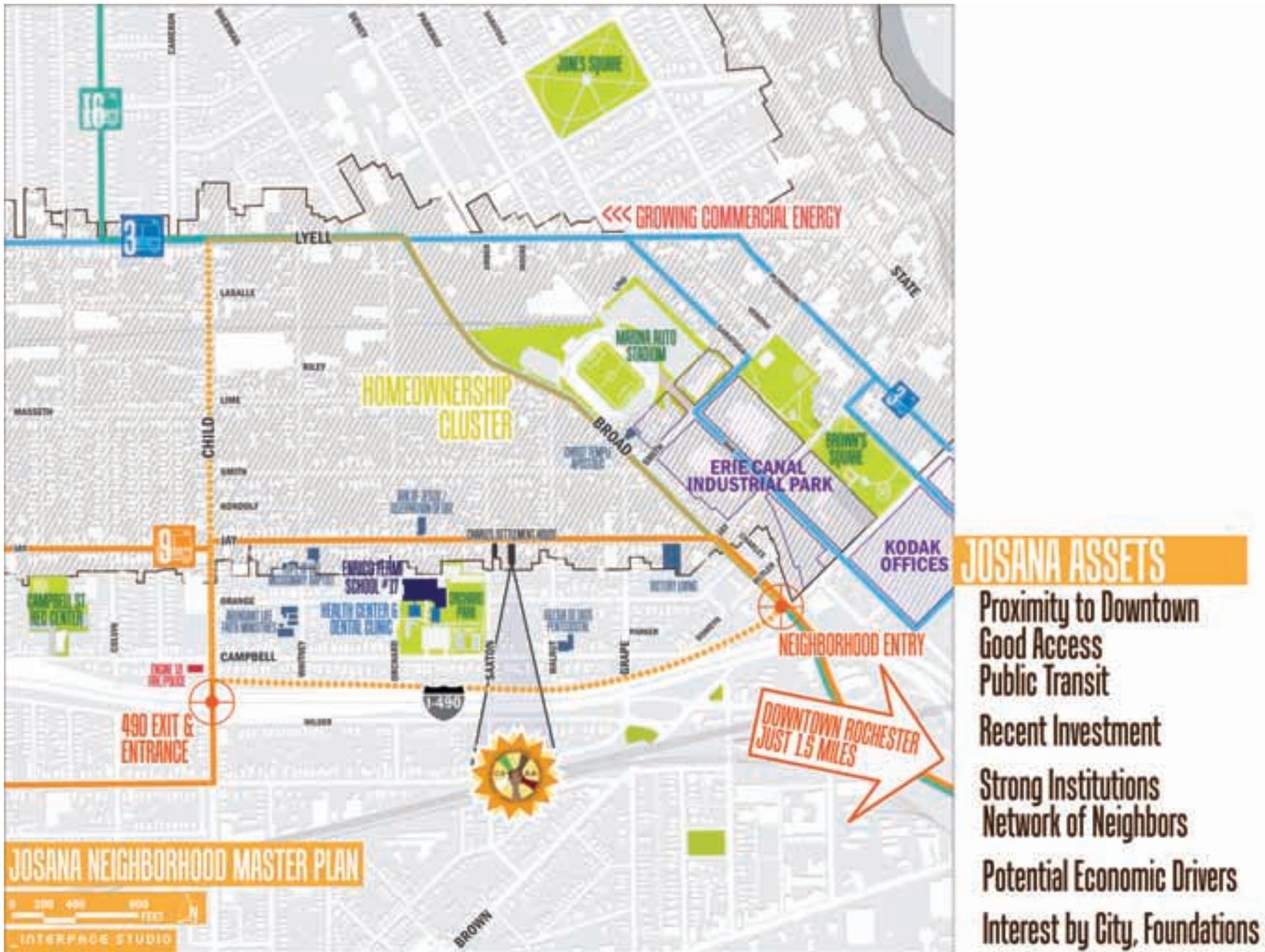


Figure 38: Assets  
 Source: Interface Studio

## WEAKNESSES to Target for Improvement

- **Negative Public Image** – First and foremost, the neighborhood suffers from a damaged public image. For years, JOSANA has been the subject of media coverage about violence, drugs, prostitution, vacancy, and lead poisoning and has been grouped among the “worst of the worst” neighborhoods in Rochester. Vacancy and littered lots reinforce public perceptions, and these negative associations overwhelm the positive changes at work in the community and have thwarted the success of the soccer Stadium.
- **Shrinking Population** – Situated within a City that is losing population and jobs, JOSANA’s population of residents and households have been declining for decades. Growing smaller can be accomplished with grace, but it requires a major mental shift and an openness to a revitalized future that looks markedly different from the bustling Dutchtown of the past.
- **Weak Market** – New construction and modern housing products are certainly necessary given the area’s notorious living conditions, but low sale volume and low sale prices constrain development options, with costs to build significantly higher than final sale prices. These financial realities require alternative development models and suggest that rental housing may be more feasible.
- **Income and Poverty Rates** – JOSANA is one of Rochester’s poorest neighborhoods, with 51% of families living below the poverty line. Such concentrated poverty contributes to other weaknesses and threats to the community, such as limited commercial services, distressed housing conditions, and the underperforming Stadium.
- **Few Jobs and High Unemployment** – Once an industrial powerhouse, JOSANA now hosts only a handful of manufacturing or warehousing sites, greatly restricting the availability of jobs locally. Local employers are not in the habit of hiring locally, and unemployment is high, contributing to cycles of poverty and crime.
- **Limited Commercial Services** – With the shrinking population and pervasive poverty, the critical mass and spending potential required to support vibrant commercial services is lacking. Although they live in an urban neighborhood, residents have trouble meeting their daily needs locally.
- **Lack of Opportunities for Local Youth** – Although Charles Settlement House offers a host of supportive services for youth and teens, residents still feel that there is a lack of activities for kids in JOSANA. The parks and playgrounds are underperforming, with minimal and unmaintained equipment at School 17 and a history of fighting and troublemaking at the Campbell Street Recreation Center. The high proportion of youth in the neighborhood places a burden on the local park space, and the high occurrence of single-parent families leaves children with fewer resources, financial and related to care, discipline, and oversight.



## OPPORTUNITIES to Build Upon

- **Proximity to Downtown** – JOSANA is just about one mile northwest of Downtown Rochester, close to transportation options and potential employers.
- **Good Access to Roads and Transit** – JOSANA is easily accessible by local roads, Interstate 490, and three RGRTA bus lines, offering convenience to local residents traveling in and out of the neighborhood.
- **Ongoing Development Interest** – Private and non-profit developers have voiced ongoing interest in building anew or rehabilitating existing structures in JOSANA. The former manufacturing building (Tent City) has been considered for conversion to mixed-income, loft-style rental units. Furthermore, Habitat and RHA would like to continue building in JOSANA, and foundations, like the Greater Rochester Health Foundation, Enterprise Community Partners, and the United Way of Greater Rochester, have continued to support community development initiatives with grant awards.
- **Marina Auto Stadium** – The soccer Stadium is an asset to the City and the neighborhood, but it is currently underutilized, drawing small crowds to events that occur on just one out of three days for every day that the Stadium is open. This major public investment is a huge, though untapped opportunity for the neighborhood – both as a venue for community recreation and social events and as a driver of neighborhood revitalization. The Stadium cannot fully succeed without JOSANA's stabilization.
- **Economic Drivers** – The Erie Canal Industrial Park east of Broad Street has brought employment opportunities to the area, and the Brownfield Opportunity Area encompassing JOSANA's northern half has laid the foundation for the environmental cleanup that will put long-vacant industrial parcels back online as candidates for productive reuse. Growing commercial energy on East Lyell Avenue bodes well for the improvement of Lyell between Broad and Child.
- **Market Potential** – As the residential market study indicates, JOSANA does embody some market potential, and investments in the appropriate blend of mixed use and housing options on strategically located parcels will greatly elevate the quality of life in the neighborhood as well as public perception of the area as a whole.
- **Publicly-Owned Vacant Land** – The City of Rochester owns nearly 60% or 25 acres of JOSANA's vacant land. This underutilized land is poised for reuse and ready to pioneer and pilot innovative strategies for restoring the land's productivity with cost-effective, green solutions that reinvent the character of the neighborhood.
- **Emerging Sense of Empowerment** – Neighborhood leaders and residents are organized and vocal. They are involved as participants in JOSANA's ongoing evolution, but they are just beginning to look inward – to see themselves as proactive effectors of change, rather than relying on help from the City or outside parties. The emerging sense of empowerment and local leadership must be nurtured.

**“My neighborhood don't make me, I make my neighborhood.”**

## THREATS to Combat

- **Prevalent Vacancy** – JOSANA is 31% vacant; 20% of the parcel area is vacant land and 11% of the parcel area hosts vacant buildings. The vacancy, both concentrated and scattered, amounts to 33 acres of land, which currently attract illegal activity and harm community morale and public perception. Deteriorated vacant buildings are particularly dangerous and problematic.
- **Persistent Crime** – Crime and perceptions of crime remain among the greatest challenges in the community despite data that suggest that both violent and property crime are decreasing. Drug-related activity, prostitution, and gang activity pose risks for neighborhood youth and threaten the neighborhood’s development and public perception.
- **Aging and Distressed Housing Stock** – Many of the older homes in JOSANA have fallen into disrepair, resulting in substandard living conditions for owners and tenants alike. The large homes are costly to heat, cool, weatherize, and improve. Unabated lead paint threatens health and child development, and postponed maintenance drags down property values.
- **High Degree of Landlord Absenteeism** – With a rental rate of 70% in the neighborhood, the majority of residents rely on landlords to make necessary upgrades and home improvements. Rental property owners and designated property managers have been notoriously unresponsive, charging unjustifiable rents for uninhabitable apartments and homes.
- **Transience Due to High Rental Rate** – The high rental rate also suggests that residents have more freedom to come and go from the neighborhood. While some renters have lived in JOSANA for decades, others move often – within the neighborhood and in and out of the neighborhood, which jeopardizes community building efforts.
- **Liens Held by ATF** – The City’s decision to sell of liens for past-due taxes to a private entity means that a third party now has an interest in some of JOSANA’s parcels, which will complicate or prolong acquisition efforts for reinvestment.
- **Contaminated Soils** – Ground contamination caused by auto or industrial uses as well as lead paints render plans to redevelop or reuse JOSANA’s land more expensive and more complicated, as remediation must occur first.
- **Zoning Constraints** – JOSANA’s existing zoning classifications have the potential to prevent new housing typologies or development initiatives from being introduced to meet market demand and modern needs.
- **Paralysis Caused by Efforts to Right-Size** – In the context of a shrinking neighborhood, City, and region, there are well-reasoned fears that investments in one area will cannibalize comparable neighborhoods and legitimate concerns about the wisdom of building anew. The challenge is to find the right mix of creative reuses and the right balance of investment that addresses the need to stabilize but also build where appropriate.





hi mom,  
you should see josana today. you wouldn't believe how much it's changed. now it's...

**ACTIVE** [Progress bar with 13 segments, 11 filled] **41%**

"gonna change in the future. lots of sports programs and boxing programs."

**SAFE** [Progress bar with 12 segments, 10 filled] **35%**

"a lot more people coming out of their houses because they're not afraid. it's cool though."

**GREEN** [Progress bar with 12 segments, 10 filled] **35%**

"got more green space with many gardens." "at least 2 public parks for the kids."

**COMMUNAL** [Progress bar with 10 segments, 8 filled] **29%**

"a place that families would be proud to call home!" "i'm glad to say i live in the neighborhood."

**RESOURCEFUL** [Progress bar with 8 segments, 6 filled] **26%**

"we have more stores" "food stores making available healthy, affordable & fresh food."

**BACK IN BUSINESS** [Progress bar with 7 segments, 5 filled] **24%**

"we have many visitors and there's a lot of money going around... business is booming."

**CLEAN** [Progress bar with 5 segments, 4 filled] **18%**

"very walkable, the streets are clean..."

**RE-ACTIVATED** [Progress bar with 5 segments, 4 filled] **18%**

"the only vacant land is now a big park with a playground and exercise stations."

**MULTI-GENERATIONAL** [Progress bar with 4 segments, 3 filled] **15%**

"the new senior housing can keep grandma in the neighborhood too."

Figure 39: Major Themes from Community Vision Statements

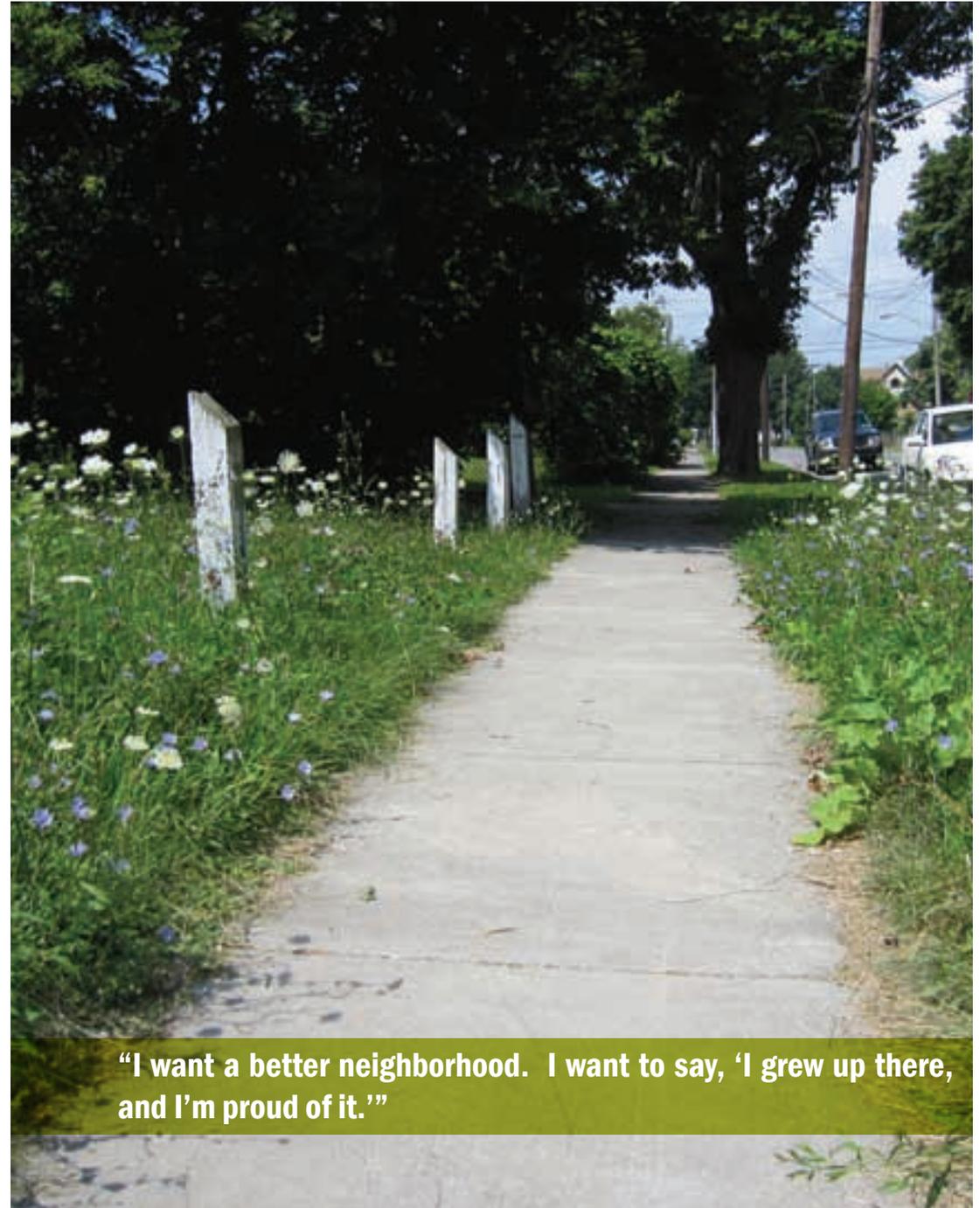
Source: Interface Studio



## The community's collective vision for the JOSANA of the future is:

- Of a **TRUE community**, where active, involved neighbors inhabit their porches, eager to socialize and happy to help each other
- Of a **SAFE community**, where the streets are clean, crime-free, and walkable and buildings have been stabilized and improved
- Of a **HEALTHY community**, where homes are lead-free and neighbors of all ages exercise, dance, play, and garden and make regular use of the health and dental resources nearby
- Of a **GREEN community**, where parks, gardens, yards, trees, and flowers define the landscape and fresh, affordable food is grown locally
- Of a **PRODUCTIVE and RESOURCEFUL community**, where fallow lands are re-purposed, residents build skills and find work, and people can meet their daily needs
- Of a **DIVERSE RESIDENTIAL community**, where families want to live and can afford to stay and people of all ages respect and support each other

The JOSANA of the future is a **VIBRANT** place that people are **PROUD TO CALL HOME**.



**“I want a better neighborhood. I want to say, ‘I grew up there, and I’m proud of it.’”**

## IV recommendations

The recommendations of the JOSANA Neighborhood Master Plan are organized into six categories, each of which represents a crucial objective for helping the community achieve its vision of becoming a community that people are **proud to call home** – a community that is at once **true, safe, healthy, green, productive, and diverse**.



**a TRUE community**

where active, involved neighbors inhabit their porches,  
eager to socialize and happy to help each other



## a true community

The first collection of recommendations is intended to nurture and reinforce the sense of community in JOSANA, helping JOSANA evolve not just as a neighborhood but as a community. The recommendations in this section address the needs of local residents, how residents interact with one another, and how they feel about their neighborhood – its image and cohesiveness, both social and physical.

## Keep Up the Good Work: Get Out the Word and Get People Involved

As documented in the Analysis, in the years leading up to this planning process, JOSANA neighbors, community leaders, service providers, religious institutions, and other stakeholders have been quite active, organizing and undertaking an impressive grassroots effort to improve conditions in the neighborhood. An impressive communication network has emerged through the Charles House Neighbors in Action (CHNA), but community leaders are struggling to engage additional community members and increase participation. These recommendations seek to build upon the good work already accomplished by CHNA by growing the tool kit used to reach residents and empower them as proactive effectors of positive change.



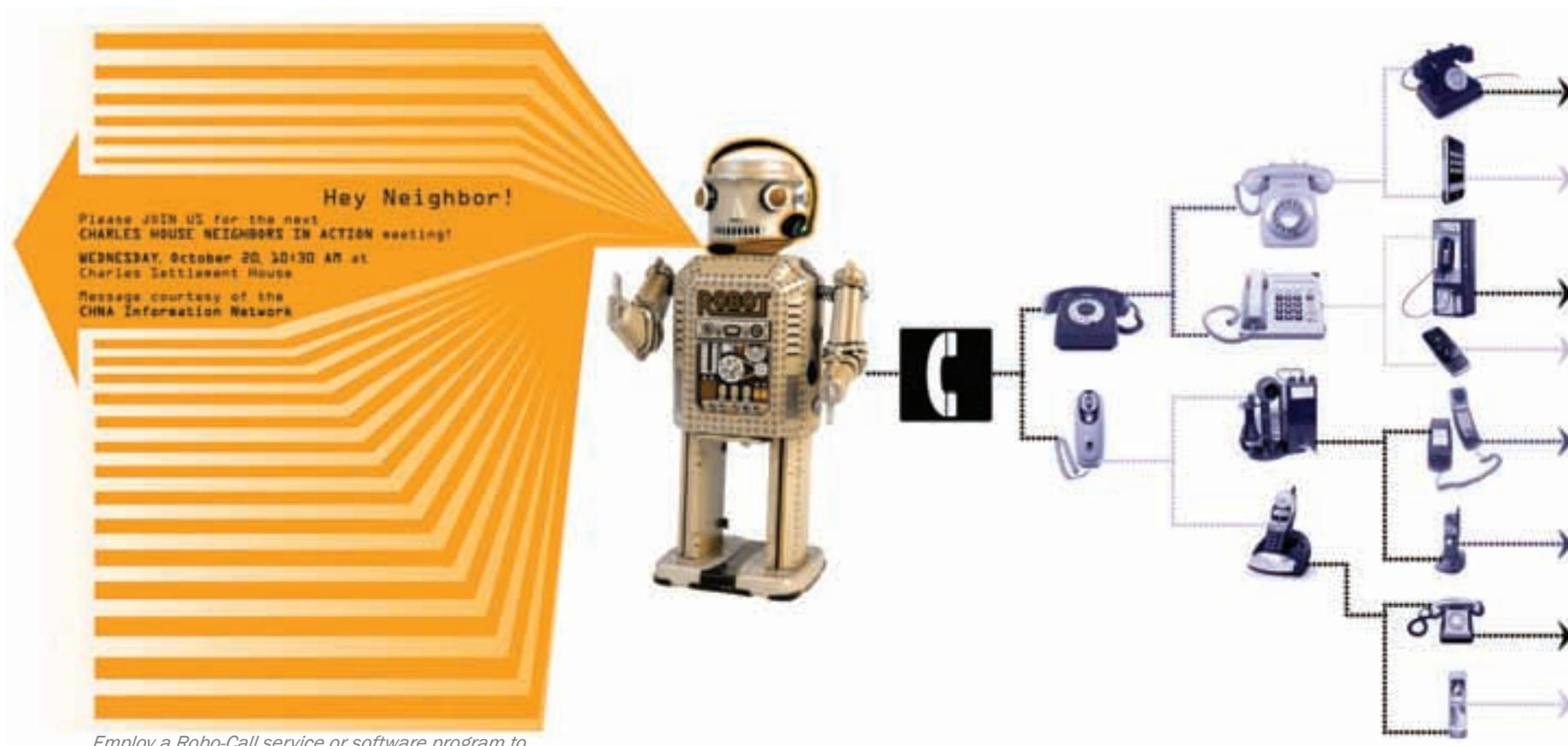
*A network of Block Captains will help get out the word.*

### 1. Expand the Network of Block Captains

*Who: CHNA, NeighborWorks Rochester, Rochester Area Community Foundation*

CHNA has initiated a Block Captain network, spearheaded by a small number of involved and active residents who are not only plugged in to all that is happening in JOSANA but have developed open and friendly relationships of trust with their neighbors. The role of the Block Captains is to serve as a two-way source of information – both for fellow residents and for CHNA or other service and resource providers – reminding neighbors about upcoming events and meetings and reporting resident concerns and issues to City agencies, the Northwest Service Center, or other partners as necessary.

As revitalization efforts in JOSANA take form, Block Captains should embrace a prominent role as ambassadors of change, serving to dispel fears, keep neighbors informed and up-to-date about coming changes, and recruit residents to get involved in the process through a long-term commitment to working with CHNA. CHNA and existing Block Captains should convene a “How to Be a JOSANA Block Captain” informational session, targeting seven to ten proactive residents, followed by a series of leadership training sessions to grow the current network of Block Captains in preparation for the volunteer-driven aspects of Plan implementation. CHNA should reach out to NeighborWorks Rochester as a potential partner for training resident leaders, and funding for this initiative should be sought from the Rochester Area Community Foundation’s grants for Civic Engagement, which fund projects in the City’s East and Westsides during alternating years.



*Employ a Robo-Call service or software program to raise awareness about upcoming events.*

## 2. Broaden CHNA's Reach with Automated Messaging Software

*Who: CHNA*

Email blasts are a fast and free means of spreading the word about upcoming meetings and community initiatives for those with web access, but many residents in JOSANA are not on-line regularly and instead receive information through more traditional channels including newspapers, radio, and telephone. CHNA has had success over the years with flyers prior to meetings and events, drawing new faces to the audience and encouraging them to stay involved, but flyer-ing is time-intensive for outreach staff at Charles Settlement House and Block Captain volunteers.

To supplement the email and flyer-ing approach and help CHNA broaden its base of meeting attendees and active participants, Charles Settlement House should invest in a Robo-Call service or software to keep residents informed about activities, programs, and important community news. This automated take on the traditional phone tree is inexpensive and relatively easy to set up and maintain. Instead of the voice of an automated robot, an appointed community leader can record messages that are then replayed to residents who sign up to receive call notifications. CHNA, with help from local Block Captains, would work to sign residents up for the free service.



## Celebrate School 17 as the Center of the Community

Enrico Fermi School 17 is an important anchor in the JOSANA neighborhood – a source of pride, a shared experience, a center of advocacy in the fight against lead poisoning, and the home of highly valued community services – educational, recreational, medical, and dental. Residents speak passionately about the School’s role in the neighborhood’s transformation, particularly about the time during the 1990s and early 2000s when the School operated as a *neighborhood-based* community school serving local children and families under the progressive and proactive leadership of then-Principal, Ralph Spezio. While District-wide changes in the school system have opened the school’s doors to students from across the City, thereby lessening the local sense of pride and connection with the institution, School 17’s park and healthcare clinics, its location and legacy ensure the School’s lasting place at the heart of the community. The following recommendations reflect resident priorities for the School in years to come.

### 3. Express Support for the Return to a Community School System

*Who: School 17 Administration, CHNA, Unity Family Medicine, Daisy Marquis Jones Foundation Outreach Dental Clinic*

In recent months, there has been much talk within the City of Rochester about a return to a community-based school system. This proposal has met with much enthusiasm and support within the JOSANA community, as School 17 flourished in the not too distant past as a neighborhood school serving neighborhood kids. While the School District and City government have not yet made a final decision about reinstating a community-based catchment area system, School 17 leadership, community members, and other neighborhood stakeholders should step up as proponents for the change, sharing their stories and successes on a public platform and helping to sway skeptics.

Among the cited benefits of a community-based school are higher student enrollment, increased participation in after school programs, and more frequent use of the on-site medical and dental clinics by students and families. During its tenure as a community school, School 17 also experienced less tension and fighting between students, as there were no conflicts over territory, and a more robust Parent Teacher Association (PTA).



*School 17 will thrive again as a neighborhood-based school.*

In addition to advocacy efforts in favor of a neighborhood-based school system in Rochester, JOSANA community members should start thinking now about ways to expand the School’s role as a community center. Ideas that emerged during the planning process include utilizing the school space for community parenting workshops, job training classes, a career center, and home maintenance and repair instruction (see Recommendations 5, 48, 56, and 57). With major school renovations planned to commence in 2012, architectural plans and programming should make space for community facilities.

#### 4. Rebuild the PTA

*Who: School 17 Administration, Teachers, CHNA*

As noted above, during its former heyday as a community-based school, School 17 benefited from a large and active Parent Teacher Association or PTA. During this time, parents were actively engaged in their children's classroom experiences, turning out not just for Parent-Teacher Nights and holiday celebrations, but to talk to teachers and administrators if a problem arose. Parents and grandparents, many of whom had attended School 17 as children themselves, spoke of a sense of ownership and pride and reported feeling not only welcome and comfortable in the School as parents, but also listened to.

Regardless of whether or not the School becomes a community school once again, a concerted effort should be made to rebuild the PTA. This will help the building function as a resource for people of all ages in the community and, more importantly, will enrich the learning experiences of neighborhood kids by strengthening relationships between parents and teachers so that they can better work together to educate and develop local youth.

As a starting point, parents of all kindergartners should be encouraged to join the PTA, as should all local parents for students grades Kindergarten through Sixth. Parents of new students can bring a new energy to the PTA, setting the tone for future years, and local parents enjoying proximity to the School and can help re-establish an intergenerational and collaborative learning atmosphere.

#### 5. Welcome Teens and Adults Back to School with Parent-Child Learning Opportunities and Afternoon G.E.D. Courses

*Who: School District, School 17 Administration, PTA*

As a community school, a meeting place, service provider, and common source of pride, School 17 should explore opportunities to foster life-long enrichment and parent-child learning partnerships. All parents and guardians, those with high school or college educations and especially those without, should be encouraged to take part in their children's educations and assist with homework assignments everyday. The PTA and School 17 Administration should investigate the potential of a joint parent-child after school homework program or possibly an on-site G.E.D. program for parents of School 17 students.

The closest G.E.D. programs for area teens and adults are located in Downtown Rochester at the SUNY Educational Opportunity Center or at the School District's Family Learning Center in Upper Falls. However, as long as enrollment at School 17 remains low with the School operating below capacity, the feasibility of offering an on-site G.E.D. program for parents should be explored. The G.E.D. program could operate in underutilized classroom space, either after-school or during school hours – inviting parents to work toward degree equivalency while building confidence in their own abilities such that they can better help with homework in the future. When the School is renovated in 2012, multi-purpose community space for life-long learning should be incorporated, giving parents who demand that their kids stay in school but who did not graduate themselves the opportunity to go back to school, leading by example.



**Best Practice Case Study: STARTING OFF ON THE RIGHT FOOT**

### Opening the doors for education

WITH Mayor Annise Parker looking on, AVANCE President and CEO Rick Noriega, right, officially cuts the ribbon Friday on the new Mangum Education Center. The building will be a dual campus, housing AVANCE education programs as well as offering free Early Head Start, Head Start, computer training for adults and K-4th grade education.

#### **AVANCE, San Antonio, Texas & Los Angeles, California**

The AVANCE Parent-Child Education Program expands the curriculum of the typical parenting class that teaches new parents how to play with or discipline their children. In addition to child-rearing strategies, AVANCE classes teach English as a second language, literacy skills, and offer G.E.D. preparatory classes (with concurrent child care services) to predominantly poor Latino families in underserved communities.

[www.avance.org](http://www.avance.org)



## Focus on Youth as the Future of the Community

More than one third of JOSANA's population (36%) is below the age of 18. Local youth represent the future of the community, and community members voiced grave concerns about the lack of opportunities for children in the neighborhood – programs, activities, and events to keep them engaged and having fun, safe and out of trouble. On the collaborative map, 61% of the community's collective ideas for JOSANA proposed additional youth services or activities, and special events for local youth as well as long-term youth programming were highly prioritized at the public meeting hosted to collect resident feedback about the preliminary recommendations. The following recommendations present ideas for building upon existing youth programs, making new use of existing spaces for kid-friendly events, and broadening the range of activities for local youth.

### 6. Host Special Events like Movie and Game Nights

*Who: Charles Settlement House, CHNA, Rhinos Management*

Neighborhood kids complain about boredom, and parents and community leaders agree that there is a lack of fun things to do for young people in the neighborhood. While long-term programming requires time for organizing and fundraising, simple special events can offer kids something to look forward to and keep them out of trouble on weekend nights. Residents suggested both game nights and movie nights, and two existing spaces in JOSANA lend themselves well to such events – movie nights, in particular.

The parking lot at Charles Settlement House is protected by fencing and faced by pale, smooth walls on two sides. These walls can serve as a projection surface for a large-scale movie projection, and the parking lot itself can serve as the seating. In the warmer months, invite neighbors to bring beach chairs and blankets and come to an improvised “drive-in” movie. Only a projector, laptop or DVD player, and speakers are required. Popcorn would be an added bonus, and these movie nights could be a summertime special, offered once a week.

The jumbotron screen at the Marina Auto Stadium could also bring movie nights to JOSANA and welcome neighborhood residents into the Stadium, breaking down the barrier between the community and this underutilized asset just across Broad Street. Depending on the preferences of Stadium management, the audience could sit on blankets on the field or in the stands while enjoying a feature-length film and a view of downtown.



*Potential locations to host community movie nights include the Charles Settlement House parking lot [bottom] and the jumbotron screen at Marina Auto Stadium [top].*

## 91 7. Organize Longer-Term Youth Programming

*Who: Charles Settlement House, Department of Recreation, Flower City Youth Soccer, Rochester Rhinos, Rochester Red Wings, YMCA, Quad A for Kids*

Longer-term programming is also important, if not more so, functioning to structure the days of JOSANA's youth with enriching and active programs, expand their horizons, and keep them safe. Charles Settlement House hosts a range of programs for youth of all ages, and Ark of Jesus Church has run a fitness-oriented summer camp for children. However a need remains for additional – and affordable – programs and services for area youth.

Among the youth programs requested by parents and teens are: day care, sports programming including football, soccer, basketball, baseball, and boxing, a video game room or arcade, and a teen lounge complete with games, a library, radio, movies, computers, dancing, (and fun, energetic adults or young adults to supervise).

Of course, the challenges are space, staffing, and funding. A day care and a video arcade represent new business opportunities, although ideally, the video game room or arcade would be free or low-cost, run in conjunction with an existing youth program, and have talented youth staff to oversee the play area. Sports programming in the City is largely run through the Department of Recreation, and JOSANA youth have some access through the after school programs run at School 17 by Charles Settlement House and Campbell Street Recreation Center. The Rochester Rhinos have explored a cooperative relationship with the Flower City Youth Soccer League, offering greatly discounted season tickets to youth enrolled in the League, and discussions about clinics coached by Rhinos players have been initiated. The Rochester Red Wings, who play in Brown's Square, are another potential sports resource nearby. The Eastside YMCA offers Teen Nights Out one Saturday per month open to Members and Non-Members, and should be contacted along with Quad A for Kids as possible partners in youth programming.

## 8. Establish a Multi-Purpose Dance Studio to Support and Develop Local Talent

*Who: Charles Settlement House, Downstairs Cabaret Theater, RIT or other area film programs, National Endowment for the Arts (NEA), Garth Fagan Dance School, Museum of Kids Art (MOKA)*

Beyond sports and video games, JOSANA's teens voiced a unique need and desire for a dance studio to cultivate the local talent and passions for dance that exist in the neighborhood. They followed up their special request with an impressive spontaneous performance, proving their talent and passion right there on the spot. While this recommendation sounds like a costly endeavor, in reality, the needs of a dance studio are rather simple: smooth floor surface, open floor plan, mirrors along the wall, and sound equipment.

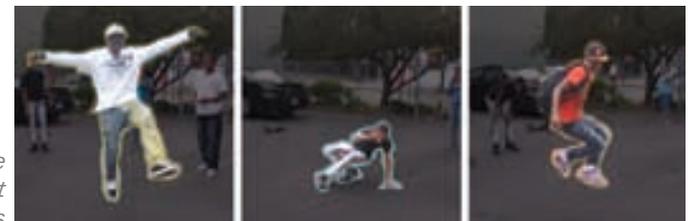
Two options for space within the neighborhood arose:

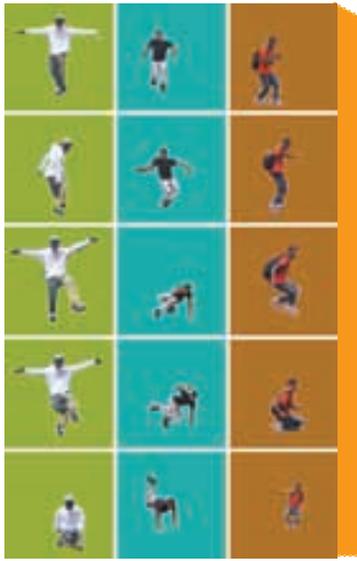
- Ideally, the interested teens lead by Charles Settlement House should reach out to the Downstairs Cabaret Theater whose Production Center is or was located in a large formerly industrial building on Child Street just north of Campbell. Common interests in performance and education suggest that the Theater company might be open to a space sharing arrangement.
- Alternatively, one of the vacant buildings along Jay could be a candidate, particularly one with a storefront window, which would allow passersby to peer in and watch practice sessions and classes, generating buzz about the studio.

The dance studio's spaces should be designed to function for compatible uses such as drama and self-defense or martial arts as well. Classes will need to remain affordable to enable teens to participate fully, and during the school day, classes for seniors might draw a crowd to increase usage of the studio. To fundraise for the initiative and build awareness for the project, interested teens and the Charles House Step Club should reach out to RIT's film and animation faculty to propose a student project that helps to develop a promotional video showcasing local talent and the host of ideas and dreams local teens have for a dance studio in JOSANA. The Garth Fagan Dance School has partnered with City schools and rec centers to promote dance and healthy lifestyles, and should be considered as a potential partner or resource too, as should the Museum of Kids Art (MOKA).

**In the meantime, keep up the spontaneous parking lot dance parties!**

*Spontaneous performance in the parking lot by Charles Settlement House Teens*

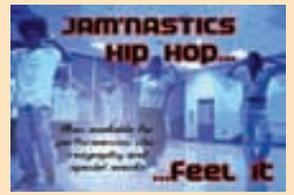




**Figure 40: Vision for the Downstairs Cabaret Theater's Production Center as a Center for Performing Arts**

*Best Practice Case Study: JAM'NASTICS, Cambridge, MA - [www.jamnastics.org](http://www.jamnastics.org)*

*JAM'NASTICS teaches students the art and sport of dance and gymnastics while also cultivating self-esteem and life skills and promoting physical and mental health, non-violence, and drug use prevention. Classes culminate with performances and competitions, enabling students to express their ideas, showcase their talent, and travel.*



**Best Practice Case Study: TIME TO TRANSITION****UrbanPromise  
Camden, New Jersey and Wilmington, Delaware**

*UrbanPromise is a faith-based comprehensive youth program that offers after school programming, summer camps, mentorship, and work experience to kids and teens growing up in Camden, New Jersey, Wilmington, Delaware, Toronto, Ontario, and Vancouver, British Columbia. Participants range in age from 5 to 18, but starting as teens, the youth begin to take on leadership roles. After graduation, those interested and qualified are hired as “Street Leaders,” earning a salary to help staff the after school and summer camp programs and serve as positive role models for younger teens and adolescents. Street Leaders gain work experience and are challenged with a new role that allows them both to stay involved with a program and people that helped shape their youth and to begin to transition into adult life.*

[www.urbanpromiseusa.org/streetleader](http://www.urbanpromiseusa.org/streetleader)

**9. Develop an Aging-Out Program for the Charles House Teen Club**

*Who: Charles Settlement House*

The Charles Settlement House Teen Club enjoys a special place in the hearts of local teens. They care about the program and its future, emphasized the need to raise funds to perpetuate the program and add to it rather than reduce its schedule of activities. Older teens expressed a real desire to stay involved with the Teen Club after they “graduated” from the program, a remarkable sentiment given teens’ propensity to outgrow the pastimes of their youth. Their desire to remain involved coupled with the limited employment opportunities for area teens suggests a need to bridge a service gap at Charles Settlement House between youth programming and family supportive services with an aging-out program for former Teen Club members.

Charles Settlement House should seek funding to hire several graduating teens each year to assist youth staff and VISTA volunteers in running the youth and teen programs at Charles House. This work experience will help the older teens transition into young adulthood, taking on new responsibilities, building their resumes, and gaining skills to prepare them for college and careers while also serving as role models for younger children and teens in JOSANA. In addition to the dance studio described in Recommendation 8, teens proposed a Teen Lounge with music, games, a library, computers – a safe place to hang out with friends, dance, and watch movies. The Teen Club graduates hired as staff could help run this space, which might find a home within or above the dance studio itself.



*Charles House Youth Staff cheer for Teen Club performers.*





Figure 41: Diagram of Proposed Street Leader Program to Fill Service Gap at Charles Settlement House

## 95 Better Integrate the Stadium with the Community

Fostering a stronger sense of community within JOSANA is not just about communication and supportive services for people of all ages. The neighborhood's sense of community is also informed by the businesses, institutions, and attractions in the area and whether community members feel connected with these destinations. At present, JOSANA has one, very large destination that feels quite removed from the community both physically and socially – Marina Auto Stadium, home to the Rochester Rhinos. However, the proximity of the Stadium and the neighborhood suggests that the success of one depends on the other. Neighborhood revitalization will help the Stadium look and feel like a safe place to be just as increased attendance at the Stadium has the potential to support new businesses and services in the neighborhood.

While there is a history of broken promises and resentment surrounding the Stadium, it is now under new management that is interested and committed to welcoming the community to the Stadium and attempting to repair relations with local residents. Given the lack of fun things for kids in the neighborhood to enjoy, this renewed desire to better integrate the Stadium with the community is a welcomed change. Already the new Rhinos management is making efforts to break down the barriers between the Stadium and the neighborhood, and there is interest in expanding use of the Stadium with additional programming. The recommendations that follow include a menu of ideas for drawing new and bigger crowds – local residents among them and improving the approach and branding of the Stadium.



*The gates around the Stadium need to be opened to the community.*

## 10. Offer Local Discounts or Ticket Give-Away Incentives

*Who: Rochester Rhinos, Northwest Service Center, CHNA*

Perhaps the biggest obstruction for JOSANA residents interested in attending a soccer game or another Stadium event is cost, especially for families who would need to purchase multiple tickets for parents and children. Ironically, attendance at games rarely reaches capacity leaving a surplus of seats unfilled at game time. This past year, Rhinos management offered \$10 season tickets to the 500 youth enrolled in the Flower City Youth Soccer League and \$8 tickets for parents accompanying children at games, but this too proved too costly for many families. This fall, the Rhinos provided free tickets to neighborhood residents who participated in the Clean Sweep of Broad and Lyell. This incentive and reward for local residents helping to clean up the community is a great first step in welcoming community members, specifically, to experience a game at the Stadium.

Moving forward, Rhinos management should develop additional means for linking JOSANA residents and business owners with free or significantly discounted tickets for games, concerts, and other events with low projected attendance. This gesture will help to build good will among neighbors, and larger crowds will build greater excitement at events as well as a larger fan base. Once residents have a chance to visit the Stadium and cheer for the local team with a view of Downtown Rochester in the distance, a sense of pride in the Stadium will take root.



## 11. Boost Urban Programming and Community Events

*Who: Rochester Rhinos, CHNA*

Stadium management acknowledges that, to date, soccer games have attracted a more suburban than urban crowd. But located in the City, so close to Downtown Rochester, Rhinos management hopes to grow their urban audience with additional programming and community events – and there is room in the schedule to do so. The Rhinos play 20 to 25 games per season out of 60 to 70 events hosted at Marina Auto Stadium total each year. By comparison, the Red Wings play 143 games – bringing their stadium to life nearly every night during baseball season.

Concerts sometimes draw a more urban crowd, though costs are still a primary barrier for neighborhood residents. Additional low cost community-oriented events at the Stadium might include a neighborhood picnic or “Block” Party, or a movie night as described in Recommendation 6. Stadium management has indicated that to improve community relations they are open to offering the Stadium premises for community events for free – no ticketing required, provided that event organizers pay for the hard costs, like food and necessary rental equipment. CHNA leaders should meet with Stadium management soon to start brainstorming and planning ways to take advantage of this generous and flexible offer.

Stadium management should also consider ways to create new job opportunities for people in the community. One idea that emerged during the planning process is to develop a community or youth group parking lot, maintained by local residents or youth, and from which profits or a portion of the profits can be used to improve the area or pay for youth functions or activities. This gesture will help improve relations and break down the barrier between the community and the Stadium.

## 12. Invite Seniors to Walk the Loop for Exercise

*Who: Rochester Rhinos, Charles Settlement House Northwest Senior Center, CHNA*

In suburban areas without sidewalks, senior citizens often walk at the mall before business hours for exercise and improved fitness. In JOSANA, seniors refrain from walking in the community because of deteriorated sidewalks and fears about crime and violence. However, the clean, smooth concrete walkway below the bleachers surrounding the field at Marina Auto Stadium could easily double as a walking path for neighborhood seniors April through November when the Stadium is open. The bleachers protect the area from rain on three of four sides, and the Stadium’s fencing renders the interior safe and free of a criminal element that might look to victimize the elderly.

Email blasts and the automated messaging service as well as announcements at the Northwest Senior Center should solicit interest in a morning walking schedule at the Stadium. If interest is high enough among residents and an agreement can be reached with Stadium management, a Stadium employee would have to arrive early according to a set schedule to unlock the gates and let walkers inside. A walking schedule at the sports venue would add a new dimension to the Stadium’s program, invite older residents to explore the site, and support Charles Settlement House’s Project COACH initiative, which is seeking to foster healthier outcomes for area residents.



*CHNA should work with Stadium management on establishing a walking program for seniors around the playing field.*

*Progressive Field, home of the Cleveland Indians, hosted Snow Days November 26 - January 2 this winter, activating the stadium during the off-season and drawing crowds with ice skating and tubing.  
Source: "Sliding into Second, Even in Winter" by Melissa Hoppert, New York Times, 23 Dec 2010 and Dan Mendlik/Cleveland Indians*



### 13. Extend the Open Season with Winter Programming

*Who: Rochester Rhinos, City*

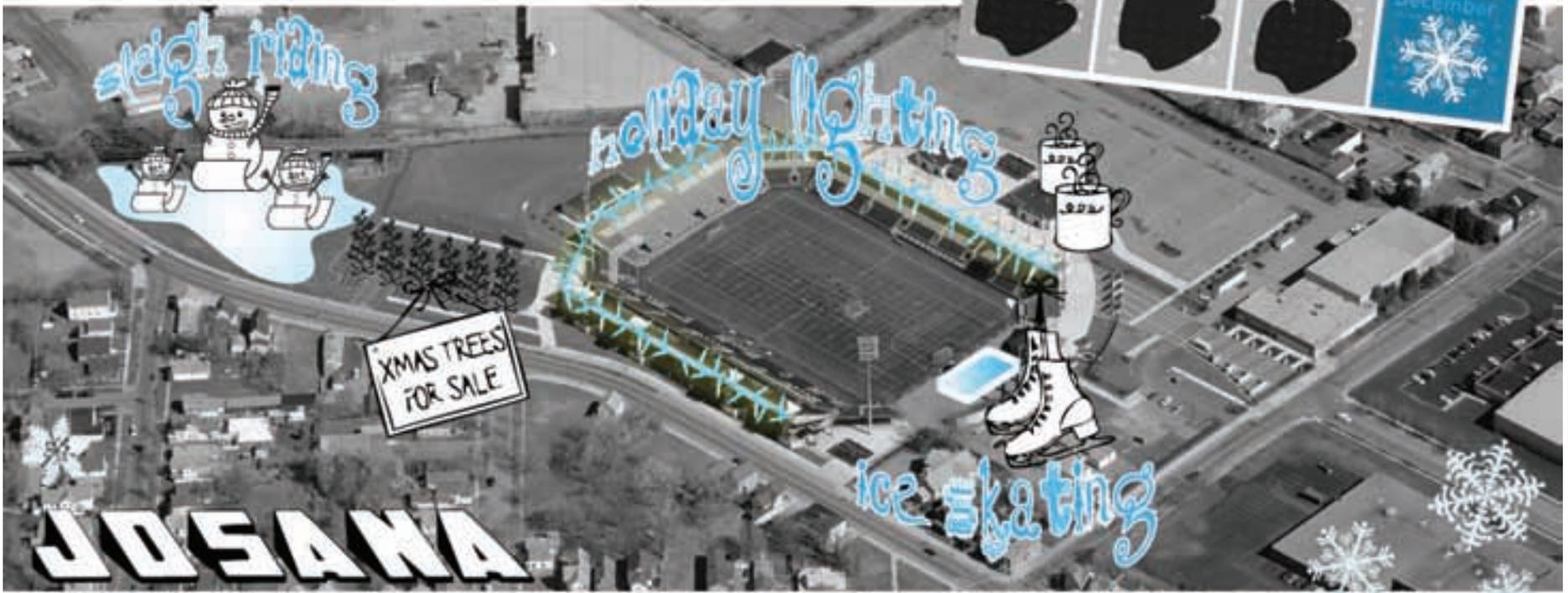
Currently, Marina Auto Stadium is open for operation April through November. With no winter programming, Stadium management buttons up the large venue each year as winter sets in, and leaves it as a hulking, dormant edge to the neighborhood. The Stadium's premises are large, however, encompassing paved parking and pedestrian circulation areas, which could be adapted for winter activities, transforming the Stadium into a year-round destination. Extending the open season with winter programming at the Stadium would not only provide additional revenue sources for Rhinos management, but would also provide fun activities for local residents to enjoy.

Rhinos management mentioned an interest in renting temporary skating rink pods and opening Rochester's only ice skating destination. The small ice rinks are relatively affordable (roughly \$3,500 each

compared to the estimated \$200,000 or more that it would cost to fit-out the Stadium for the American Hockey League<sup>17</sup>), and would better cater to a local crowd. In fact, at the teen focus group, a skating rink was one of the ideas they proposed! Once the skating rinks are in place, a locals' night should be established, when people from adjoining neighborhoods can skate for a lower price.

In addition to ice skating, the Stadium should offer hot cocoa in the concession stands and light the Stadium bleachers with holiday lights to animate the structure in the off-season. The hill to the north of the Stadium and south of the CSX rail tracks has potential as a sledding destination for small children, and the parking lots could accommodate Christmas tree or wreath sales.

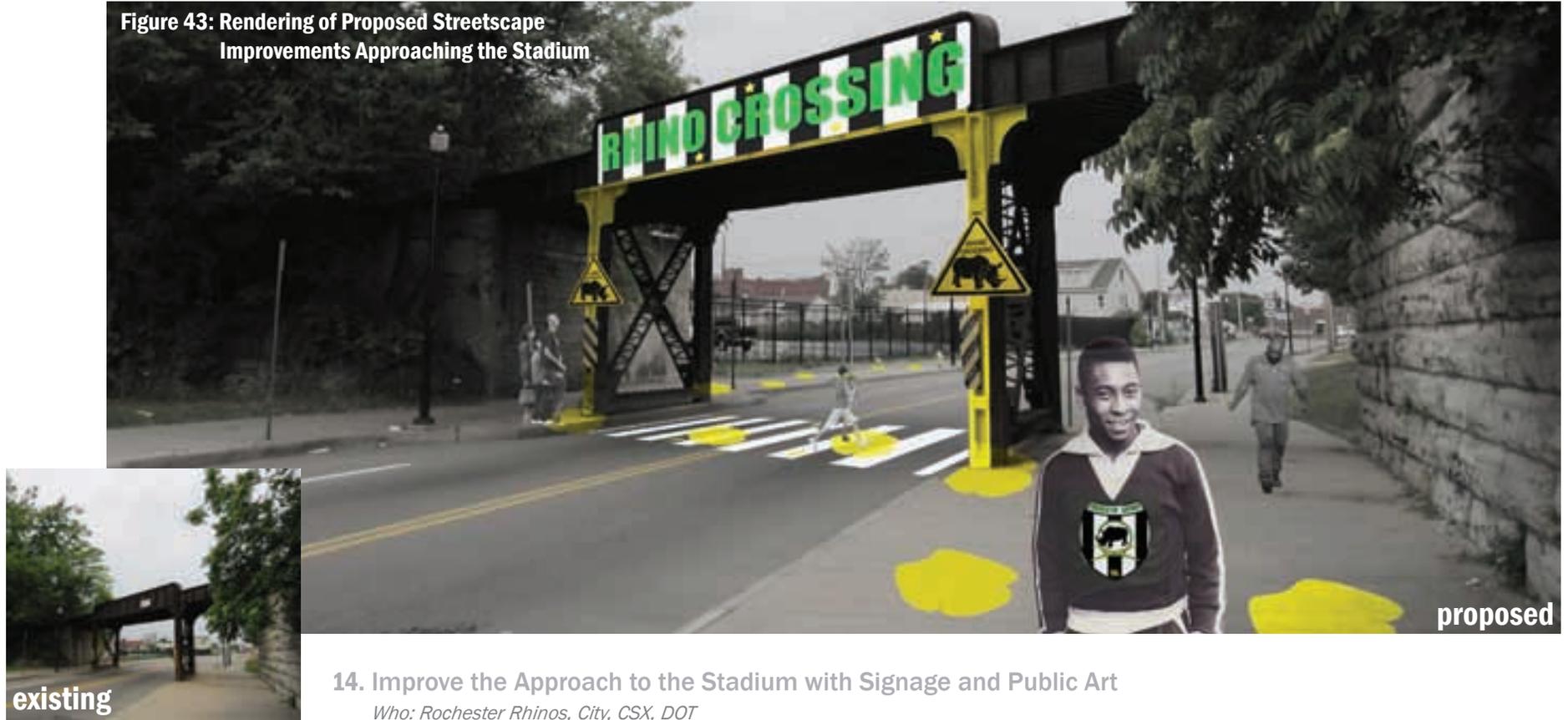




# JOSANA WINTER WONDERLAND

Figure 42: Diagram of Proposed Winter Programming for Marina Auto Stadium

Figure 43: Rendering of Proposed Streetscape Improvements Approaching the Stadium



#### 14. Improve the Approach to the Stadium with Signage and Public Art

*Who: Rochester Rhinos, City, CSX, DOT*

Beyond expanding programming to increase usage of the Stadium and encourage JOSANA residents to feel at home there, it is important to improve the physical approach to the Stadium so that it looks and feels more physically attached and incorporated with the surrounding neighborhood fabric. Introducing some signage and public art near the Stadium will also increase its visibility as a destination, provide some good marketing opportunities for the team, and offer playful wayfinding information to help visitors navigate their way to the Stadium and along Broad Street.

The following simple ideas will help transform the Stadium's presence from a gated destination to an integrated neighborhood venue:

- **Paint the elevated infrastructure of the CSX tracks and the 490 overpass/Broad Street Tunnel** – As it stands now, visitors do not know they are approaching the Stadium until they have arrived. Signage is greatly lacking despite unique canvases that already exist in the form of the elevated CSX rail infrastructure that crosses Broad Street and the I-490 overpass at the neighborhood's southeastern gateway. These overpasses should be painted or adorned with signage that alerts passers by that they are entering “Rhino Territory” or approaching a “Rhino Crossing.” These improvements will require permission from CSX and the New York State Department of Transportation.





**Figure 44: Rendering of Additional Streetscape Improvements Approaching the Stadium from Nearby Parking Lots**

- **Stain the sidewalks with Rhino footprints to connect the Stadium with nearby parking areas via designated Rhino Crossing crosswalks** – Concrete stains offer a simple treatment for demarcating paths that fans should follow in crossing Broad Street and walking from parking areas nearby to the Stadium. This simple and playful public art will delight young fans and help breakdown the barrier between neighborhood and Stadium that Broad Street currently creates. Stadium management should work with the Department of Streets on this strategy.
- **Paint the grass on the field north of the Stadium** – The large field north of the Stadium is also a blank canvas that should be utilized and improved to enhance the Stadium’s presence. Painting the grass is another cost-effective technique, although paint jobs will require retouching after rainstorms and grass cutting.
- **Consider creating a new entrance on Broad Street to give the Stadium a front door** – At present, the Stadium’s main entrance is off of Smith and Oak Streets, catering to those parking behind the Stadium or down near Frontier Field and taking the free trolley up to the soccer arena. Broad Street, which is the Stadium’s largest frontage meets the neighborhood with an impermeable fence, which not only sends a message to the neighborhood, but is inconvenient for those parking in lots across Broad Street. While an entrance gate on Broad would require added staffing to welcome guests into the Stadium, it would dramatically improve the Stadium’s curb appeal and interface with the community.



*Sample billboards recommended for I-490  
approaching JOSANA.*

## 15. Add Stadium Signage along 490 and at the Intersection of Lyell and Broad

*Who: Rochester Rhinos, DOT*

In addition to signage near Marina Auto Stadium, Rhinos management should invest in signage in strategic locations along key routes to the arena. Such signage should serve two purposes – to help visitors find the Stadium and to raise awareness about the team and upcoming games. Stadium signage should be installed along I-490 approaching Broad Street both eastbound and westbound as well as at the intersection of Broad and Lyell. The scale and speed of I-490 will necessitate billboard signage, while signage at Broad and Lyell can be smaller in scale. The Off-Track Betting locale on Broad Street is surrounded by cyclone fencing that could perhaps be adorned with banner signage advertising upcoming Rhinos games.

Signage for fans leaving the Stadium should also be installed, directing drivers to I-490 on-ramps.



## Improve the Image of the Community

The last objective for transforming JOSANA from a neighborhood into a true community is to improve the image of the area, and thus the way it is perceived by the public and community members themselves. For quite some time now, JOSANA has made headlines associated with crime and violence. With this plan, the positive efforts at work in the area, and planned future investments, JOSANA is poised to reinvent its image, sending a new message of change, progress, and pride. The recommendations focused on improving JOSANA's image will help rebrand the community and spruce up its appearance for residents and passersby, alike.

### 16. Consider Playing Up the Fruit and Nut Nickname or Another Name

*Who: CHNA, City*

Home to street names like Orchard, Walnut, Grape, Orange, and Lime, JOSANA was historically (and affectionately) referred to as the “Fruit and Nut” neighborhood. This nickname, unique in the City, references not just the street names but the German and Italian immigrant families who planted their yards with produce-bearing plants, speaking to the area's tradition of diversity. Residents today remain proud of the neighborhood's heritage, and the growing local interest in greening and gardening at the City and community level dovetails well with the old Fruit and Nut nickname.

However, given slang connotations, not all residents embrace the “Fruit and Nut” nickname. Discussions should continue within the community about a suitable neighborhood branding name, and the historic example can serve as a starting point. CHNA should convene a community research or focus group to collect ideas and measure local interest in adopting a new nickname or adding a tag line to JOSANA's name. The expanded name should broaden the public's concept of JOSANA while also referencing and reinforcing proposed greening improvements that will inform the physical look and feel of the neighborhood in coming years.

The only community signage in JOSANA currently stands on Jay Street, welcoming people to Dutchtown. This sign should be removed and replaced with newer signs that more accurately welcome people to JOSANA. Additionally, the wooden bollards that demarcate cleaned and greened vacant land should receive fresh coats of paint. Those near Tyshaun's memorial at Whitney and Kondolf should remain a reminder of his life and the changes he inspired in the community. Those elsewhere in JOSANA, particularly those along the fruit- and nut-named streets, should be stenciled with fruit or nut images according to street name.



**Figure 45: Vision for a Greener Gateway to the Fruit and Nut Neighborhood**

## 103 17. Spruce Up the Gateways to the Neighborhood

Who: CHNA, City, CSX, Rochester Rhinos, DOT

The gateways to the neighborhood are an important part of the community's image. In JOSANA, there are several places that are highly visible to residents, visitors, and passersby. These key locations present opportunities to invest in landscaping, signage, lighting, and public art to refresh their appearance and send a positive signal about JOSANA:

**1 Plant the Edges at Broad and Lyell** – As noted in Recommendation 15, the Rochester Rhinos would benefit from wayfinding and game-advertising signage at the intersection of Broad and Lyell. The community, too, stands to benefit from some colorful plantings (at the edges of the Faro Industries and Off-Track Betting properties) that foster a sense of place and entry at this otherwise wide and undefined gateway to JOSANA. The new signage should reference both the community and the Rhinos.

**2 Light the CSX Rail Infrastructure** – Light-Emitting Diode (LED) tube lighting is a cost effective and festive tool for highlighting interesting architectural features. The CSX rail bridge that crosses Broad Street should be outlined in tube lighting, allowing it to glow year round in the evening hours. The light trim will add visual interest and a bit of light at night, linking the Stadium with the neighborhood and calling attention to this unusual, beautiful, industrial structure. Rhinos management should provide the lighting and power, and together, the neighborhood, the Rhinos, and the City should approach CSX with a proposal to light the bridge. Recommendation 14 offers ideas for painting this structure as well.



**3 Green the Median at JOSANA's Southeastern Gateway** – Just north of the Broad Street Tunnel and I-490 overpass, Broad Street opens into the community with a wide expanse of asphalt, scattered vacant land, and buildings that fail to meet the street or provide a sense of arrival. The median, which is currently striped with paint, should be built up with a curb, planted in grass and colorful wildflowers, and transformed into the official gateway with signage that welcomes people to JOSANA. The grass and wildflower treatment should be extended westward along the entrance ramps to 490 to afford those driving by the impression of a well-tended neighborhood.

**4 Tell Drivers Where They're Headed when Exiting 490** – As described in Recommendation 15, I-490 is also a significant gateway to JOSANA. Install billboard signage directing people to Rhino Country.





Figure 47: JOSANA Gateways Requiring Improvement

## a safe community

Though data suggest that crime is declining in JOSANA, it remains the most pressing local concern. As such, the second set of recommendations is tailored to usher in an era of renewed public safety in the neighborhood. Crime, violence, drug activity, and prostitution were noted frequently as serious threats to community health and stability and resident well being, as were the vacant and abandoned houses, long harbors of illegal activity. The recommendations that follow strive to address these threats, but also encompass a broader notion of public safety that includes fast traffic speeds that endanger pedestrians and cyclists in the neighborhood.



## a SAFE community

where the streets are clean, crime-free, and walkable and buildings have been stabilized and improved



## Stabilize and Secure the Physical Environment

The first step to fostering a safer neighborhood is to stabilize and secure the physical environment, which currently hosts multiple vacant lots and abandoned structures, overgrown trees and vegetation that obstruct sight lines, and broken or inadequate night-time lighting.

### 18. Maintain an Up-To-Date Demolition Wish List

*Who: CHNA, Northwest Service Center, City*

At the time of the field survey, JOSANA was home to 115 vacant buildings in varying states of neglect and abandonment, and throughout the community outreach process, residents voiced serious concern about these long-vacant and dilapidated structures. Though demolition of unsafe structures is ongoing, residents also voiced frustration about their inability to effect change or speed City action to remove these sources of danger and blight. But a chorus is louder than one voice, particularly a well organized, unified, and cohesive chorus empowered with data and a demolition wish list.

Using the field survey data and a set of criteria described below, the planning team developed a preliminary list of **32** priority sites for demolition, **14** secondary sites, and **45** third priority sites. Criteria for demolition candidates included:



- > Is it vacant?
- > Is it distressed (D) or failing (F)
- > Is it City-owned?
- > Is it a substandard rental property?
- > Does it have citations for lead or structural hazards?
- > Is it adjacent to vacant land?
- > Does American Tax Funding (ATF) own the tax lien?



Figure 48: Vacant Candidates for Demolition

In Fall 2010, CHNA volunteers embarked on a neighborhood survey of their own with the Plan's field survey data in hand as part of Project COACH and efforts to establish a baseline against which to measure change. CHNA plans to conduct the survey again next fall. Residents surveying then (or in the interim) should use the preliminary list of priority sites for demolition and check the work against what they know and experience in the neighborhood with the goal of compiling – and maintaining – an up-to-date demolition wish list of dangerous or problematic vacant buildings. CHNA should take the lead on this initiative, acting as an advocate and working with the Northwest Service Center and City until the properties have been safely taken down.

Beyond removing known threats to public safety, the demolition of substandard housing will help create spaces for new construction at lesser densities and offset new construction – enabling the creation of desirable and affordable new housing that stabilizes the community.

## 19. Reach Out to Existing Owners with Side Yard and Driveway Opportunities

*Who: CHNA, City*

Another aspect of securing and stabilizing the physical environment is managing the stock of vacant land. Larger-scale greening strategies are included in the Green Community section (page 128), but residents also voiced an interest in larger lots for side yards and driveways. With a common goal of stabilizing JOSANA without rebuilding to the area's former density, the City should introduce an automatic next step in its vacant land management strategy – reaching out to existing owners to investigate their interest in acquiring or assuming control of an adjacent vacant lot for a side yard or driveway.

Again, using field survey data, the planning team developed an initial list of **22** opportunity sites for side yards using the following criteria:

- > Is the lot vacant?
- > Is it adjacent to an owner-occupied home?
- > Does the adjacent owner have a history of code violations for high grass and weeds?
- > Is the lot too narrow or small to rebuild?
- > Is it City-owned?
- > Does ATF own the tax lien?

CHNA and its network of Block Captains should help solicit interest among neighbors in a side yard program and work to link those interested with the correct contact people at the City.



*This well tended yard in JOSANA adds beauty to the neighborhood.*





Figure 49: Vacant Lots to be Considered for Disposition as Side Yards or Driveways

## 109 20. Prune Overgrown Trees and Weeds to Maintain Clear Sight Lines

*Who: CHNA, City Forestry Division*

Like many Rochester neighborhoods, JOSANA has a healthy tree canopy, mature trees, and some fairly dense vegetation, particularly at block interiors and along the alleyways that once bisected neighborhood blocks. The thick vegetative growth obstructs sight lines, creating hiding places and contributing to feelings of unease for those walking through the neighborhood. Pruning overgrown trees and weeds to ensure that sight lines remain unobstructed is integral for public safety.

While tall weeds can be combated with a lawn mower, some of the trees and dense shrubs to be thinned out will require saws and other equipment. Recommendation 57 below proposes a community tool and gardening shed that could operate as a central, shared tool resource for neighborhood volunteers undertaking pruning each year. Alternatively, this pruning task that goes above and beyond the City's existing vacant land management strategy of cleaning and greening should be evaluated as a potential area for green job training and job creation for local residents (see Recommendation 48).

## 21. Shine a Brighter Light on the Streets

*Who: CHNA, City*

Multiple residents raised the issues of how dark the streets are at night, how many street lights are broken, and how added lighting on streets and sidewalks would help them to feel safer when walking after dark. Street lights are a costly item, but such costs can be overcome by a multi-faceted strategy for shining a brighter light on JOSANA's streets:

- **Advocate for Improved Lighting on Jay** – In the past, Jay Street has been considered for lighting upgrades, but plans have failed to materialize. The main east-west corridor is centrally located, highly traveled, and also a problem area for criminal activity, and so, residents should persist in their efforts to advocate for improved lighting. As proposed in Recommendation 22, volunteers should walk the street, noting all of the defective or missing street lights, and then reach out to the City to request a re-evaluation of lighting in the area. More information is available on the City's website<sup>18</sup>, but residents can also call 311 to initiate the process. If an existing pole is slated for replacement, the City will install a more energy-efficient light to take its place.
- **Work with Neighbors and Store Owners to Install Bright Porch Lights** – Fixing or replacing existing street lights will help restore basic service, but neighbors can and should be enlisted to help brighten local corridors at night. Porch lights or storefront lights that are affixed on existing buildings can inexpensively, yet dramatically increase light levels on local streets, thereby improving safety. Motion detecting lights help conserve energy and deter loitering. CHNA's Block Captain network should survey residents and place a bulk order to save on costs. Porch light installation can occur during a neighborhood clean up (Recommendation 23) or other community event with volunteer handy-people on hand to help those who need installation assistance.
- **Light the Trees and Existing Poles** – Another more affordable option for increasing nighttime lighting in JOSANA is to light the trees and existing poles. Simple outdoor flood lights can be affixed at the pedestrian scale to existing utility poles or cobra light posts tailored to light the automobile right of way. Alternatively, select street trees can be lit with holiday lights or tube lighting, which would add some festivity and decoration to the streets along with a bit of light and the sense that concerned citizens are caring for the corridor.





Figure 50: Diagram of Multiple Strategies to Stabilize the Physical Environment

## 111 Pitch In as Proactive Patrollers

In addition to stabilizing and securing the physical environment, improved public safety in JOSANA will require proactive neighborhood advocacy and outreach aimed at curbing problem behaviors like littering and illegal dumping and more serious criminal activity like drug dealing, gang-related vandalism, and violence.

### 22. Develop a Code and Crime Reporting and Follow Up Tool

*Who: CHNA, Northwest Service Center, Rochester Police Department*

The first step to combating a problem is to take full stock of it so you know what you're up against. CHNA volunteers have already organized and undertaken a survey of their own, looking to track problem areas for illegal dumping and littering, dangerous structures, and other quality of life issues in the community. In future survey efforts, volunteers should record their findings in a central place and share their data with local code and law enforcement officials – working in partnership, the community and enforcement officials can better tackle the problems in the neighborhood and hold each other accountable.

CHNA should adapt the Collaborative Map created and posted at Charles Settlement House during the analysis phase of the neighborhood planning process into a JOSANA Collaborative Reporting Map where residents can record the locations of code violations, crime issues, and other problems such as graffiti or vandalism, trash and debris, high grass and weeds, nuisances, unlicensed vehicles, lead hazards, hazardous structures, criminal activity, and broken street light fixtures. The map will require steady user participation and follow up with the Northwest Service Center and Rochester Police Department to compel the City to address the reported problems.



As a neighborhood with a proud tradition of advocacy, JOSANA should adopt a practice of sweeping the neighborhood at least once per month, noting elements in the landscape that endanger pedestrians moving through the neighborhood or that make the neighborhood look and feel unsafe. CHNA should submit these complaints via the interactive map and follow up to ensure that the City takes appropriate action. CHNA should also use the Automated Messaging Software to remind neighbors to be proactive about reporting issues and active in grassroots strategies underway to make the community safe.

Figure 51: Proposed Collaborative Code and Crime Reporting Map





### 23. Launch an Anti-Littering Campaign

Who: City, Northwest Service Center, Rochester Rhinos, CHNA

Littering and illegal dumping degrade the environment and public morale, and represent signs of blight across the community. Indeed, 43% of comments on the JOSANA Collaborative Map identified littering or lack of cleanliness as problems to be addressed. Rochester's Clean Sweep program is already at work in the community, bringing together City crews, the Northwest Quadrant Neighborhood Service Center, area businesses affiliated with the Lyell-Jay Merchants Association and East Lyell Business Association, the Rochester Rhinos Stadium management, and neighborhood residents to spend a Saturday cleaning up the neighborhood. In Fall 2010, the community hosted a Clean Sweep of Broad and Lyell, and participants received free tickets to a Rhinos soccer game.

Participation in the City's Clean Sweep program should continue, and CHNA should work with residents to host mini-clean sweeps throughout the year, moving inward from JOSANA's edges into the heart of the neighborhood and tackling different problem areas each time. After the community clean up, residents should post signage to draw attention to their hard work and ask that neighbors respect their efforts by keeping the area clean. Philadelphia's UnLitter Us campaign can offer some inspiration for anti-littering signage.



To foster good habits and maintenance between community clean up days, CHNA together with the Stadium should organize a JOSANA Clean Block Contest to encourage residents to organize and maintain their block. Prizes could include tickets to Rhino games or other Stadium events, planter boxes for flowers, or a block party kit (with necessary permits, food, and rented tables and chairs included).

### Best Practice Case Study: SAY SOMETHING!



#### District Council Collaborative Board, Camden, New Jersey

District Council Collaborative Boards (DCCBs) were formed in Camden, New Jersey in an effort to better connect the community, law enforcement, and city government so that they could work together to improve the City. The Boards correspond with the City's police districts, and their mission is "to improve public safety and quality of life through a collaboration that utilizes problem-solving strategies."

Information sharing and cooperation are central principles to the DCCBs. One tool developed to help meet their goals is the Camden DCCB Interactive Issue Map, which encourages residents to go online to anonymously report quality of life issues in their neighborhood with blue flags. Once a problem has been addressed, the City can change the flag to green with a description of measures taken to address the problem. If residents are dissatisfied with the actions taken, they can change the flag to yellow, thus providing a record of problems and solutions as well as an ongoing dialog.

[www.camdendccb.org](http://www.camdendccb.org)



Figure 52: Initial Target Areas for JOSANA Block Watch



## 24. Organize a Block Watch to Build Resistance to Crime

*Who: CHNA, Celebration of Life, Rochester Police Department*

A Neighborhood Watch is a common tool utilized by neighborhoods to deter crime and bolster community involvement. Neighborhood Watch patrols have been active in JOSANA over the years since Tyshaun's death, but at present, there are no organized patrols. Given the continued concerns about violence and crime in the area, JOSANA should bring back community policing with a Neighborhood Watch initiative that formalizes efforts and enlists neighbors to play a role in reducing crime in the community and improving JOSANA's reputation. While some experienced community leaders voiced concerns about neighbors' fear of revenge or retribution for taking a stand against known dealers and other criminals, comments at public meetings and the teen focus group indicated strong interest in the idea.

CHNA, with its existing relationship with local law enforcement and partnership with Block Captains, can play a role in helping to get a Neighborhood Watch or multiple Block Watch Groups started. Initially, CHNA should devote a meeting or series of weekly meetings to public safety, crime prevention, and building resistance against the local drug trade, requesting a presentation from the Rochester Police Department about the Police and Citizens Together Against Crime (PAC-TAC) program and other important first steps in organizing a Neighborhood Watch. Thus informed, the next steps will be to rally for support among all residents, recruit one or two volunteers to spearhead the initiative, and enlist many more to participate as patrollers. (As an added incentive to resident volunteers, the post-dinner evening patrols can double as daily exercise if walkers maintain a brisk pace.)

The analysis of crime data and conversations with residents and local police highlighted several problem blocks where crime, both real and perceived, is a major issue. Block Watch groups should seek to target these blocks first, and volunteers who step up to lead the initiative should reach out to residents on these blocks in particular, explain the concept, enlist support, and connect interested participants with local police who patrol the area. T-shirts, flashlights, window signs, and flyers should be created to raise awareness of the re-established Neighborhood Watch and send a message that the community is no longer willing to turn an eye on illicit activity.

### Best Practice Case Study: TAKE IT TO THE STREETS

#### *Men United for a Better Philadelphia, Philadelphia, PA*

*Much of local concern about crime and violence in JOSANA centers around the drug trade that exerts a strong pull on some of the neighborhood's youth. JOSANA is not alone in its desire to change the dynamics on its corners, making the neighborhood safer for all of its residents, those who work the corners included.*



*Philadelphia is home to a powerful anti-violence group, one "led by black men, for black men," called Men United for a Better Philadelphia. Volunteers with the group target known drug corners, arriving during the evening hours with three goals: to make their presence felt, to shut down the criminal activity during their stay, and to "recruit" young men off the corner. They arrive with information about "job [training and work] opportunities, G.E.D. programs, drug counseling, health services, and parenting workshops." They arrive ready to act as role models, ready not only to see the good in these young men but also to mentor them as members of the community by offering a path to an alternative future.*

*The Men United are inspirational and might stir interest in a similar activism approach in JOSANA focused on fighting the drug trade and reaching out specifically to the young men whose futures are threatened by the lack of opportunity and positive choices in their lives.*

[www.facebook.com/1MUBP](http://www.facebook.com/1MUBP)

*Gregory, Kia. "We Need the Men to Come Back." Philadelphia Weekly. 4 Aug. 2004.*

## 115 25. Organize a Walk Home Escort System

*Who: CHNA, JOSANA Block Watch*

Residents of all ages, not just senior citizens, reported feeling scared during their walks home after dark. JOSANA neighbors should organize a free walk home escort program, on call to accompany people walking home from evening meetings, community events, or even just the bus stop or corner store. Pairs of volunteer escorts should be on call after dark and accessible via a publicized dispatch number. Residents who do not feel comfortable walking home alone should be encouraged to make use of this volunteer service – and to return the favor by volunteering as a Walk Home Escort once a month or so. Block Watch volunteers could double as Walk Home Escorts while on patrol.

### Best Practice Case Study: RIDE SMART

# RightRides

**RIGHTRIDES, New York, NY**

*RightRides is a volunteer organization in New York City that provides free rides and walking escorts to women on weekend nights. RightRides' fleet of up to 6 cars are donated by Zipcar car share service.*

[www.rightrides.org](http://www.rightrides.org)



*Establishing a community desk at the Police Department Division Office at Campbell and Child would improve relations.*

## 26. Advocate for Expanded Police Presence

*Who: CHNA, Rochester Police Department*

Community members expressed a desire for added police presence in JOSANA. In particular, residents would like to see bicycle cops in the neighborhood. The benefits of bicycle patrols are many:

- Officers are more approachable on foot or bicycle than in patrol cars
- Officers are more integrated in their surroundings – traveling at slower speeds and able to better hear, see, and sense what is happening around them
- They enjoy enhanced mobility, as they are not restricted to the roadways
- Their presence raises awareness of bicyclists and the challenges and dangers that cyclists in the area face
- Swapping a car for a bike reduces air pollution

Local police reported that the Department does have trained bike cops but had to wait for the new recruits to start work before the Department had enough staff to deploy bicycle patrols.

The Police Department Division Office at the intersection of Child and Campbell also causes some confusion that ultimately hurts the relationship between residents and police. The Division Office is home to special units that do not respond to local calls. This means that if an emergency arises in the community, community members never see cars being dispatched from Child and Campbell, despite the parking lot full of cop cars. If possible, a local help desk for beat cops should be established at the Division Office, serving to bring the police closer to the community and field local inquiries and concerns delivered by nearby residents.



## Slow Down the Streets

The configuration and expanse of some of JOSANA's streets pose a different kind of threat to the community, inviting cars to travel at high speeds, thus endangering pedestrians and cyclists. Transit riders are offered no choice but to wait for the bus unprotected from the elements. Investments in and alterations to the streetscape along Broad, Jay, and near School 17 can foster a safer public realm as well.

### 27. Make Broad Street Feel More Narrow

*Who: Department of Environmental Services, Rochester Rhinos, Local Artists or Art Students*

Traffic moves quickly on Broad Street, traveling between five and eight miles over the speed limit of 30 miles per hour, on average<sup>19</sup>. Though most of Broad Street is rather normal in size for a neighborhood-scale connector street – two 11-foot wide lanes flanked by an 8-foot wide parking lane on both sides of the street for a 38-foot wide cartway – the street in fact feels much wider, convincing drivers that it is not only safe, but appropriate to drive fast. Three main factors contribute to the perceived width of Broad: that the parking lanes are rarely used except during Stadium events, that the southbound lane widens around the curve to 13 feet, and that many adjacent uses (the Stadium included) or non-uses (underutilized parking lots) are set back from the street, failing to frame the corridor with an intact streetwall.

To make Broad Street feel more narrow, slow traffic, and foster a safer pedestrian environment, the City should stripe brighter zebra crosswalks (with Rhino footprints as described in Recommendation 14), introduce “sharrows” that instruct drivers to share the road with cyclists where the travel lane width allows, and consider street murals in the underutilized parking lanes to help add texture and color, thereby visually reducing the expanse of asphalt.

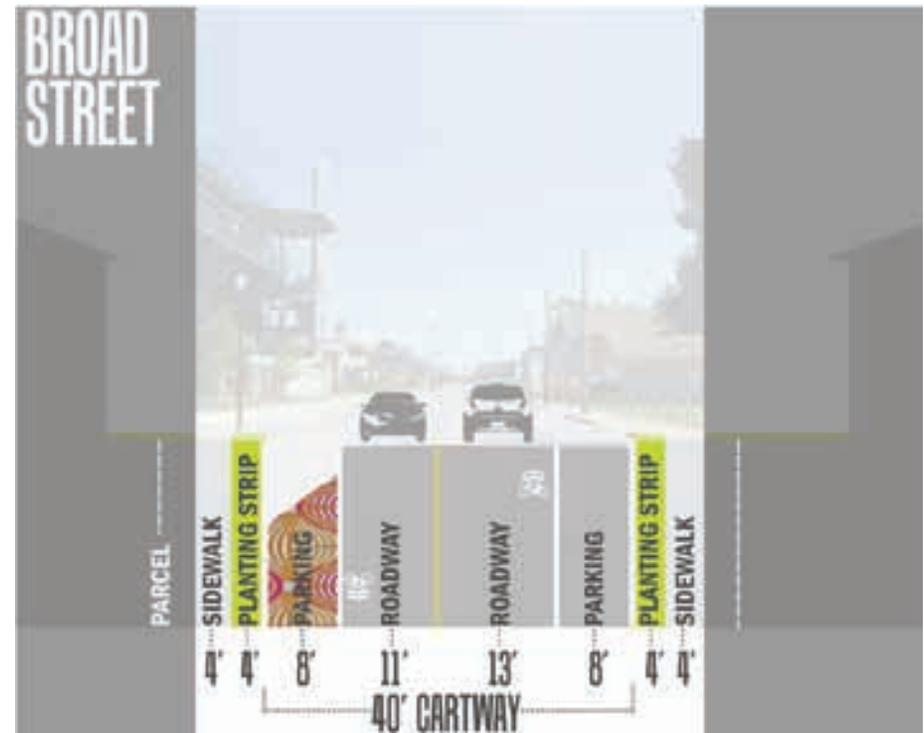
#### Best Practice Case Study: STRIPE YOUR STREETS



#### COOL WATER, HOT ISLAND, New York, NY

*In Summer 2010, New York City commissioned artist Molly Dilworth and a team of street painters to paint a 50,000 square foot mural on the surface of Broadway Avenue from 47th to 42nd Streets in Times Square. The mural, which reclaimed a portion of the street for pedestrians to use for walking or lounging, dramatically altered the way this busy corridor was used and the way street surfaces in general are viewed.*

[www.vimeo.com/14856485](http://www.vimeo.com/14856485)



*Painting a surface mural in the underutilized parking lanes will help Broad feel more narrow.*

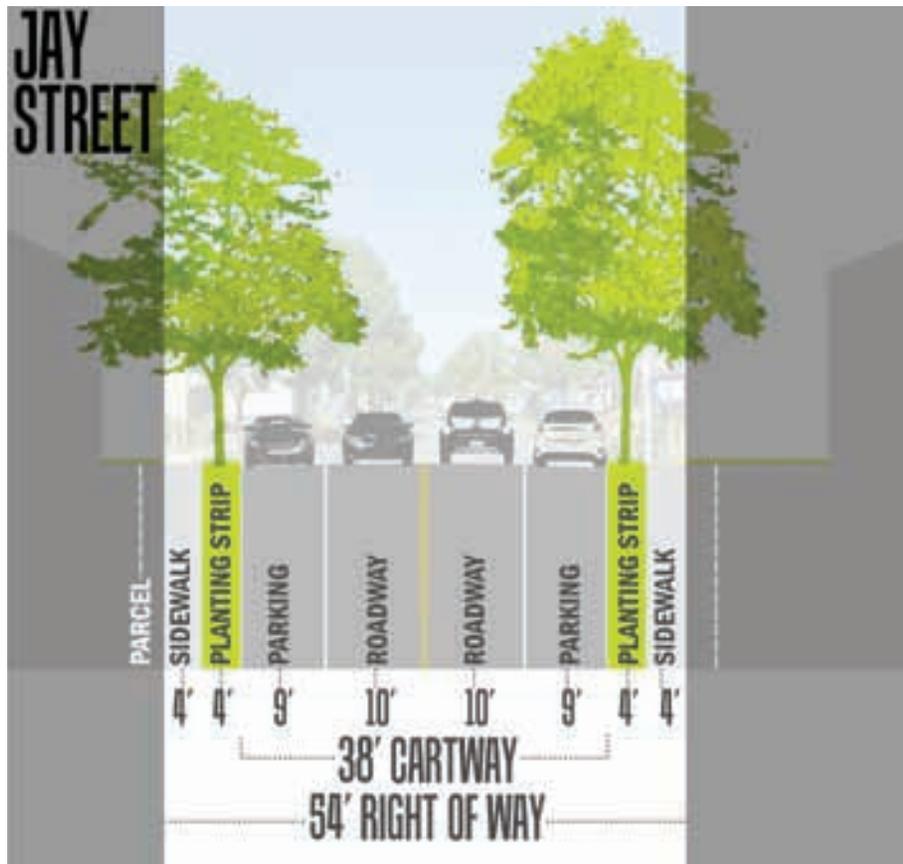
**117** 28. Improve Jay Street as a Green Collector and Encourage Safe Use by Pedestrians and Cyclists

*Who: Department of Environmental Services*

Like Broad Street, the width of Jay Street encourages drivers to travel quickly across this major east-west route through JOSANA. In years past, Jay Street functioned as a main street, lined with small shops and businesses, and on-street parking was heavily utilized by store patrons. Businesses have since closed though, leaving the on-street parking underutilized, and, in turn, enabling drivers to view this two-lane road as a throughway.

Jay Street has, however, been identified as a Green Collector in the City's *Project Green* initiative, positioning it for possible bicycle infrastructure

and stormwater management investments. The rendering and section show on-street parking on Jay reduced to one-side only, creating room for bicycle lanes in both directions and visually narrowing the road's width. Speed humps should also be considered on Jay at Orchard and Saxton, near School 17 to slow traffic. At present, a four-foot strip of grass separates the sidewalk from the roadway. This grassy area should be upgraded with infiltration strips that allow stormwater to drain through inlets in the curbs into rain gardens structured to help runoff filter into the ground rather than the sewer system.



Jay Street Section, repeated (Figure 31)

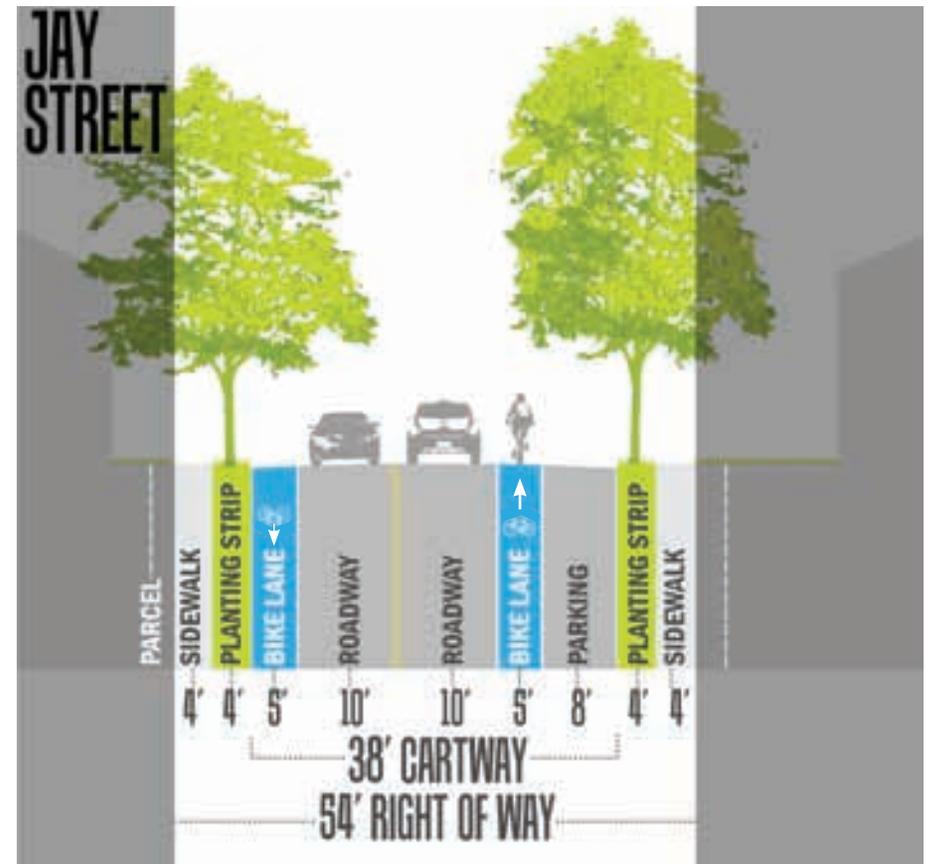


Figure 53: Section Diagram of Proposed Improvements to Jay Street





proposed

Figure 54: Rendering of Proposed Improvements to Jay Street



existing

**119** 29. Introduce Bus Shelters

*Who: RGRTA, City, area architecture and engineering programs*

Residents also emphasized the long winters and inclement weather that descends upon Rochester for months at a time, noting that many residents rely on the bus system for their transportation needs and that the neighborhood does not have one single bus shelter to accommodate passengers while they wait. Like street lighting, bus shelters can be a high cost street furniture item, and it appears that there are few in the City of Rochester at all.

To bring bus shelters to JOSANA on Jay Street, Broad Street, and Lyell Avenue, the neighborhood should pursue two approaches. As a first step, concerned neighbors should contact RGRTA and the City about the feasibility of installing bus shelters in the neighborhood. If official RGRTA bus shelters are not an option, the neighborhood should consider a Do-It-Yourself (DIY) model. Communities in some cities such as New Orleans, Louisiana and Athens, Georgia have had success in working with local artists or architecture and engineering students to design their own bus shelters. Because the sidewalks in the neighborhood are narrow, the shelters should be installed in the planted strips at the sidewalk edge, with roofs that cantilever over the sidewalk for added coverage.



*Artist-made bus shelters  
in New Orleans, LA*

*Artist-made bus shelter  
by Christopher Fennell  
in Athens, GA*

**DIY  
JAY ST BUS SHELTER**

**Figure 55: Sketch of DIY Bus Shelter on Jay Street**



### 30. Adjust Street Patterns surrounding School 17 to Improve Safety and Circulation

Who: Department of Environmental Services, School District

Circulation surrounding School 17 was the most common complaint about the neighborhood’s street system. Residents noted two main concerns: that drivers speed across Campbell endangering students and visitors to the health and dental clinics and that congestion swells along Orchard and Saxton during drop-off and pick-up times, particularly with the school buses blocking the streets.

While further study by the Monroe County Department of Transportation (MCDOT) is necessary, some adjustments and improvements to the streets surrounding the school should be considered to help alleviate traffic on Orchard and slow traffic along Campbell. A detailed traffic study should investigate the impact of converting Orchard Street one-way northbound between Campbell and Jay, creating space for

an improved drop-off and pick-up area. Orange Street from Orchard to Child should be converted to one-way westbound to offer those traveling up Orchard an alternative exit and prevent congestion caused by drivers attempting to turn left onto Orchard. The School District should reach out to MCDOT to initiate further study. Improvements should be coordinated with the planned renovations to the school building.

On Campbell, zebra crosswalks should be painted to better delineate pedestrian spaces, and speed humps should be introduced to slow traffic. CHNA should draft a letter to the Transportation Bureau of the City’s Department of Environmental Services on behalf of the neighborhood requesting speed humps as a first step. Informal pedestrian crossing signage or a more formal Safe Routes To School program can also help to slow traffic around the School.



Existing circulation issues surrounding School 17, repeated (Figure 34)



Figure 56: Proposed Circulation System Changes Surrounding School 17

## a healthy community

The third collection of recommendations is intended to ensure that the special health and dental resources developed in the community *for the community* are well used by JOSANA residents. Even more broadly though, the recommendations that follow reflect the community's stated desire to work toward community health in a holistic way. The set of strategies aimed at supporting JOSANA's quest to make healthy choices include increasing the visibility of the health and dental centers, supporting new linkages between the community and fresh local food sources, improving education about nutrition, and motivating community members to embrace active lifestyles.



# a HEALTHY community

where homes are lead-free

and neighbors of all ages exercise, dance, play, and garden

and make regular use of the health and dental resources nearby



## Launch a Healthy and Happy Campaign to Raise Awareness and Usage of the Local Health and Dental Resources

With the Unity Family Medicine Health Center and the Daisy Marquis Jones Foundation Outreach Dental Clinic located on the premises at School 17 in JOSANA, residents have great access to state of the art healthcare. Neither local residents nor students and families of students enrolled at the school take full advantage of the local health and dental resources though, speaking to a need to raise awareness about these unique resources and encourage residents to maintain healthy bodies and smiling faces.

### 31. Create Murals as Signage on the Exterior Walls at School 17

*Who: School 17, Unity Family Medicine, Outreach Dental Clinic, MOKA, Local Artists or Art Students*

The health and dental centers are nestled at the center of the large site that hosts School 17 and Orchard Park. There are three existing signs on the premises – one at the School’s main entrance, one near the swings on Orchard, and one near the parking lot entrance on Campbell. The signs are clear, but not attention-grabbing, and if someone did not know to look for them, they might overlook the fact that the School shares its site with doctor and dental offices.

New, colorful signage should be incorporated, transforming the annex buildings’ unadorned brick surfaces with colorful murals that breathe new life into the playground, send positive messages about the importance of physical fitness and health, and call attention to the health offices with large lettering and directional cues. In particular, the kindergarten building that fronts on Orchard and the back of the health clinic that fronts on the baseball field should be considered as candidates for murals. Planned building renovations beginning in 2012 should also strive to incorporate colorful, playful signage and murals that celebrate the mix of uses that share the site at School 17.



Figure 57: Conceptual Rendering of Mural Signage Directing People to Health and Dental Clinic

### 32. Employ Peer Pressure Incentives to Boost Use of the Clinics

*Who: Unity Family Medicine, Outreach Dental Clinic*

The clinics bill for services on a sliding-scale basis to ensure that healthcare is affordable to all who need it, but additional cost incentives could help boost enrollment too. Patients who use the health center should be tapped as valuable connections to other potential patients, and should be encouraged to refer friends to the health and dental clinics in exchange for further discounts on appointment costs. Patients will then also hold each other accountable, calling to remind each other of upcoming appointments so that each can claim their promised discount.

### 33. Tackle a Health Issue each Quarter

*Who: Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA*

CHNA's weekly meetings and commitment through Project COACH to fostering healthy outcomes for neighbors and the neighborhood offer a perfect forum for preventative health education on relevant topics in the community. Together with doctors and staff at the health and dental clinics, CHNA leaders should select one health issue per quarter to study and tackle as a community. The health concerns raised during the public outreach for the planning process included lead poisoning, healthy housekeeping, obesity, diabetes, and addiction.



*Mobile medical test sites should be present at community events.*

At the start of each quarter or season, a CHNA meeting should be dedicated to learning about one of these topics. CHNA should invite medical and dental staff to give a presentation and share educational materials about symptoms, risks, and smart choices to help residents stay healthy or reclaim their health. Block Captains should go door-to-door with awareness pamphlets. Depending on the issue of the season, CHNA should also coordinate with medical and dental center staff to advertise and offer focused check ups and scans as well as prevention and care strategies at community events. For topics related to children, the PTA should also be contacted as a partner in outreach.

### 34. Offer Parenting Classes at the Health Clinic Targeting Teen Parents

*Who: Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA*

The health clinic should also expand its programming to include parenting classes targeting teen parents in particular. Many parents, youth workers at Charles Settlement House, and other concerned adults voiced their sense that immediate action must be taken to reach local youth and that interventions must target kids of all ages, starting in early childhood. As many parents of young children in JOSANA are still quite young themselves with much to learn, one means of improving life circumstances for local kids is to reach out to the young parents, encourage them to be highly involved in their children's lives, and help them become firm, supportive, and caring parents.

A series of parenting classes based at the health clinic would help introduce parents to the health and dental clinics on site at School 17, foster good habits for scheduling regular health and dental check ups, and help connect parents with other supportive programs or parent networks in the neighborhood (see Recommendations 4 and 5). In addition to child-rearing strategies, the course should include nutrition and cooking lessons, housekeeping and home improvement clinics, as well as other health-related topics. CHNA youth staff should help link pregnant and parenting teens with information about the parenting class series and encourage them to attend.

#### Best Practice Case Study: BACK TO SCHOOL

##### A DIFFERENT START AT THE MARY J. BLIGE CENTER FOR WOMEN Yonkers, New York



*A Different Start is a holistic parenting and mentorship program offered at the Mary J. Blige Center for Women in Yonkers, New York. In addition to parenting skills, the program works with young, low-income, pregnant and parenting mothers to foster more independence and productivity by exploring career choices, paid internships, volunteer work, life skills training, and G.E.D. classes. The program is provided through a partnership between Westchester Jewish Community Services (WJCS) and the Mary J. Blige and Steve Stoute Foundation for the Advancement of Women Now, Inc. (FFAWN).*

<http://www.ffawn.org/?p=57>



### Partner with FoodLink and Fresh Food Advocates to Bring Healthy Eating to JOSANA

As Rochester's historic Fruit and Nut neighborhood and a model of integrated neighborhood health resources, JOSANA should promote healthy lifestyles with a commitment to healthy eating, tapping into the knowledge base of Buy Fresh Buy Local campaigners and working to link local families with local farmers and their produce.

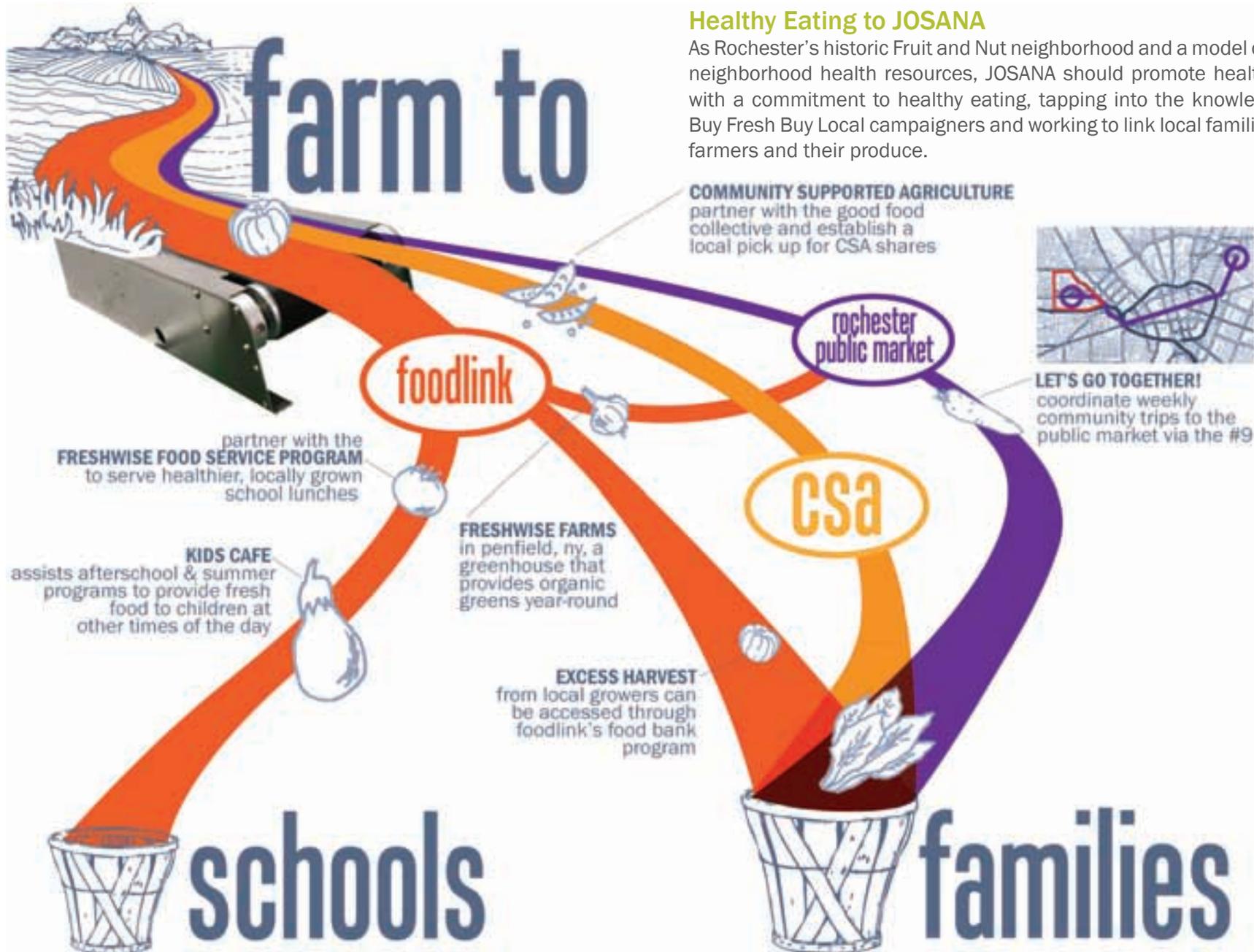


Figure 58: Diagram of Existing Fresh Food Network and Proposed Program Additions

## 125 35. Pioneer a Farm-to-School Program at School 17

*Who: School 17 Administration, PTA, Unity Family Medicine, Outreach Dental Clinic, FoodLink, Rochester Roots, Rochester City School District*

Habits form early, and healthy eating should be one of them. Farm-to-School is a national movement to enhance existing school meal programs by introducing fresh, nutritious, local, and sustainable food to children in their school cafeterias. In Rochester and at School 17, FoodLink already coordinates the Kids Café Program, which provides healthy meals for children attending after school programs and summer camps.

This model should be examined and expanded, and establishing a School District-wide Farm-to-School program should be the ultimate goal. School 17, with its history of advocacy and co-located health and dental clinics, is an ideal candidate for a pilot location for the District. Such an effort is a major undertaking. As a starting point, School administration, organized PTA members, and representatives from the health clinics should convene a meeting with District officials and FoodLink, and Rochester Roots, a group that creates school gardens and edible playgrounds, to discuss the feasibility and benefits of Farm-to-School in Rochester. Other local fresh food advocates should also be consulted, including Chris Hartman, co-founder of the South Wedge Farmers Market and the Good Food Collective, who has been working with The Harley School, a private school in the City, to link local farms with the school cafeteria.<sup>20</sup>

### Best Practice Case Study: GOOD EATS

*FAIR FOOD, Philadelphia, Pennsylvania*



*This year, Fair Food, together with The Food Trust and Philadelphia Urban Food and Fitness Alliance, teamed with the School District of Philadelphia to bring locally grown fresh fruits and vegetables to 25 district schools. This pilot effort will provide fresh and healthy foods to up to 45,000 students this year, and will include trainings, farm tours, workshops, and support for cafeteria staff, a youth-led marketing campaign, and an investigation of how the School District can permanently adapt school procurement practices for fresher, more sustainably produced school meals in years to come. Fair Food is also working with independent schools, helping to link them with locally grown proteins and dairy in addition to fruits and vegetables.*

[www.fairfoodphilly.org/our-work/farm-to-institution](http://www.fairfoodphilly.org/our-work/farm-to-institution)

<sup>20</sup> <http://spoonfedblog.net/2010/08/26/school-food-beyond-swapping-white-for-wheat/>

## 36. Adapt the Community Supported Agriculture (CSA) Model for Low-Income Residents

*Who: CHNA, FoodLink, Area CSAs*

Community Supported Agriculture (CSA) is a model that enables individuals and families to buy local, seasonal, fresh food directly from area farmers. Typically, area farmers offer a certain number of “shares” to the public. Interested individuals who purchase shares or half-shares before the growing season are then entitled to a weekly share of freshly harvested produce – boxes that consist of vegetables, herbs, fruits, and other farm products. Though purchasing the seasonal produce shares in advance and directly from the farmer offers a cost savings over the course of the season, the required upfront cash-outlay renders the typical CSA model cost-prohibitive for many low-income families.

In some low-income neighborhoods, community organizations have adapted the typical CSA model to better include low-income residents unable to afford the upfront cost of purchasing a share of seasonal produce.<sup>21</sup> These “Farm-to-Families” programs offer weekly boxes of fresh fruits, vegetables, eggs, and poultry for \$5, \$10, or \$15 to households that meet set income restrictions. The orders must be placed by households one week in advance. The network of Block Captains should survey residents to measure interest in such a program, and then work with FoodLink and other area CSAs like the Good Food Collective, the Genesee Valley Organic CSA, or Mud Creek Farm to bring an adapted CSA program to JOSANA.



*JOSANA should use established area CSAs as learning resources.  
Source: [www.facebook.com](http://www.facebook.com)*

In the meantime, a CHNA volunteer could organize a weekly community field trip to the Rochester Public Market once a week, traveling to and from via the number 9 bus. JOSANA residents can also access excess harvest from local growers through weekly pick-ups at FoodLink’s food bank program.

<sup>21</sup> <http://www.ksnac.org/Freshfood.html>



### 37. Reach Out to Local Businesses to Start a Healthy Corner Stores Initiative

*Who: CHNA, FoodLink, Lyell-Jay Merchants Association, East Lyell Business Association*

Lastly, JOSANA should reach out to existing local businesses and encourage them to stock and sell affordable, fresh, nutritious food in their stores. In Philadelphia, The Food Trust has recently launched a Healthy Corner Stores Network<sup>22</sup> that offers technical assistance and training to corner stores, connects store owners with suppliers of fresh, wholesome snacks, and provides education in local schools about healthy eating. The program, which aims to reduce the incidence of diet-related disease and childhood obesity in low-income communities, targets corner stores near school grounds in particular, and participating shops that sell pre-cut and packaged fresh fruits for \$1 per package report selling out every day.



*Source: <http://healthycornerstores.org>*

CHNA should partner with FoodLink and area business associations and CSAs and start a discussion about why and how to help local businesses diversify their goods with fresh, local produce sold at affordable prices and prepared for ease of eating.

### Ask the Experts at the Health and Dental Centers for Nutrition Tips & Exercise as a Community

Local food made available each season at harvest time will challenge residents to diversify their cooking skills and find new recipes to incorporate new ingredients fresh off the farms. Here too, the medical and dental experts at the health and dental clinics can adopt slightly more public roles, increasing the visibility of the centers and helping to foster healthful cooking and eating.

Adopting a healthy diet is only one aspect of leading a healthy life. Exercise is just as important and just as difficult to integrate in busy modern life. Interested community leaders can and should play a role in motivating the community to live full, active lives.

### 38. Publish a Community Cookbook in Installments

*Who: CHNA, Unity Family Medicine, Outreach Dental Clinic*

As Rochester's historic Fruit and Nut neighborhood and a community with a proud immigrant history, there are, no doubt, some delicious culinary traditions among JOSANA's families. Residents should be encouraged to share their favorite recipes – especially the healthy ones – in a JOSANA Neighborhood Cookbook that can be published in installments or seasonally, featuring fresh produce available at that particular time of year. Health and dental clinic doctors or nutrition students at local universities should be consulted to help adapt recipes or suggest healthier alternatives for certain ingredients where possible.



CHNA should recruit a volunteer to spearhead the creation of the cookbook, collecting, archiving, and publishing local recipes. The Automated Messaging Service, once up and running, should spread the word with a Call for Recipes. The cookbook installments, once compiled, illustrated, and printed, should be distributed at the food bank, CSA pick up locations, the health and dental clinic, and Charles Settlement House. Alternatively, multiple installations can be compiled and sold at community events as a fundraiser for implementation activities and projects.

*A neighborhood cook book could be used to promote healthy home cooking and as a community fundraiser.*

### **127** 39. Organize a Weekly Community ACTIVE-ity to Motivate Residents

*Who: CHNA*

Exercise can be fun, especially if undertaken as part of a group or disguised as a high-energy community activity such as a block clean up, gardening day, or snow shoveling party. If interest exists within CHNA, a volunteer should be recruited to organize a weekly community ACTIVE-ity to motivate residents of all ages to come together, breathe some fresh air, stretch their limbs, and visit with their neighbors. Beyond beautification projects, activities could include a brisk walk around the Stadium Loop (Recommendation 12), maintenance at the community raised bed garden across from School 17, a dance party hosted in collaboration with the proposed neighborhood dance studio (Recommendation 8), skating at the proposed rink (Recommendation 13), sledding, or a snowman competition in the wintertime.

JOSANA neighbors who together achieve a level of fitness could also seek sponsorship from the Rochester Rhinos to enter a local race as part of a neighborhood team.





## a GREEN community

where parks, gardens, yards, trees, and flowers define the landscape and fresh, affordable food is grown locally

## 129 a green community

JOSANA's community health does not depend solely on healthcare, nutrition, and exercise though. Community health is equally dependent on the local ecology and environmental health. The neighborhood needs green spaces for playing, gardening, and beautifying and green trees and plants to purify the air and filter pollutants from the ground and stormwater runoff.

### Get Rooted in the City's Greening Strategy

Now is a perfect time to give greening in JOSANA serious thought. The City has recently embraced *Project Green*, a strategy to invest in Rochester's green infrastructure including the City's inventory of vacant land, its existing park resources, and its major thoroughfares. With a Plan complete and an emerging green thumb, JOSANA is poised to capitalize on this renewed commitment to a progressive greening strategy for the City and its neighborhoods.

#### 40. Advocate for Project Green to Locate Pilot Projects in JOSANA

*Who: City, Northwest Service Center, CHNA*

As Project Green moves from planning and concepts to in-the-ground implementation, JOSANA must advocate for pilot projects to locate within strategic portions of the neighborhood. The City has decided that the first phase of Project Green projects will target clusters of City-owned vacant lots and buildings, and with the help of neighbors and community leaders, the City has identified potential areas for greening investments across Rochester. Five of these areas are within JOSANA's boundaries (See Figures 59 and 60). Areas C and G represent the greatest opportunity, and, in fact, Area C should be expanded along Smith Street to create a larger area in which JOSANA can help define what progressive and productive "greening" looks like and means in Rochester. See Figure 65 for more detail on Project Green sites.

The neighborhood should furthermore advocate for a program that links economic development with neighborhood stewardship of green investments in JOSANA – a way to employ local residents and teens to clean, clear, plant, and maintain vacant lots, beautifying the neighborhood and transforming vacant lots into more productive uses. The land, cleared, seeded, and well-kept, will discourage future illegal dumping and reinvent the way in which JOSANA is perceived while also fostering new skills and economic opportunity for residents.



*Different faces of vacant land along Smith Street: cleaned and greened...*



**Figure 59: Project Green Target Areas Initially Proposed by City and Residents**





...and planted with wildflowers



Figure 60: Recommended Project Green Target Areas - Expanded C and G

### Best Practice Case Study: GREENBACKS FOR GREEN ACTS

#### SAVE OUR URBAN LAND (SOUL), Chicago, IL

While there may be a few magnanimous teens out there who would readily spend their entire summer vacation toiling away in vacant lots, picking up trash and planting gardens out of the goodness of their hearts and pride for their communities, offering some cash might attract a few more recruits. That strategy has worked wonders for Save Our Urban Land (SOUL), a program organized by the University of Illinois Cooperative Extension Service with grant funding from the Illinois Environmental Protection Agency (EPA).



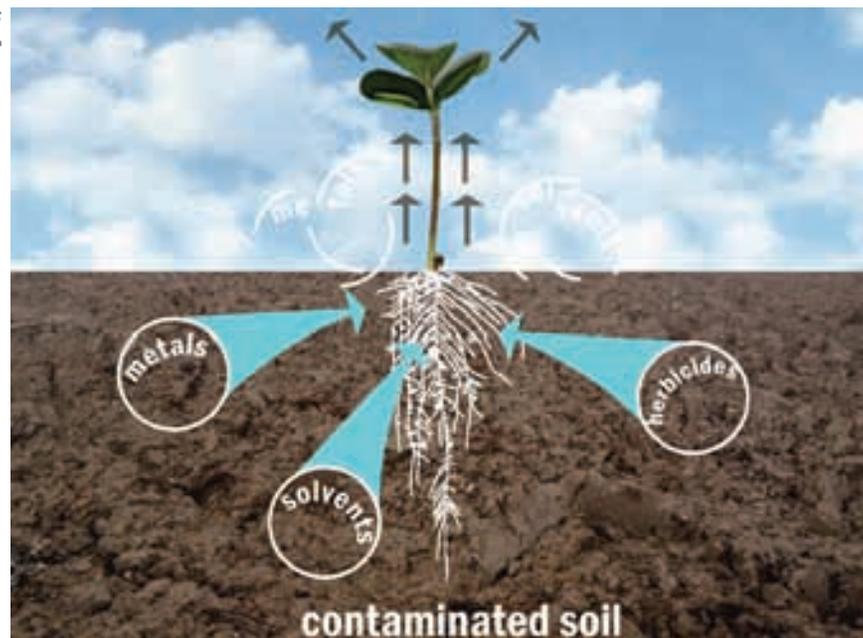
SOUL sets forth the goals of community revitalization, youth involvement, environmental education, and non-point source water pollution prevention – goals which have been directly addressed via the transformation of eight junk-laden vacant lots in Chicago's Englewood neighborhood into attractive community vegetable and flower gardens.

[www.urbanext.uiuc.edu/programs/soul.html](http://www.urbanext.uiuc.edu/programs/soul.html)



A similar program in Philadelphia's Francisville neighborhood trains and employs local youth in community stewardship and vacant land management.

*Phytoremediation is a natural process that uses plants to pull heavy metals, like lead, out of the soil through their root systems.*



#### 41. Clean Contaminated Soils with Phytoremediation

*Who: City, DES, FoodLink, CHNA*

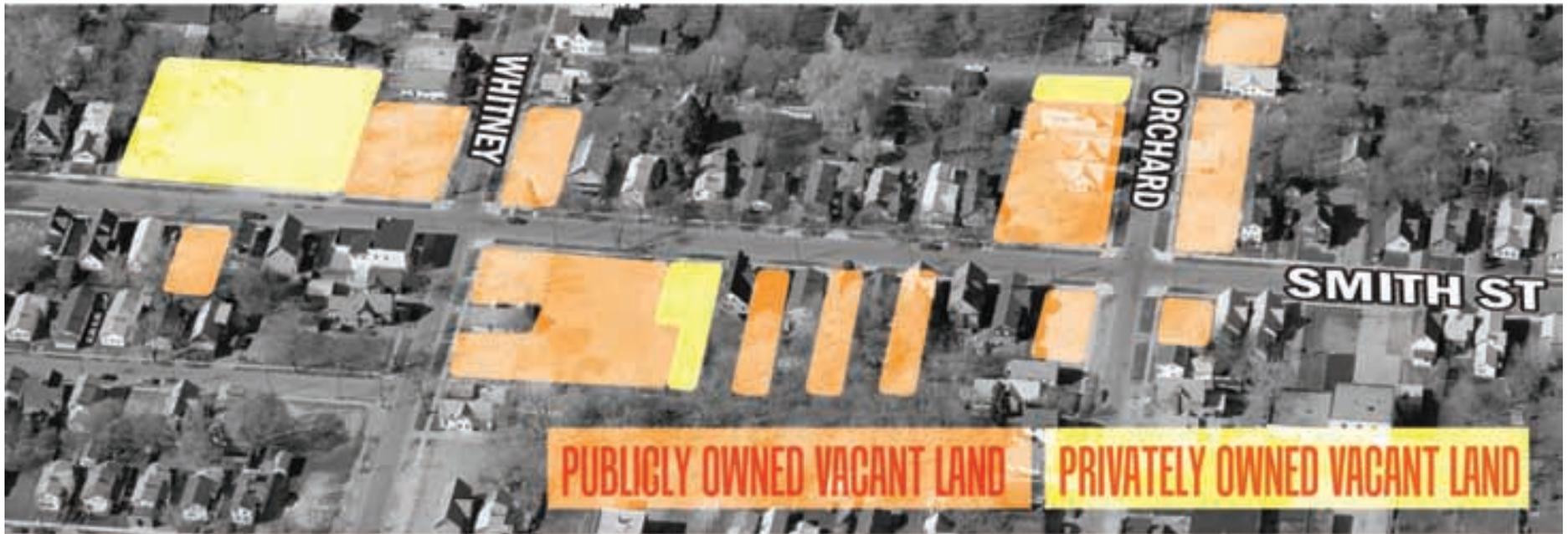
As JOSANA’s community knows perhaps better than most, the neighborhood has long suffered from lead poisoning caused by lead paint particles that, over the years, have seeped into local soils and contaminated local homes. Before the community’s vacant lands are safe and suitable for reuse, the soils need to be purged of dangerous contaminants including heavy metals like lead. Heavy metals are elements that cannot be broken down, and so once they are present in soil they remain there. The typical process for remediating the soil is to dig out and remove the contaminated soils, which is very costly, or to cap the lot, sealing it with concrete, which is not only costly, but also environmentally unfriendly.

Phytoremediation is a lower-cost, lower-tech, natural process that uses special plants to pull heavy metals out of the soil through their root systems. The plants are then harvested and disposed of elsewhere. In addition to cleansing the soil, the plants also help to restore soil nutrients for future agricultural uses. Phytoremediation should be used as an interim and experimental greening strategy in JOSANA, employed to prepare the land for reuse as gardens or orchards, play areas or

buildings plots. As phytoremediation is still a relatively new approach, soil from vacant lots will first need to be sampled to determine which heavy metals are present. Then, different lots should be planted with “hyper-accumulators” to test the effectiveness of different plants in restoring JOSANA’s grounds. The City’s Department of Environmental Services’ Environmental Quality unit (DES-EQ) or another technical expert would be a necessary partner, overseeing a rigorous control and testing process to monitor changes in soil quality, which would add technical, administrative, and financial costs.

Known hyper-accumulators for lead in order of effectiveness include Indian Mustard, Scented Geranium, Corn, Pumpkins, Sunflowers, Pennycress, Amaranth, Nettles, and Tomatoes. Smith Street, with its high concentration of vacant City-owned and privately-owned lots should be adopted as the pilot area, and planted with a rainbow of hyper-accumulators. These plantings will be more effective at stabilizing vacant land than the current cleaning and greening approach, as they will restore soil health and add beauty and color.





Planting vacant soils with 'hyper accumulators' will not only remove contaminants from the soil in a few years time, but help to rebuild its quality for future agricultural uses.

### HYPER ACCUMULATORS FOR LEAD (in order of effectiveness)



Figure 61: Diagram of Proposed Project Green Sites for Phytoremediation and Potential Plantings to Cleanse Soil of Lead

## 42. Raise Awareness about Contaminated Soil and the Phytoremediation Process

*Who: City, Coalition to Prevent Lead Poisoning*

Importantly, plants that serve as hyper-accumulators in phytoremediation cannot be eaten. They absorb the heavy metals, and must therefore be harvested and taken out of residential areas to landfills for safe disposal. But because some hyper-accumulators are recognized foods such as corn and tomatoes, the phytoremediation pilot plots must be accompanied by signage that explains the intent of the project and the purpose of the plants. The signage must also offer clear warnings about health risks associated with ingesting these plants.

Such educational signage should be designed in collaboration with the Coalition to Prevent Lead Poisoning, a known advocacy group in the campaign against lead contamination. The signs represent an opportunity for the community to take a stand and plant seeds together to raise awareness of persisting soil contamination and community health threats.



*Existing vacant land at the intersection of Smith and Orchard*





Figure 62: Rendering of Phytoremediation in Progress and Required Explanatory Signage

### 135 Expand the Concept of Urban Farming beyond Fruits and Vegetables

As the soils self-cleanse with the help of toxin-accumulating plants, JOSANA's community should continue to develop its emerging green thumb, cultivating a culture of gardening and building skills and interest among neighbors so that, when the soils are ready for repurposing, local volunteers are poised to roll up their sleeves and get their hands dirty.

#### 43. Improve and Expand the Garden at Campbell and Orchard

*Who: CHNA, Rochester Roots*

The first step in expanding urban farming in JOSANA is quite literal – build upon the hard work that has already been invested at the raised bed garden at Orchard and Campbell to improve and expand the community garden. The lot is large enough to host additional raised plots, and the lot itself should be improved with gravel or mulch to walk upon on the pathways between the raised beds. New signage should call attention to this CHNA garden, and the bollards that meet the street should be dressed up in bright coats of paint. On site rainwater collection in rain barrels will dramatically reduce the work of watering, unless access to a nearby spigot can be secured.

Other tips from FoodLink to help the neighborhood garden grow include using nutrient-rich, safe soils, some or all of which should come from composting (see Recommendation 45), and growing food or ethnic spices that are culturally accepted but difficult to obtain. Rochester Roots is another local resource for garden creation, especially on (or near) school grounds.

#### 44. Consider Orchards, Chickens, and Bee-Keeping

*Who: CHNA, FoodLink, City*

Beyond fruits and vegetables, urban farmers at the neighborhood level can incorporate small living fauna to diversify their produce yield. Increasingly in urban neighborhoods and smaller home gardens and farms, people are raising hens for eggs and keeping bees for beeswax, honey, and pollination assistance.

Rochester residents can keep chickens provided that they follow City regulations and obtain a special license, which must be renewed annually. Roosters 4 months of age and older are not permitted due to noise nuisance. Three to four hens will produce between 12 and 24 eggs per week, more than



Figure 63: Rendering of Proposed Improvements to the Community Garden



adequate for a family's consumption. The hens require a roost and predator-protected grounds as well as caretaking, but a neighborhood coop could help provide fresh, affordable protein for local families, an educational experience for children, as well as a potential source of income.

Beekeeping, on the other hand, have traditionally been outlawed in cities, Rochester included. In 1901, the Rochester City Council passed an ordinance prohibiting beekeeping within City limits.<sup>23</sup> But trends are shifting – New York City de-criminalized beekeeping in March 2010 provided that beekeepers register with the Department of Health, and Chicago, San Francisco, and Paris are also allowing, even encouraging, beekeeping. In 2007, the Rochester City Newspaper published a thorough article<sup>24</sup> about the benefits of beekeeping, among them the income-generating potential of honey and beeswax and the important role that bees play in pollinating our landscape and cultivating our food supply.

Lastly, some of JOSANA's cleaned but fallow lands may be suitable for replanting as an orchard, and what a perfect productive reuse for Rochester's historic Fruit and Nut neighborhood. FoodLink should be consulted as a partner and for technical expertise.

#### Best Practice Case Study: APPLE OF OUR EYE

##### PHILADELPHIA ORCHARD PROJECT, Philadelphia, Pennsylvania

The Philadelphia Orchard Project (POP)'s mission is "to plant orchards in the City of Philadelphia that provide healthy food, green spaces and community food security." POP works with community-based groups and volunteers to plan and plant orchards, and then maintain and harvest the orchards thereby expanding community-based food production. To date, POP has planted 19 orchards with a mix of apples, Asian pears, cherries, figs, pawpaws, peaches, pears, persimmons, plums, serviceberries, blackberries, blueberries, bush cherries, currants, elderberries, gooseberries, gomis, hazelnuts, raspberries, grapes, and kiwis upon vacant lands, community gardens, school yards, and other spaces.

[www.phillyorchards.org](http://www.phillyorchards.org)



23 <http://www.beesource.com/resources/>

24 <http://www.rochestercitynewspaper.com/news/articles/>

REGION:+Bees+are+threatened+-+and+crops,+too/

## 45. Recruit the Stadium as a Partner in a Neighborhood Composting Initiative

*Who: Rochester Rhinos, FoodLink, Rochester Roots, Cornell Cooperative Extension, City, CHNA*

While phytoremediation will help restore JOSANA's soil, gardening or farming endeavors will require nutrient-rich soil to thrive. Composting to convert food scraps and other waste into fertile soil offers one sustainable and eco-friendly means of generating soil for local gardens from local waste that would otherwise end up in a landfill. In 2007, two thirds of all waste sent to landfills in the United States consisted of organic materials suitable for composting, including yard trimmings, food scraps, wood waste, and paper and paperboard products.

Urban composting bins (below) have helped to make composting in urban areas not only more feasible, but also more sanitary and popular. Composting requires work though to maintain the appropriate balance of food waste, yard waste, and moisture, to rotate the bins, and if composting with worms, to ensure worm health over time.

Marina Auto Stadium, as the largest commercial producer of food waste in the neighborhood, is one possible location for a neighborhood composting center. It would provide organic compost for neighborhood greening projects and a convenient place for residents to drop off organic waste. It would also provide an additional program to activate the Stadium grounds year-round. To engage the community, CHNA should dedicate a series of meetings to composting education and advocacy and contact urban agriculture advocates at Rochester Roots, FoodLink, or Cornell Cooperative Extension for technical assistance.

Alternatively, neighbors seeking compost for gardening and greening projects can take advantage of the Materials Give Back Program<sup>25</sup> that provides compost, woodchips, and chipstone free of charge to residents.



25 <http://www.cityofrochester.gov/article.aspx?id=8589936436>

## 137 Expand Local Park and Recreation Space

The last component of greening JOSANA focuses on expanding local park and recreation space for residents, particularly area youth. While budget constraints and maintenance issues must keep the wish list for new parks and playgrounds in check, the neighborhood would nonetheless benefit from improvements to the existing park at School 17 and new additions to the local park inventory.

### 46. Reconfigure Orchard Park at School 17

*Who: City, School District, Health Clinic Administration, Youth Representatives, Rochester Roots*

Orchard Park at School 17 serves as JOSANA's only park space. The Campbell Recreation Center to the west offers some recreational programs, and a new sprayground in Edgerton draws local residents in summer months, but within the community, the 4.25-acre Orchard Park must serve park-goers of all ages with a variety of needs. If the Park were reconfigured, however, it could better function as a recreation space for the community, and the planned \$18.8 million renovation of School 17 as part of the Rochester Schools Modernization Project presents the perfect opportunity. The City's Department of Recreation and Youth Services should initiate a master plan to redesign and improve the Park while the School is under renovation during 2012. Planning should commence soon, and the Department of Recreation and Youth Services should request appropriate funding from the City Capital Improvement Plan (CIP) in conjunction with the Rochester City School District.

At present 18%, or 0.75 acres, of the grounds at Orchard Park are covered in asphalt and dedicated to parking for the health and dental clinics. There are three unprogrammed, leftover spaces at the southeast and southwest corners. The active play areas, which encompass a swing set and playground for young children, basketball courts and an underutilized tennis court, and a baseball field, are separated by pathways, parking, and a shaded sitting area, giving the playground a disjointed feeling. Vacancy on the blocks facing the park and blank walls along the health clinic and other annex structures further detract from the Park's feeling of safety and aesthetic appeal.

The proposed master plan should redesign the Park so that play spaces feel better connected, the park itself feels bigger, more space is programmed, and public art and plantings brighten the landscape. While a formal study and design process should be conducted, the following improvements merit consideration:

- Disperse and relocate parking, creating a small parking area at the southeast corner for ballgames and a larger parking area for the clinics on Orange.
- Plant a garden with Rochester Roots near the kindergarten as a learning space and a healing garden behind the clinic.
- Locate an entry plaza at the southwest corner across from the new community garden to welcome residents into the Park, and introduce plantings around the edges of the Park for a lush landscape surrounding the greenspace.
- Paint murals on the blank surfaces of the annex buildings and clinics to brighten up the playing field and draw attention to the clinics (Recommendation 31).
- Program the reclaimed park space along Campbell and between the baseball field and basketball and tennis courts. New swings and playground equipment should replace those currently in the Park.

As the City and the School District each own part of Orchard Park, the Park's redesign will require collaboration. School and health clinic administrators should be consulted along with parents and youth representatives from the neighborhood.





Existing Park area and Park issues, repeated (Figures 25 and 26)



Figure 64: Diagram of Potential Reconfiguration of Orchard Park

## 139 47. Introduce Additional Green Spaces for Greater Recreational

### Variety

*Who: City, CHNA, Development Community, Professional Sports Community, KaBOOM!*

Beyond a redesign for improvements to Orchard Park at School 17, the creation of additional park space would greatly increase recreational variety for residents in JOSANA. Neighbors, local teens, service providers, and other stakeholders proposed a range of new park spaces that they would welcome in the community, and given the abundance of vacant land and the recognition that not all lots will be rebuilt, new park spaces should be considered as a viable and necessary reuse. The following types of park spaces should be considered at the below described locations:

- **Pocket Parks or Tot Lots** – The most requested form of new park space was a tot lot or series of small pocket parks, each tailored to youth of different ages to afford safe play spaces for small children and play areas that continue to engage youth and adolescents as they grow bigger and stronger. The Rochester Department of Recreation and Youth Services is already stretched thin, however, maintaining existing parks. For JOSANA to introduce a series of smaller pocket parks, the neighborhood will need to be organized and committed as a partner in park creation and maintenance. KaBOOM!<sup>26</sup> is a national program that offers grants to communities to help them build play spaces. Neighborhood developers should also be approached as partners to help build permanent play areas in the communities where they are investing. The secondary Project Green sites in Figure 65 should be considered for pocket parks.
- **Exercise and/or Sports Facilities** – Older youth emphasized the lack of sports fields in the neighborhood, stating that there would be less crime if local youth had somewhere to go to play and be physical. With all the vacant land in the area, they described an interest in well-maintained, striped facilities for football, soccer, basketball, and boxing. Securing funding for long-term maintenance and ongoing programming (Recommendation 7) presents a challenge, but one worth tackling given the community's interest in health and creating more opportunities for local youth.

Many professional sports teams have grant programs that help build community sports programs provided that sufficient land is committed by the City.

- In addition to sports fields, residents described an interest in exercise stations or a walking and jogging path. Recommendation 12 highlights the potential of the Stadium to serve multiple purposes by opening in the mornings to allow seniors to walk around the arena under the cover of the bleachers. The unused CSX tracks to the north of the stadium area have been loosely considered for a long-term, high cost investment in a rails to trails program. While a new linear park along the decommissioned rail line would bring a unique new open space amenity to JOSANA, the neighborhood need not wait so long for a community exercise destination. The green grassy area to the north of the stadium should be considered in the interim for adult exercise stations.
- **Dog Park** – Many residents noted that a dog park would be a great addition in the community, a safe place for dogs to run and distinct from School 17's play area. Volunteers with the High Falls Animal Services shelter in Brown's Square also noted the lack of nearby spaces for walking and running shelter dogs. Noise and smell issues can pose problems for neighbors, so the cluster of vacant land, much of it City-owned, at the southeast corner of the neighborhood in the Project Green potential investment area G should be considered. This piece of land abuts the 490 on-ramp and is not suited for redevelopment. With proper fencing, this isolated corner could provide an ideal home to a JOSANA dog park. The park would require a volunteer committee in the neighborhood to support the City in maintenance and waste management and to ensure that the park remains well used and safe for all dogs and owners.





Figure 65: Proposed Additions to JOSANA's Green Space Resources

## a productive and resourceful community

Job opportunities for residents and services to help residents meet their needs within the neighborhood are integral to JOSANA's long-term success as a community. The implementation of this Plan's recommendations should create new work opportunities in the neighborhood and thus new prospects for community members provided that residents have the skills necessary or can access relevant training programs. The recommendations that follow in this fifth section of the Plan are intended to prepare residents to compete for new and existing jobs in the community, and to identify places for strategic investment given the limited commercial market.

# a PRODUCTIVE and RESOURCEFUL community

where fallow lands are repurposed, residents build skills and find work, and people can meet their daily needs



## Train Local Residents for Local Jobs

It is critical that JOSANA residents are positioned to take advantage of the employment opportunities that accompany revitalization as the jobs are created – and that mechanisms are created to place residents in those jobs. Workforce development and technical training is necessary for JOSANA residents in sectors in which job opportunities are likely to be created such as horticulture and landscape, construction and deconstruction, as well as in industrial sectors for jobs that already exist in and around JOSANA.

### 48. Connect With or Develop a Job Readiness Program

*Who: CHNA, RochesterWorks!, City, Pathways to Peace*

The first step is to ensure that training is available for local residents to improve their skills and compete for jobs. The recommendations outlined in this Plan, from demolition to greening to new construction, will require a skilled labor force for implementation. CHNA should reach out to existing job readiness programs through Rochester Works! and strive to match interested residents in training programs that meet their interests and talents.

For skilled trades, CHNA should build a relationship with an organization in Rochester that provides pre-apprenticeship training for residents and channels them into union apprenticeships. As projects come into the pipeline, CHNA should refer JOSANA residents to these programs so that when apprenticeship opportunities do become available in the neighborhood, local residents are poised to fill them.

If gaps in local training programs persist, Charles Settlement House and other area service providers should convene a roundtable with the City to discuss launching an on-the-job training program for local residents to create jobs as implementation moves forward with housing demolition and deconstruction, landscape maintenance and greening. If community members are part of the rebuilding process, they will take new pride in JOSANA and be empowered to build up their life circumstances in turn. Whenever possible, construction and rehabilitation efforts should translate to job creation within the community and the hiring of local residents.



*Revitalization activities in JOSANA should translate to jobs for JOSANA residents.*

#### Best Practice Case Study: WORK IT



#### BUILD BROOKLYN, Brooklyn, NY

*BUILD Brooklyn is a community-based organization in Brooklyn, New York dedicated to supporting redevelopment as a “means of creating economic opportunities to promote financial self-sufficiency and prosperity in socio-economically depressed communities.” As part of the Community Benefits Agreement crafted by BUILD in partnership with public and private development entities for the Brooklyn Atlantic Yards, BUILD created the Employment Linkage and Targeted Job Training Program (ELTJTP). The ELTJTP defines a process for “bridging the skill mismatch between the competencies employers need to meet their business objectives and the current skill level of many local residents within a two-mile radius” of the project.*

*The 21-week pre-placement program consists of three cycles. During each cycle, participants hone professional skills development and application, attend a professional seminar series, increase financial literacy, and work on personal development.*

[www.buildbrooklyn.org](http://www.buildbrooklyn.org)

**143** 49. Reach Out to Local Industries for Local Hiring Practices

*Who: CHNA, Local Employers*

Beyond creating new jobs in the neighborhood for JOSANA residents, community leaders should foster relationships with existing businesses and potential employers in the neighborhood to advocate for local hiring practices. Several large outfits have headquarters in JOSANA or across Broad Street in the Erie Industrial Park, each offering well-paying industrial jobs. CHNA should look for ways to help open the door to local opportunities by meeting with employers, inquiring about the skill sets that they look for in potential employees and their hiring needs, and then working with local residents to build skills and make introductions.

Once CHNA has developed a relationship with local businesses, CHNA should explore the creation of a “First Source Center” at Charles Settlement House designed to provide residents with timely information about job openings and primary consideration for local jobs. Many of these centers have additional services to support job readiness, getting hired, and retaining a job.

**Seize the Opportunity at the Brownfield Opportunity Area**

The former Delco and Sykes Datatronics site represents the largest and most visible location for the creation of redevelopment-related jobs as well as new commercial and office space that would provide not only additional services but also permanent jobs in JOSANA. The Sykes/Delco site falls within the Lyell-Lake-State Street Brownfield Opportunity Area (LYLAKS BOA), which means that much research and investigation of perceived and real contamination in the area is already underway, helping to demystify the site and, in doing so, restore its potential and attractiveness as a large urban infill site. However, hefty brownfield clean up costs will nonetheless remain a barrier to timely remediation and redevelopment of the site.

**50. Have a Strong Vision for the Sykes/Delco Site**

*Who: CHNA, City, MCC, Brownfield Agency*

While more thorough and site-specific studies are completed as part of the second and third phases of the BOA program, residents and community leaders should embrace this time to come to agreement around a unified vision for the site. With a vision established, the community can prepare development expectations to guide work with developers interested in the site if financing for remediation can be secured.

The Sykes/Delco site is large; it encompasses four acres, roughly equivalent to Orchard Park at School 17. The site has potential access to Lyell Avenue created by the vacant or underutilized commercial properties that currently front Lyell at the site’s northern edge. If these structures remain vacant and devoid of activity, future plans for the Sykes/Delco site should propose clearing the Lyell Avenue frontage to allow views from the commercial corridor into the site and create one large parcel for an urban commercial plaza. The site is large enough to host a small grocery store of roughly 35,000 square feet, offices in the existing building on site, and the necessary parking required for such uses.



**TURNER BELLOWS**  
assembly, fabrication, die cutting, bellows



**FARO**  
plastic manufacturing, thermoforming



**PARK ENTERPRISES**  
trade show exhibits



**ZWEIGLE'S**  
food processing

*Existing employers in and near JOSANA should be encouraged to hire local residents when possible.*





Contaminated Site and Lyell Lake State Street Brownfield Opportunity Area (LYLAKS BOA), repeated (Figure 11)

The existing brick structure, though seriously dilapidated and dangerous in its current unsecured state, is big and beautiful, with great potential for preservation and adaptive reuse for creative office space. Local stakeholders have also proposed advocating for a new branch of Monroe Community College to locate within the building, bringing higher education opportunities within close reach of residents in Rochester’s northwest quadrant. The building’s floor plate is roughly 17,500 square feet, and at 6.5 stories, its interior is estimated to include 113,750 square feet.

## 51. Stabilize the Building and Introduce Public Art and Greening in the Meantime

*Who: City, Local Artists or Art Students*

In the meantime, the Sykes/Delco site must be secured for public safety reasons and aesthetically improved to support an improved public impression of the neighborhood. Boarding up the building's broken windows will also help maintain its structural integrity during winter months. Open windows should be boarded with plywood that is first covered in a simple paint treatment, perhaps one color per side that fades into paler shades with each floor, ascending, for example, from deep orange to pale peach. This simple use of color will transform the building from a ruin into a piece of public art until it can be repurposed and restored to productive use.

The large four-acre site should also be improved in the interim. One idea to emerge from the community is to plant a Christmas tree farm to be managed by the Boy Scouts. Because of the concrete and asphalt surface over much of the site, soil would need to be trucked in for planting, which would prove costly. Planting trees in pots would minimize the dirt required, but given Rochester's winters, the root balls, without the insulation provided by the ground, would be at risk of freezing. Raised beds, though labor intensive, would likely be the best option, minimizing the areas requiring soil and retaining good walking and working surfaces around the trees. Seedlings of 6 to 12 inches require 7 or 8 years to grow into a full sized, 6-foot tall tree. Larger starter trees of 18 to 24 inches require only 6 years to reach maturity. Either way, the tree farm would be a longer-term temporary endeavor.

A shorter-term, less costly solution would be to plant just the edges of the site with wildflowers to add color and attract birds and bees in the summertime.



existing



Figure 66: Sketch of Proposed Interim Improvements to Sykes/Delco Site and Structure



## Be Strategic about Commercial Investment

The traditional rule of thumb is that stores follow rooftops. In JOSANA, the trend has been true – as households left and the population shrunk, many of the local businesses closed shop, leaving the neighborhood underserved for retail and services. With the recognition that the neighborhood will not soon return to its former size, JOSANA's commercial potential is limited. It is therefore important to think strategically and promote retail where it makes the most sense and has the best chance of succeeding.

### 52. Cluster Commercial Activity on Lyell and Broad to Support the Stadium

*Who: City, East Lyell Business Association, Lyell-Jay Merchants Association*

With fewer households and greater automobile reliance, gone are the days of dispersed commercial services that enable residents to meet all of their needs. Rather, commercial activity must cluster to build nodes of activity. In JOSANA, limited new commercial investment should be restricted to Lyell Avenue and Broad Street, the area's two most visible and viable candidates for new business growth.

The two corridors have the highest traffic volumes in the neighborhood as well as the greatest commercial assets to build upon. Lyell Avenue is a historic, though now struggling, business corridor. Two business associations have been formed to work toward improving its reputation and restoring its vibrancy – the Lyell-Jay Merchants Association and the East Lyell Business Association.

On Broad Street, several commercial destinations, among them Marina Auto Stadium and Chester's Plaza, contribute its potential as a secondary commercial corridor. Beyond proximity to the Stadium, good highway access, large industrial employers to the east, and Broad Street's position between two neighborhoods further suggest the ability of new commercial opportunities on Broad to tap a market larger than JOSANA's residential community.



Figure 67: Strategy for Focused Retail Investment

### 147 53. Strengthen Business Associations in the Area

*Who: East Lyell Business Association, Lyell-Jay Merchants Association, Northwest Service Center*

Most successful business districts benefit from the support, advocacy, and activities of a strong business association that functions to undertake organized improvements and marketing initiatives and to provide useful information and assistance to existing business owners and people interested in pursuing business development along the corridor. Two business associations are currently active or organizing in the area, the Lyell-Jay Merchants Association and the East Lyell Business Association, which reaches farther east toward State Street.

Thus organized, the associations are already meeting, discussing strategies to support business along the corridor, improve public perception of the Avenue, coordinate community cleanups with the help of the Northwest Service Center, network, and broaden membership. Next steps, particularly for the recently-formed Lyell-Jay Merchants Association, should be to set priorities, draft a committee structure, and develop an action plan. With the end goal of helping new and existing businesses work together for a stronger retail corridor, business association activities might include:

- Facilitating introductions between all business owners along the strip and engaging them in a more cohesive and cooperative community
- Creating a directory of businesses in the neighborhood to help advertise existing businesses to the people who live in the community
- Hiring a consultant to assist existing businesses with merchandising and window displays
- Linking new or struggling business owners with City, consultant, or graduate student resources for business plan review and small business assistance
- Selecting key buildings for façade improvements
- Coordinating streetscape improvements with the City as well as ongoing streetscape maintenance
- Collaborating on marketing efforts to raise awareness about local businesses. The Stadium nearby should be recognized as a key partner in this initiative.

### 54. Continue Jay Street's Conversion to a Residential Street

*Who: City, Residential Development Community*

The flip side of Recommendation 52 is that some formerly commercial corridors need to be reprogrammed to serve their communities in new ways. Jay Street is one such street. While some of the existing stores are assets that provide access to necessary goods, other stores now stand vacant or have become sources of trouble, attracting a criminal element that loiters nearby and conducts illicit business just outside.

Existing businesses should be allowed to remain, but as the opportunities arise, underutilized or vacant commercial spaces should be converted, helping to re-stitch Jay Street as a residential street and repair its fabric which currently renders Jay more of a dividing line within the community. Recent residential investment by North Star Housing and Development Corporation and Flower City Habitat initiated this shift. In addition to housing, some community-based businesses, such as a barber shop that offers apprenticeships and affordable hair cuts, a day care, and possibly a youth dance studio (see Recommendation 8), may be appropriate new uses along Jay Street.



*Residential construction on Jay Street is in keeping with the proposal to cluster new commercial on Lyell and Broad.*





## a DIVERSE RESIDENTIAL community

where families want to live and can afford to stay  
and people of all ages respect and support each other

## 149 a diverse residential community

The final set of recommendations is about housing – ideas for improving housing conditions for existing residents through advocacy, education, and rehabilitation and strategies for replacing obsolete and dilapidated housing with new units that meet the needs of modern families. Despite the region’s shrinking status and the neighborhood’s “distressed” classification in the 2007 Citywide Housing Market Study, which precluded focused investment in the community at that time, recent changes and progress in the community suggest that demolition and limited redevelopment in JOSANA is now not only justifiable, but indeed necessary.

Residential investment in JOSANA will continue the public, private, and non-profit investment that has occurred in recent years, reinforcing the new housing stock built by the North Star Housing and Development Corporation and Flower City Habitat as well as the soccer arena at Marina Auto Stadium. Residential investment will shore up the neighborhood, so close to Downtown Rochester, High Falls, and the stable Susan B. Anthony community to the south, while also responding to the community’s growing grassroots capacity and commitment by CHNA to improve the quality of life in JOSANA. Lastly, demolition of substandard units followed by strategic new residential investment in keeping with the market potential identified in the context of this planning process will work toward the implementation of this Neighborhood Master Plan for JOSANA. These criteria match those established in 2008 as the City chose Focused Investment Areas, indicating that JOSANA is eligible, poised, and ready for reinvestment and revitalization.

The following recommendations thus aim to foster a diverse residential community in JOSANA, one that supports existing residents and enables them to stay in the community, meets the housing needs of people of all ages with a range of housing styles and typologies, encourages the re-establishment of a true mixed-income community, and attracts new residents to the neighborhood thereby stabilizing housing values and the neighborhood itself. The long-term goal is to mix market-rate development with affordable housing to build a mixed-income community. Building market-rate housing in an emerging market like JOSANA’s is a key ingredient to revitalization. Access to affordable housing opportunities by lower income families represents the necessary first step in improving the community as indicated by the residential market study.

The ZVA residential market analysis completed for this plan (and included under separate cover) determines market *potential*, not market *demand*. It considers *where* the potential market lives now, *how many* are likely to move to JOSANA, *who* they are, *what* are their housing preferences are, and how much these families can afford. The results indicated that JOSANA does indeed have a potential market of both renters and buyers of 68 units per year up to a total of 250 new housing units. While this sounds like a lot of housing, it is, in fact, quite modest and necessary to help rebuild the fabric and provide safe, affordable and attractive housing for both existing and new families. ***In fact, when the demolition of substandard housing is accounted for, the net change in housing units within JOSANA proposed by this Plan translates to only 26 new units, not including the Gardner Lofts development proposed for the former Tent City on the north side of Lyell.***



*Potential renters and buyers identified by residential market analysis.*

To determine housing types, the market potential looked at who would buy or rent in the community and found that the market comprises 52% traditional and non-traditional families, 29% younger singles and couples, and 19% empty nesters and retirees. The recommendation is to provide, over time, 30% of the new units as homeownership opportunities for a mix of incomes and 70% of the new units as high quality, well managed, and safe rental housing also for a mix of incomes .

Locations and strategies for new development are described below but before anything substantial is built, existing residents need support and assistance to preserve their homes, address negligent landlords, and improve the community.



## Preserve Existing Homes and Support Long-Term Residents

To help existing JOSANA neighbors, both homeowners and renters, better their living conditions, residents need access to housing advocacy, education, and programs that empower them with the knowledge, skills, and resources necessary to improve their homes or apartments.

### 55. Organize a Tenants' Advocacy Committee to Report on Landlord Delinquency

*Who: CHNA, Northwest Service Center, City, Monroe County Department of Public Health, The Housing Council, The Legal Aid Society of Rochester*

Within JOSANA's residential core, the housing stock varies greatly. Some homes are well maintained and lovely, some are showing signs of deterioration, and others reflect complete abandonment, giving rise to nuisance issues, dragging down property values, and leaving tenants with abhorrent living conditions. Indeed, the high degree of absenteeism among landlords causes suffering for many renters in the area, but the high proportion of renters suggests power in numbers – that tenants organized to advocate with one, unified voice can create sufficient noise to get noticed and get answers.

CHNA should organize a Tenants' Advocacy Committee to report on landlord delinquency and put pressure on irresponsible property owners. Tenants – of deteriorated properties and of well-managed properties – should start meeting to discuss their grievances and compare the lack of responses by problem landlords with the appropriate responses of good landlords in the area. To address the nuisance properties in the community, the Tenants' Advocacy Committee should:

- Call for frequent code enforcement sweeps by the City.
- Post complaints publicly but anonymously on the proposed collaborative code and crime reporting map (Recommendation 22) at Charles Settlement House and relay aggregated complaints to the City.
- Encourage and assist tenants in reporting substandard housing conditions to the City's Inspection and Compliance Services office and the Monroe County Department of Public Health.
- Work with The Housing Council to educate tenants about Tenant Rights and Responsibilities.<sup>27</sup>
- Link tenants with The Legal Aid Society of Rochester to help tenants negotiate with negligent property owners.

### 56. Form a Homeowners' Association to Welcome New Neighbors and Mentor New Homeowners

*Who: CHNA, The Housing Council, The Legal Aid Society of Rochester, NeighborWorks, City, Flower City Habitat, HomeStore, Lowes, The Home Depot*

In addition to renters in JOSANA, local homeowners would benefit from an organization focused on their unique needs. CHNA should form a Homeowners' Association that functions to welcome new neighbors to the community and mentor new homeowners learning to maintain a home. The Homeowners' Association should embrace the following tasks with the goal of preserving new and existing homes as valuable and attractive assets in the community:

- Coordinate homeownership counseling courses and financial literacy refresher seminars, both of which are offered in Rochester, but mostly tailored to new homebuyers. Enrollment for these classes should be broadened to include existing property owners; NeighborWorks Rochester already pairs a home maintenance educational component with its home improvement loan products.



*Financial literacy is especially important for homeowners.*

- Enhance education and awareness surrounding predatory lending which often leads to deterioration in the housing stock. This includes reaching out to those who are at risk of losing their home and helping them to access programs that assist in debt consolidation or financial assistance.
- Offer home maintenance classes that build awareness about necessary home repairs, ongoing maintenance challenges, the benefits and importance of proper weatherization, and lead poisoning prevention and education, among other topics.
- Link residents with existing grants and loans for weatherization, basic system repair assistance, and other improvements.
- Offer permit coaching to assist owners in navigating the City's system for code compliance.
- Facilitate side yard acquisition such that existing homeowners have the opportunity to transform adjacent vacant lots into yards or driveways to build value for their homes.
- Work with Flower City Habitat on a rehabilitation program model to link homeowners with skilled and able volunteers.
- Create a Can-Do, Will-Do Help and Fix-It Program operated by residents trained in property maintenance who know who to call and how to make basic home repairs such that minor housing issues are taken care of quickly and in a cost-effective manner.



## 57. Start a Tool and Gardening Shed for Sharing

*Who: CHNA*

All neighbors should be enlisted as stewards of the neighborhood, invested and committed to its long-term improvement. This recommendation proposes the creation of a Neighborhood Tool and Gardening Shed, a community resource established to put the necessary tools and handy-man know-how in the hands of all residents, those new to yard and house work as well as experienced professionals. Inspire neighbors to clean their lots, fix up their homes, or garden to improve the neighborhood's appearance and offer a little technical advice and guidance. The "spring cleaning" will be contagious.

The Neighborhood Tool and Gardening Shed should be centrally located in JOSANA, but also somewhere where it is protected, to prevent loss or damage to valuable community equipment. An ideal space would be located on the premises of School 17, at Charles Settlement House, or near the proposed neighborhood composting center (Recommendation 45), which act as common meeting places at the heart of the community.

The Home Depot Foundation has helped create neighborhood tool sheds in cities across the country, including Rochester, so local knowledge<sup>28</sup> is available to help launch the Tool Shed. Once the Tool Shed has been created and stocked with tools, neighborhood volunteers should take Saturday morning shifts at the Shed, facilitating the loaning out of available tools (library-style), distributing how-to information, and offering advice and tool training. Some neighborhood tool sheds request a yearly membership fee to help pay for tool maintenance and the development of instructional materials for distribution.

<sup>28</sup> The South East Area Coalition has a Tool Library: [http://www.myseac.org/tool\\_library.php](http://www.myseac.org/tool_library.php)



## Repair the Single-Family Fabric within the Core

One of the aspects of the community residents appreciate the most is that it is a neighborhood of single-family detached homes. However, JOSANA's single family homes were built for a very specific time and family structure. As the neighborhood's population grew smaller, many homes were abandoned, over time transforming assets into safety hazards requiring demolition. Others have slowly fallen into disrepair and remain scars of years-past that still stand, holding the community back from reaching its potential. The dilapidated single-family fabric at the neighborhood's core requires a mix of additional demolition, strategic rehabilitation where it makes sense and infill development of single-family homes in line with the market potential to meet the needs of today's families. Importantly though, as this plan focuses on stabilization, proposed repairs to the neighborhood fabric do not represent massive growth; the net change in unit number after accounting for demolition is plus 26.

### 58. Support the Conversion from Multi-Family back to Single-Family Homes

*Who: CHNA, City, Developers, NeighborWorks Rochester, The Landlord Expo*

Many existing structures in the community have, over time, been converted from a single-family home to multi-family rental properties. The condition of many of these properties is a source of concern for the community. For these structures to become stable assets again, they should be converted, where feasible, back to the single-family structures for which they were originally designed. However, the high cost of converting buildings back to single-family use is a disincentive to redevelopment which often results in the long-term vacancy of the building.

Gap financing and incentives are needed to encourage small landlords to convert housing back to single-family use. These can include financial incentives such as low-interest loans, rebates, grants, and tax breaks for conversions. Additional service-related incentives include below-market architectural design services and contracting. NeighborWorks Rochester offers loan products for home improvements to both homeowners and landlords, and the City's Landlord Expo is another source of information and resources. NeighborWorks Rochester also works with property owners on energy audits and repair work to lessen heating, cooling, and utility costs for homeowners and tenants, alike.

Owners of distressed multi-family properties near planned new construction should be targeted to help stabilize and maintain the values of both existing and newly constructed homes.

A broader opportunity may be to package some of these properties with existing vacant buildings that are not currently a priority for demolition (Recommendation 18's Third Tier Demolition Candidates) and undertake a targeted rehabilitation program with a local affordable housing developer. Furthermore, there are currently about 20 vacant buildings not identified as candidates for demolition at this time. If something is not done soon to stabilize these structures, they will become unsafe and require action. A rehabilitation program targeting 20-30 homes could help stabilize the existing fabric and provide safer housing for low to moderate-income residents in the community.



*Many multi-family rental structures are in particular need of rehabilitation and possible conversion back to single-family residences.*



Single-family infill homes should blend with the existing housing stock, at one-, two-, and two and a half stories tall. Corner duplexes (bottom) should present a front door to each street.

## 59. Encourage Infill to Increase Homeownership and Stabilize Housing Values

*Who: CHNA, City, Flower City Habitat and Other Developers*

The market study identified a broad potential for new housing over the course of years. Step one is to stabilize the core of the community with new single-family construction and duplex corner units built to replace dilapidated housing. The market study indicates a first step of building 20 single-family detached units for affordable homeownership. According to the residential market study, the affordable homes should target households earning 30% - 80% of Area Median Income. This must include not only Habitat's new construction but a variety of other affordable housing products built by other developers to meet the requirement for fostering a more mixed-income community.

In the future, the market study recommends another 20 single-family units for sale at market rate for households earning above 80% of Area Median Income as well as three corner duplexes or twins, yielding six homes, designed to look like one corner house but with a main entry facing both streets at the corner. The residential market study under separate cover offers additional detail on target price points recommended to foster a mixed-income neighborhood.

Given the amount of vacant land in the community, the location of infill development is important to ensure that the investment makes a visible difference in JOSANA. Criteria for infill development include: parcel size, visibility, proximity to community assets, and compliance with design standards, which should be in place to guide any new construction or exterior rehabilitation activity, including single-family homes and higher density, mixed-use projects along Broad discussed in Recommendation 60. At a minimum, such design standards should adopt the following principles:

- **Design Excellence** - All new infill homes should be designed to respect JOSANA's architectural legacy and blend with the local fabric, providing an active street frontage, preserving or replicating historic features such as porches, building with high quality materials, and incorporating amenities such as yard space and a driveway where possible.
- **Sustainable Development** - New construction should utilize green construction techniques, as outlined by Enterprise Community Foundation's green building criteria or the LEED rating system, to yield energy efficient homes and low impact site designs.

The plan identifies a number of infill opportunities along Jay Street to help reconnect the northern and southern portions of the community as well as around the Enrico Fermi School 17 and Orchard Park, as illustrated in Figure 68.





**PROPOSED INFILL**

-  SINGLE-FAMILY DETACHED (AFFORDABLE): 20
-  SINGLE-FAMILY DETACHED & DUPLEX (MARKET): 26

Figure 68: Strategy for Limited, Strategic Infill of Single-Family Homes at JOSANA's Core

## 155 Consider Denser Housing in Strategic Locations

In addition to single-family infill development, the market study strongly recommends that new, well-managed, multi-family rental units be considered in the community along and near Broad Street. The intent is to provide a different housing type that adequately meets the needs of non-traditional families, younger couples, the elderly, and other households for whom homeownership is neither attainable nor necessarily recommended. Like the rental homes built by the North Star Housing and Development Corporation using Low Income Housing Tax Credits, these rental units would be safe, affordable, attractive, and desirable. With increased density along Broad Street, there will be opportunities for new retail services, which existing residents have indicated are desperately needed.

This is the one recommendation that, when presented to the community at a public meeting in the fall, brought about a number of reactions. Some residents expressed a real concern about rental housing in general, but more specifically, about rental housing built at higher densities. The mistakes of the past weigh heavily on the memories of residents, and the fear is that this action will result in “projects” built in the community.

The market study indicates that this recommendation is critical to the community’s long-term success, so discussions must continue to help address the concerns and misperceptions around density and rental housing. It will take time to make this recommendation a reality, so the City and concerned residents should continue the dialog surrounding this strategy and find ways to move forward.

To facilitate the discussion, the City should create a Memorandum of Understanding with community leaders promising the following:

- That residents will be involved in the site selection of each development
- That residents will be a part of the design review of any proposed development
- That the City will organize forums to discuss local and recent housing developments to help educate residents about housing options
- That the City will outline a process for making decisions with the community to ensure that residents are involved and that appropriate development plans can move forward

## 60. Build Density and a Mix of Uses along Broad Street and at Key Corners to Revitalize the Community’s Eastern Edge and Support the Stadium

*Who: CHNA, City, Developers*

Once an agreement has been reached between the City and the community, the market study indicates that the best location for new rental housing is along Broad Street. This will provide a more attractive edge along Broad Street – the community’s main entrance – and enable opportunities for new retail stores on the corners. The current conceptual site plan (shown as an example of what could be built based on current vacancy patterns) illustrates the new rentals in what are called “mansion apartments,” which are small, 6-8 unit buildings designed to look like larger single-family homes. The site plan shows 95 mixed-income rentals and 26 for sale condominium units within 19 mansion buildings plus the proposed 83-unit Gardner Lofts development on Lyell Avenue.

As noted in Recommendation 59, design standards should be in place to guide any new construction or exterior rehabilitation activity. Furthermore, developers should be prepared to share plans with the residents and receive input from residents during the planning phase of development projects.

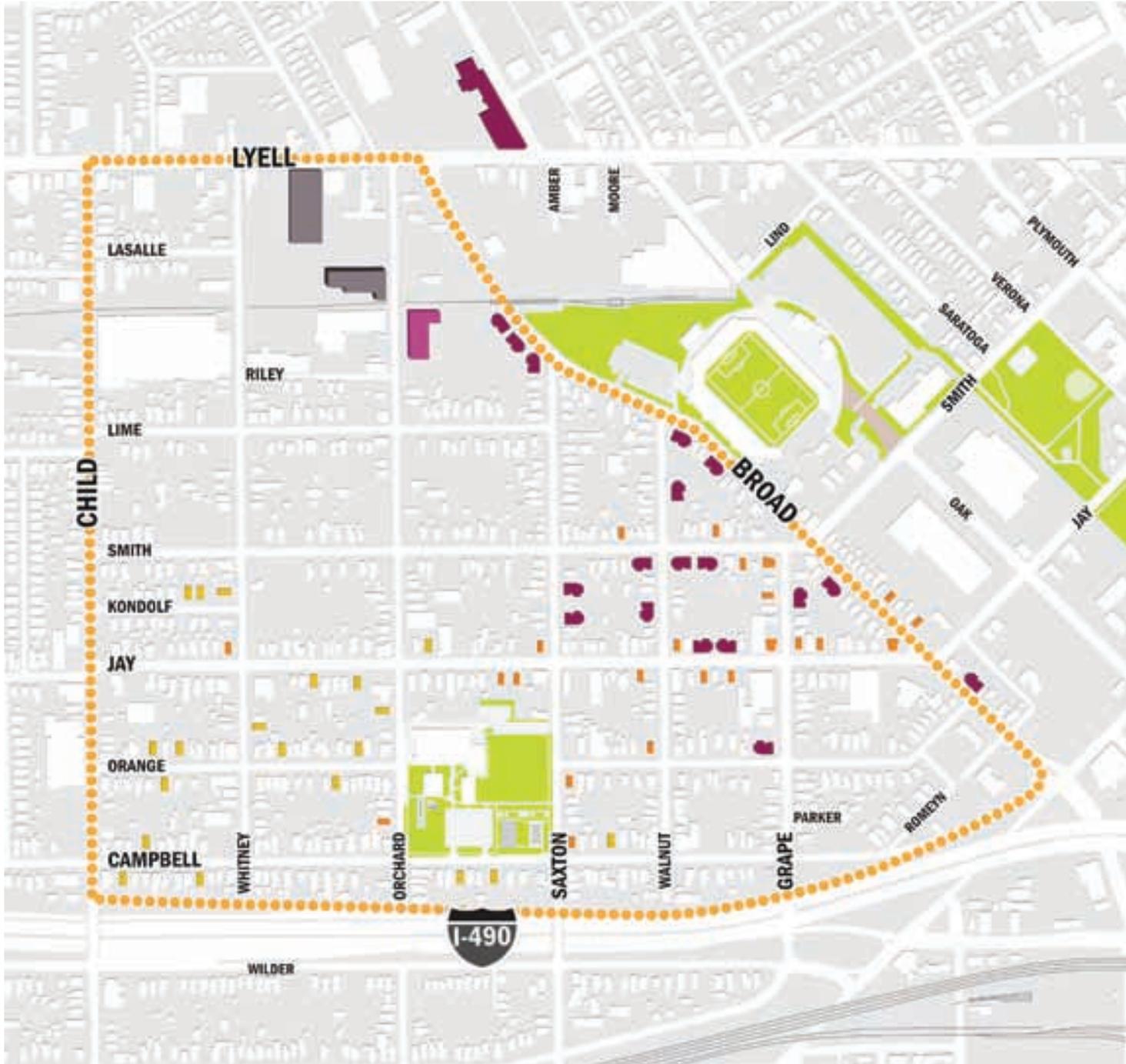
ZVA’s market analysis offers greater detail on price points, but the distribution by rent range of rental units that could be absorbed in JOSANA over the next five years, based on the target household mix and the incomes of the target households, is as follows:

**Loft/Apartment Distribution by Rent Range for JOSANA:**

MONTHLY RENT	UNITS PER YEAR	PERCENTAGE
\$450-\$500	38	21.3%
\$500-\$550	32	18.0%
\$550-\$600	32	18.0%
\$600-\$650	24	10.1%
\$650-\$700	18	8.4%
\$700-\$750	14	7.9%
\$750-\$800	11	6.2%
\$800-\$850	10	5.6%
\$850 and up	8	4.5%
<b>Total</b>	<b>178</b>	<b>100.0%</b>

*SOURCE: Zimmerman/Volk Associates, Inc., 2010*





Example mansion building with apartments or condos within  
 Source: ZVA

Figure 69: Strategy for Denser Infill Along Broad and at Key Corners

**PROPOSED INFILL**

- SINGLE-FAMILY DETACHED (AFFORDABLE): 20
- SINGLE-FAMILY DETACHED & DUPLEX (MARKET): 26
- LOFTS/APTS/CONDOS IN MANSIONS: (204)
- SENIOR HOUSING (100)
- COMMERCIAL

In addition, the City and community should consider developing a new senior housing complex to enable residents to age in place. This initiative would need to be spearheaded by an affordable housing developer with specific experience developing senior housing with supportive services to meet resident needs as they age. The conceptual site plan identifies the current unpaved, City-owned temporary parking lot used for the Rhinos as an opportunity for this development facing Orchard Street. The location would enable seniors to have easy access to commercial services on Lyell Avenue and potential new services on the Sykes/Delco site if redeveloped.

To meet this development potential, 64 City-owned parcels and 25 privately-owned parcels would need to be packaged for development.

### 61. Adapt Zoning to Enable Denser Development in Key Locations

*Who: City*

To develop higher densities as described above, zoning changes to the existing code will be needed. Currently the code does not allow development on smaller lots by right. 70% of the neighborhood is zoned R-1, which does not allow for anything but single-family detached homes. The City should consider altering existing zoning in locations where denser housing would be appropriate along Broad through the creation of an overlay district that provides more flexibility in site design and layout.

### 62. Coordinate Potential Development Plans with Tax Lien Sale/Swap Process

*Who: City, ATF*

Using Figure 69 as a guide, the City should refrain from selling the tax liens of properties intended for redevelopment. Once American Tax Funding Services (ATF) has an interest in the properties, re-acquisition is time-consuming and cumbersome. Where key properties have already had their liens sold to ATF, the City will need to orchestrate a bulk buy back or land swap for other properties; 13 properties fall into this category.

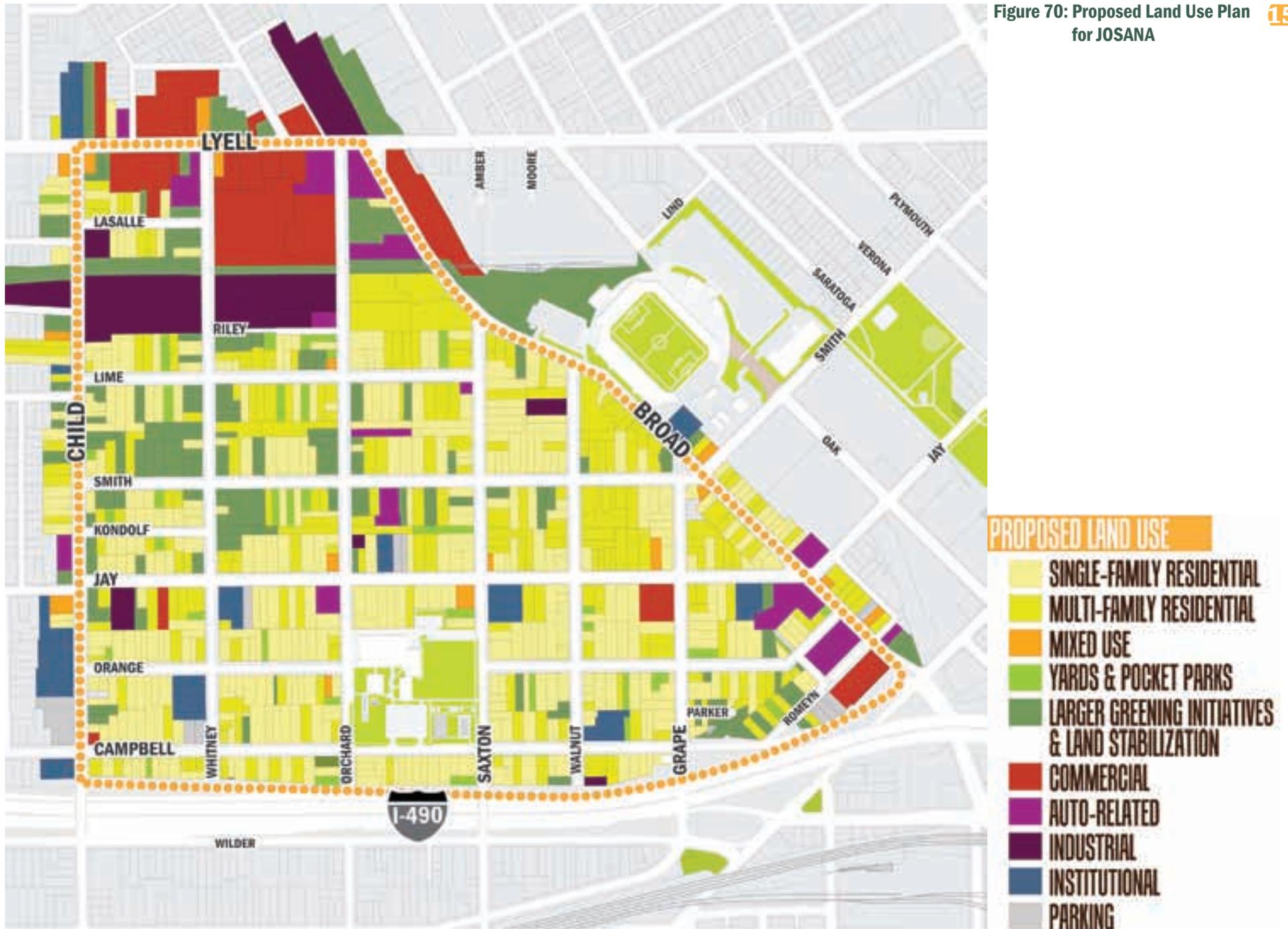
## Summary of Proposed Land Uses for JOSANA

The Proposed Land Use Map (Figure 70) combines the greening and development ideas proposed throughout the Plan. All active, existing land uses have been preserved. Vacant or underutilized lots and abandoned buildings have been reprogrammed to reflect the following ideas:

- The vacant or underutilized Downstairs Cabaret Theater Production Center on Child is shown as a new institutional resource, home to the proposed dance studio.
- New commercial hugs Lyell Avenue at the Sykes/Delco site.
- Vacant commercial storefronts in mixed use buildings on Jay are shown as residential.
- Eligible vacant lots suggested for disposition to adjacent owners for side yards or pocket parks are shown as such in lime green.
- Parcels proposed for redevelopment as single-family homes are shown in pale yellow; the deeper yellow encompasses multi-family residential buildings, both existing and proposed.
- Parcels proposed for larger-scale greening initiatives as part of Project Green or otherwise are shown in darker green.



Figure 70: Proposed Land Use Plan for JOSANA 158



## 159 V implementation approach

The JOSANA Neighborhood Master Plan is a comprehensive plan that provides a road map for stabilization and revitalization over the next decade. Although the plan contains multiple strategies to pursue, each recommendation requires a different set of partners, enabling many proposals to be addressed concurrently. In addition, many of the recommendations call for low-cost solutions that can be implemented through volunteer efforts and harnessing the capacity of local organizations.

The range of recommendations for the revitalization of JOSANA will require coordination and financing well beyond local means. City, State, and Federal agencies, local institutions, and interested developers must create an active dialog about these recommendations. As with any implementation strategy, community leaders and city representatives must seek to blend dollars from both public and private sources as well as foundations to maximize impact.

This plan can, and should, be updated in the next ten years. Funding sources, political representatives, community leaders, on the ground conditions, and even some local priorities will change in ways that are impossible to fully predict. The recommendations contained within this plan should be critically re-evaluated as implementation moves forward. If necessary, new recommendations should be considered that reinforce the principles set forth during this process.

But in the meantime, in coming weeks and months, it will be important to keep the momentum built during the planning process alive.

### take some immediate next steps

The CHNA, City of Rochester, Enterprise Community Partners, United Way, and the Rochester Housing Authority will need to take several important next steps – with political leaders, with potential funders, and with the residents and stakeholders themselves – to ensure that those involved stay involved and that those in power take note of the Plan and embrace an active role in its implementation.

#### Submit the Plan for Adoption by City Council

The first action item is to submit the Plan for adoption by City Council. The intent is to get the plan recognized by the City as the official plan for JOSANA, to lobby for public investment in line with the Plan's recommendations and to raise awareness that significant strides have been made to organize and improve the community. This should occur as soon as the Steering Committee and CHNA approve a final neighborhood Plan.

#### Organize a Committee Structure for Implementation

CHNA as well as representatives from the Plan's Steering Committee should form six sub-committees, or Action Teams, to serve as the workforce for the Plan's implementation. The six Action Teams should correspond to the six goal areas established in the recommendations section of this plan: A True Community, Safe Community, Healthy Community, Green Community, Productive and Resourceful Community, and a Diverse Residential Community. In this way, the Action Teams will directly address the neighborhood's critical needs, as identified by the community itself.

The Action Teams should consist of Steering Committee leadership and volunteers – local residents and business owners as well as representatives of service providers and core institutions – who are interested in ensuring the success of that particular focus. A staff member from different local non-profits should be designated to act as chair of each Action Team, provide necessary administrative and coordination tasks, and serve as liaison to CHNA, the City of Rochester, and their partners. Each Action Team must take responsibility for its part of plan implementation, set aggressive schedules, and monitor progress.



## implementation matrix and community priorities

The Implementation Matrix that follows details the timeframe, suggested partners, and potential funding sources for each recommendation. The spreadsheet is intended to serve as a guide to help organize and track the City's and CHNA's progress in implementing the Plan's components. It should be used actively, updated, and changed once implementation commences.

The priority projects identified in the Matrix are informed by the results of an exercise conducted with residents at the last presentation where preliminary recommendations were reviewed. After the presentation, those in attendance were asked to do three things:

- Spend play money (\$10, \$20, \$50, and \$100) on the recommendations that mattered most to them to help the team get a sense of priorities
- Make a note of any additional ideas not yet included in the plan
- Sign up to be involved and help with implementation

After spending the play money, the dollars were tallied to reveal community priorities. The breakdown by category by dollar amount is as follows:

- a **DIVERSE RESIDENTIAL** community: 29%
- a **TRUE** community: 23%
- a **PRODUCTIVE** and **RESOURCEFUL** community: 20%
- a **SAFE** community: 12%
- a **GREEN** community: 10%
- a **HEALTHY** community: 6%

The five recommendations that received the top dollar amounts are:

1. **Recommendation 59:** Encourage Infill (Housing) to Increase Homeownership and Stabilize Housing Values – **\$320**
2. **Recommendation 6:** Host Special Events (For Youth) like Movie and Game Nights **TIED WITH Recommendation 7:** Organize Longer-Term Programming (For Youth) – **\$300** (Taken together as youth programming, this becomes the number 1 item)
3. **Recommendation 48:** Develop a Job Readiness Program **TIED WITH Recommendation 58:** Support the Conversion from Multi-Family back to Single-Family Homes – **\$260**
4. **Recommendation 5:** Welcome Teens and Adults Back to School with Parent-Child Learning Opportunities and Afternoon G.E.D. Courses **TIED WITH Recommendation 49:** Reach Out to Local Industries for Local Hiring Practices – **\$250**
5. **Recommendations 55-57:** Preserve Existing Homes and Support Long-Term Residents (**\$230** for the general header plus \$450 across the three sub-recommendations for this goal)

### Add Organizational Capacity

This Plan adds to the City's and the community's To Do list, and as the Plan moves toward implementation, resident, student, and business support and participation are keys to success. The CHNA and the City must continue to work to inspire all stakeholders to get involved and stay involved. While both the City's and Charles Settlement House's professional capacity is impressive, new staff will be needed to keep up with existing responsibilities plus new tasks stemming from the Plan.

Within the next year, the City should seek assistance from a local foundation to hire additional staff to fulfill some of the tasks outlined in this Plan. A case has to be made to those interested in investing in the City that what is critically needed now is more capacity to drive implementation forward.

### Share the Plan with Local Partner Organizations and Foundations

There are a lot of knowledgeable and effective organizations in the public, private and non-profit realms within the region. From effective private developers to partners in this effort like the United Way and Enterprise Community Partners, there is capacity and an interest to move the community forward. The next immediate step is to submit the Plan to these and other organizations including private foundations for discussion about potential implementation funding.

**161** The following recommendations received four votes or more:

- **Recommendation 31:** Create Murals as Signage on the Exterior Walls at School 17 (6 votes)
- **Recommendation 18:** Maintain an Up-to-Date Demolition Wish List (4 votes)
- **Recommendation 41:** Clean Contaminated Soils with Phytoremediation (4 votes)

Some of the recommendations identified by residents will require time to accomplish. Taking into account the timeframe and cost of implementation, this attached matrix identifies short-term, medium-term and long-term projects as well as key priority projects as identified by residents and stakeholders.

### Implementation Matrix

Priority Projects Indicated by: ►

short-term = first 3 years

medium-term = 4-6 years

long-term = 7+ years

Organize for Success - what JOSANA stakeholders should do tomorrow!				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Source of Funds
►	<b>Present the Plan to the City Council for Approval</b>	NOW	City	--
►	<b>Organize a Committee Structure for Implementation</b>	NOW	City, CHNA, United Way, Enterprise Community Partners, Rochester Housing Authority	--
►	<b>Market the Plan &amp; Expand the Local Base of Volunteers; Share the Plan with Local Partner Organizations and Foundations</b>	NOW	City, CHNA, United Way, Enterprise Community Partners, Rochester Housing Authority	--

#### Glossary

ATF	American Tax Funding Services	MCC	Monroe Community College
CDBG	Community Development Block Grant	MOKA	Museum of Kids Art
CHNA	Charles House Neighbors in Action	NBD	Department of Neighborhood and Business Development
CIP	Capital Improvement Plan	NEA	National Endowment for the Arts
CSA	Community Supported Agriculture	RCSD	Rochester City School District
CSH	Charles Settlement House	RGRTA	Rochester Genesee Regional Transportation Authority
DES	Department of Environmental Services	RIT	Rochester Institute of Technology
DHCR	Division of Housing and Community Renewal	RPD	Rochester Police Department
DOT	Department of Transportation	TE	Transportation Enhancement
HUD	Housing and Urban Development		
LIHTC	Low Income Housing Tax Credit		



A TRUE COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Keep Up the Good Work: Get Out the Word and Get People Involved				
▶	1. Expand the Network of Block Captains	short-term	CHNA, NeighborWorks Rochester	Rochester Area Community Foundation
▶	2. Broaden CHNA's Reach with Automated Messaging Software	short-term	CHNA	CHNA
Celebrate School 17 as the Center of the Community				
	3. Express Support for the Return to a Community School System	ongoing	School 17 Administration, Unity Family Medicine, Outreach Dental Clinic	advocacy and organizing only
	4. Rebuild the PTA	medium-term	School 17 Administration, Teachers, CHNA	advocacy and organizing only
	5. Welcome Teens and Adults Back to School with Parent-Child Learning Opportunities and Afternoon GED Courses	medium-term	School District, School 17 Administration, PTA, Monroe Community College	United Way, Monroe Community College, School District
Focus on Youth as the Future of the Community				
▶	6. Host Special Events like Movie and Game Nights	short-term	Charles Settlement House, CHNA, Rhinos Management	Charles Settlement House, Rhinos Management
	7. Organize Longer-Term Programming	medium-term	Charles Settlement House, Department of Recreation, Flower City Youth Soccer, Rochester Rhinos, Rochester Red Wings, YMCA, Quad A for Kids	United Way, The Community Foundation, Daisy Marquis Jones Foundation
	8. Establish a Multi-Purposed Dance Studio	long-term	Charles Settlement House, Downstairs Cabaret Theater, RIT or other area film programs, Garth Fagan Dance School, MOKA	NEA, Arts & Cultural Council for Greater Rochester
	9. Develop an Aging-Out Program for the Charles House Teen Club	medium-term	Charles Settlement House	United Way, Daisy Marquis Jones Foundation, The Community Foundation

Better Integrate the Stadium with the Community				
	<b>10. Offer Local Discounts or Ticket Give-Away Incentives</b>	short-term	Rochester Rhinos, Northwest Service Center, CHNA	Rochester Rhinos
▶	<b>11. Boost Urban Programming and Community Events</b>	short-term	Rochester Rhinos, CHNA	Rochester Rhinos, Rochester Red Wings, The Community Foundation
	<b>12. Invite Seniors to Walk the Loop for Exercise</b>	short-term	Rochester Rhinos, Charles Settlement House Northwest Senior Center, CHNA	Rochester Rhinos
	<b>13. Extend the Open Season with Winter Programming</b>	medium-term	Rochester Rhinos, City	Rochester Rhinos, Foundation Support, City
▶	<b>14. Improve the Approach to the Stadium with Signage and Public Art</b>	short-term	Rochester Rhinos, City, CSX, DOT	TE Funds, Arts & Cultural Council for Greater Rochester, Rochester Rhinos
	<b>15. Add Stadium Signage along 490 and at the Intersection of Lyell and Broad; Add Signs to Direct Drivers back to I-490 too</b>	medium-term	Rochester Rhinos, DOT	DOT, private sponsorship
Improve the Image of the Community				
	<b>16. Consider Playing Up the Fruit and Nut Nickname or Another Nickname</b>	medium-term	CHNA, City	private sponsorship, City
▶	<b>17. Spruce Up the Gateways to the Neighborhood</b>	short-term	CHNA, City, CSX, Rochester Rhinos, DOT	Rochester Rhinos, TE Funds, Arts & Cultural Council for Greater Rochester



A SAFE COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
<b>Stabilize and Secure the Physical Environment</b>				
▶	18. Maintain an Up-To-Date Demolition Wish List	ongoing	CHNA, Northwest Service Center, City	--
▶	19. Reach Out to Existing Owners with Side Yard and Driveway Opportunities	short-term	CHNA, City	--
	20. Prune Overgrown Trees and Weeds to Maintain Clear Sight Lines	short-term	CHNA, City Forestry Division	in-kind services, private donations
	21. Shine a Brighter Light on the Streets	medium-term	CHNA, City	CDBG
<b>Pitch In as Proactive Patrollers</b>				
▶	22. Develop a Code and Crime Reporting and Follow Up Tool	short-term	CHNA, Northwest Service Center, Rochester Police Department	--
	23. Launch an Anti-Littering Campaign	short-term	City, Northwest Service Center, Rochester Rhinos, CHNA	City, volunteer assistance
▶	24. Organize a Block Watch to Build Resistance to Crime	short-term	CHNA, Celebration of Life, RPD	volunteer assistance, Police District
	25. Organize a Walk Home Buddy System	medium-term	CHNA, JOSANA Block Watch	Block Watch activity
▶	26. Advocate for Expanded Police Presence	short-term	CHNA, RPD	advocacy only
<b>Slow Down the Streets</b>				
	27. Make Broad Street Feel More Narrow	long-term	DES, Rochester Rhinos, Local Artists or Art Students	TE Funds, DOT, CDBG
▶	28. Improve Jay Street as a Green Collector and Encourage Safe Use by Pedestrians and Cyclists	short-term	DES	TE Funds, DOT, CDBG
	29. Introduce Bus Shelters	long-term	RGRTA, City, Area Architecture and Engineering Programs	RGRTA, TE Funds
	30. Adjust Street Patterns surrounding School 17 to Improve Safety and Circulation	medium-term	DES, RCSD, CHNA	DES, DOT, Safe Routes to School

## A HEALTHY COMMUNITY

Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
<b>Launch a Healthy and Happy Campaign to Raise Awareness and Usage of the Local Health and Dental Resources</b>				
▶	<b>31. Create Murals as Signage on the Exterior Walls at School 17</b>	short-term	School 17, Unity Family Medicine, Outreach Dental Clinic, MOKA, Local Artists or Art Students	The Community Foundation, RIT Student volunteers, private donations
	<b>32. Employ Peer Pressure Incentives to Boost Use of the Clinics</b>	medium-term	Unity Family Medicine, Outreach Dental Clinic	Greater Rochester Health Foundation
	<b>33. Tackle a Health Issue Each Quarter</b>	short-term	Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA	The Community Foundation, Greater Rochester Health Foundation
	<b>34. Offer Parenting Classes at the Health Clinic Targeting Teen Parents</b>	medium-term	Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA	United Way, Greater Rochester Health Foundation
<b>Partner with FoodLink and Fresh Food Advocates to Bring Healthy Eating to JOSANA</b>				
	<b>35. Pioneer a Farm to school Program at School 17</b>	medium-term	School 17 Administration, PTA, Unity Family Medicine, Outreach Dental Clinic, FoodLink, Rochester Roots, Rochester City School District	Food link, School District, Greater Rochester Health Foundation
	<b>36. Adapt the Community Supported Agriculture (CSA) Model for Low-Income Residents</b>	long-term	CHNA, FoodLink, Area CSAs	Food link, Greater Rochester Health Foundation
	<b>37. Reach Out to Local Businesses to Start a Healthy Corner Stores Initiative</b>	long-term	CHNA, FoodLink, Lyell-Jay Merchants Association, East Lyell Business Association	Foundation Support, Food link, Area CSAs
<b>Ask the Experts at the Health and Dental Centers for Nutrition Tips &amp; Exercise as a Community</b>				
	<b>38. Publish a Community Cookbook in Installments</b>	medium-term	CHNA, Unity Family Medicine, Outreach Dental Clinic	Greater Rochester Health Foundation
▶	<b>39. Organize a Weekly Community ACTIVE-ity to Motivate Residents</b>	short-term	CHNA	--



## A GREEN COMMUNITY

Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
<b>Get Rooted in the City's Greening Strategy</b>				
▶	40. Advocate for Project Green to Locate Pilot Projects in JOSANA	ongoing	City, Northwest Service Center, CHNA	--
▶	41. Clean Contaminated Soils with Phytoremediation	short-term	City, DES, FoodLink, Local Universities, CHNA	City, Brownfield grants
	42. Raise Awareness about Contaminated Soil and the Phytoremediation Process	short-term	City, Coalition to Prevent Lead Poisoning	Greater Rochester Health Foundation, City
<b>Expand the Concept of Urban Farming beyond Fruits and Vegetables</b>				
▶	43. Improve and Expand the Garden at Campbell and Orchard	short-term	CHNA, Rochester Roots	United Way, The Community Foundation, CDBG
	44. Consider Orchards, Chickens, and Bee-Keeping	medium-term	CHNA, FoodLink, City	--
	45. Recruit the Stadium as a Partner in a Neighborhood Composting Initiatives	long-term	Rochester Rhinos, FoodLink, Rochester Roots, Cornell Cooperative Extension, City, CHNA	Rochester Rhinos, FoodLink
<b>Expand Local Park and Recreation Space</b>				
	46. Reconfigure Orchard Park at School 17	long-term	City, School District, Health Clinic Administration, Youth Representatives, Rochester Roots	City CIP, NY State Office of Parks, Recreation and Historic Preservation
	47. Introduce Additional Green Spaces for Greater Recreational Variety	medium-term	City, CHNA, Development Community	KaBOOM!, Professional Sports Team Foundations, City CIP

## A PRODUCTIVE AND RESOURCEFUL COMMUNITY

Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
<b>Train Local Residents for Local Jobs</b>				
▶	<b>48. Connect With or Develop a Job Readiness Program</b>	short-term	CHNA, RochesterWorks!, City, Pathways to Peace	Rochester Community and Technical College, United Way
▶	<b>49. Reach Out to Local Industries for Local Hiring Practices</b>	short-term	CHNA, Local Employers	–
<b>Seize the Opportunity at the Brownfield Opportunity Area</b>				
	<b>50. Have a Strong Vision for the Sykes/Delco Site</b>	medium-term	CHNA, City, MCC	City
	<b>51. Stabilize the Building and Introduce Public Art and Greening in the Meantime</b>	short-term	City, Local Artists or Arts Students	RIT, City
<b>Be Strategic about Commercial Investment</b>				
	<b>52. Cluster Commercial Activity on Lyell and Broad to Support the Stadium</b>	long-term	City, Lyell-Jay Merchants Association, East Lyell Business Association	–
	<b>53. Strengthen Business Associations in the Area</b>	short-term	Lyell-Jay Merchants Association, East Lyell Business Association, Northwest Service Center	–
	<b>54. Continue Jay Street's Conversion to a Residential Street</b>	ongoing	City, Residential Development Community	–



## A DIVERSE RESIDENTIAL COMMUNITY

Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
<b>Preserve Existing Homes and Support Long-Term Residents</b>				
▶	<b>55. Organize a Tenants' Advocacy Committee to Report on Landlord Delinquency</b>	short-term	CHNA, Northwest Service Center, Monroe County Department of Public Health, The Housing Council, The Legal Aid Society of Rochester	United Way, The Housing Council, Monroe County, City
▶	<b>56. Form a Homeowners' Association to Welcome New Neighbors and Mentor New Homeowners</b>	short-term	CHNA, The Housing Council, The Legal Aid Society of Rochester, NeighborWorks, City, Flower City Habitat, HomeStore, Lowes, The Home Depot	The Housing Council, City, HomeStore, NeighborWorks Rochester
	<b>57. Start a Tool and Gardening Shed for Sharing</b>	medium-term	CHNA	Home Depot Foundation
<b>Repair the Single-Family Fabric within the Core</b>				
▶	<b>58. Support the Conversion from Multi-Family back to Single-Family Homes</b>	short-term	CHNA, City, Developers, NeighborWorks Rochester, The Landlord Expo	Private equity, City, LIHTC, DHCR, Federal Home Loan Bank NY, NYS Affordable Housing Corp, NeighborWorks Rochester
▶	<b>59. Encourage Infill to Increase Homeownership and Stabilize Housing Values</b>	short-term	CHNA, City, Flower City Habitat and other Developers	Private equity, City, Flower City Habitat, DHCR
<b>Consider Denser Housing in Strategic Locations</b>				
	<b>60. Build Density and a Mix of Uses along Broad Street and at Key Corners to Revitalize the Community's Eastern Edge and Support the Stadium</b>	medium to long-term	CHNA, City, Developers	Private equity, City, DHCR, HUD 202, Federal Home Loan Bank NY
	<b>61. Adapt Zoning to Enable Denser Development in Key Locations</b>	medium-term	City	–
▶	<b>62. Coordinate Potential Development Plans with Tax Lien Sale and Swap Process.</b>	short-term	City, ATF	City

## Inventory of All Materials and Data Sources Reviewed for the JOSANA NEIGHBORHOOD MASTER PLAN

### PREVIOUS PLANS AND REPORTS

*Brown's Square Community Plan, 2006*

*Housing Market Study Analysis and Recommendations, 2007*

*Lyell-Lake-State Street (LYLAKS) Brownfields Opportunity Area Draft Pre-Nomination Study, 2008*

*FIS Area Selection, April 2008*

*FIS Area Selection, Final Preliminary Review, April 2008*

*FIS Selection of Areas and Implementation, August 2008*

*Brown's Square Circulation and Access Study for Stadium, 2009*

*Project Green, 2009*

*City of Rochester Sustainability Initiatives, 2010*

*Zoning Code Evaluation Report, 2010*

### SPECIFIC PROPOSALS AND OTHER INVESTMENTS

Gardner Lofts/Tent City Project Description

Curb Replacement Project adjacent to Stadium

Map showing recent Rochester Housing Authority's rental and Habitat's owner occupied housing developments

Project COACH Neighborhood Health Status Improvement Project – Charles Settlement House

Broad/Lyell/Dewey Intersection Realignment & Revitalization Sketches



## DATA SETS

### From City of Rochester

2010 Parcels

Liens Held by ATF as of June 4, 2010

Code Violations

High Grass & Weeds, Lead, Nuisance, Trash & Debris, Unlicensed Vehicles, 2009

Hazardous Structures as of June 2010

Community-Nominated Project Green Target Areas, 2010

### From Rochester Police Department

Property Crime Maps (citywide and JOSANA specific) 2001, 2008, 2009

Violent Crime Maps (citywide and JOSANA specific) 2001, 2008, 2009

Violent and Property Crime Trends 2000 - 2010

### From Zimmerman / Volk Associates, Inc.

Claritas 2010 Estimates and 2015 Projections for JOSANA Block Groups

MLS Data pulled for JOSANA (single-family and multi-family)

### From Charles Settlement House

CHNA input regarding JOSANA Neighborhood Master Plan Request for Proposals

Project COACH Recommendations & Strategies

Analysis of Lyell Avenue TIPS Initiative, May 2010

### From WXXI

*Reclaiming the Crescent: Stories from Tyshaun's Neighborhood* Documentary

## 171 Postcard from the Future Vision Statements

Hi Mom,

You should see JOSANA today. You wouldn't believe how much it's changed. Now it's..

### Steering Committee

1. colorful, hardworking, busy, productive, clean, kids playing in parks and on the sidewalks, flowers, small businesses, few fences, mature trees, residents enjoying their porches after dinner.
2. full of kids on bikes and parents sitting on porches. Lots of trees and nice houses. There's a very nice group of townhouses on Smith and Whitney and a PriceRite on Broad. No vacant houses, new sidewalks and curbs and street lighting. A good place to bring up a family. LOL.
3. vibrant, clean, crime-free, neighborhood school, full utilization of dental and health centers, plenty of block clubs, commercial facilities which cater to the neighborhood, residents who want to remain in the neighborhood, local jobs
4. green and leafy with friendly people of all ages on porches and sidewalks walking to the parks and schools and stores.
5. a vibrant neighborhood with lots of commercial services and restaurants and clubs near the soccer stadium. The amount of real estate development is amazing; the only vacant land is now a big park with a playground and exercise stations. School #17 continues to have high test scores due to it being a neighborhood school with lots of opportunities for parents to be involved.
6. very walkable, the streets are clean and safe. There's a library and swimming pool within walking distance. There are no vacant houses, and there are many trees and flowers.
7. the city's first urban village... You can get everything you need to live, raise a family, work and just enjoy life! It has the best of both worlds - urban convenience and village atmosphere!
8. there are soccer fields for kids to play league soccer games and lacrosse. No more vacant homes or buildings and now there are several commercial strips with great stores and cafes all along Broad Street and Lyell Avenue. The new senior housing can keep grandma in the neighborhood too.
9. clean, safe, and everyone takes care of their lawns and houses. We have a lot of shops and restaurants. The kids have a great park near the soccer stadium.
10. a quite neighborhood, filled with families nurturing their children where people could walk to businesses that provide goods and services folks need. A place that families would be proud to call home!



### Youth Focus Group

11. becoming what you imagined. Clean, well structured, and controlled. We have many visitors and there's a lot of money going around. Business is booming, and everybody is well spoken and violence is very low.
12. taking down abandoned buildings and houses, community sports, community dance classes, community martial arts classes, community library
13. less violent and peaceful since the police patrol actually started getting rid of all the bad people. There are more dance groups and a lot more people coming out of their houses because they're not afraid. It's cool though. Miss you! Dennis Hightower
14. safety, community library, expanded park (fully equipped), more programs for teens, employment opportunities
15. gonna change in the future. Lots of sports programs and boxing programs.
16. a teen lounge and there are many more activities. A variety of activities in the teen lounge so everyone's able to participate.
17. job readiness training centers, Charles Settlement House Teen Club is still open. We have more stores. They really accomplished stuff.
18. a much more secure and safe place now with more safety measures and self defense classes, and now there's a teen center for ages 13-18. This neighborhood has gotten some much needed upgrades and it has turned into a much safer and better community.
19. more things for us to do and helped out with JOSANA area. I'm glad to say I live in the neighborhood.
20. a lot of safety. There is not a lot of violence around. You don't see a lot of kids trying to do the bad things. They see around them. Now that they open the safety center a lot of people don't have to worry about walking down the street getting shot for no reason.
21. safety patrol, less crimes, safe teen and children environment, centers, dance studios, close clothing stores and shoe stores, better playgrounds, shelter places for teen moms and dads or young youths with no where to go, child daycare, a better neighborhood.

### Resident / Public Meeting

22. got more green space with many gardens. There are new homes and people are moving in, and some new businesses moved in. I'm hoping to get a job at the local store soon. You should think about moving back here soon.
23. full of playgrounds with happy, friendly children. The gardens are very well taken care of. Neighbors help each other out – like help mow each other's lawn, and wow, the teens are so educated because of the new teen lounge at Charles House! They do their homework and many have graduated and gone to college and come back to JOSANA to live and work here. Can't wait till you visit!
24. affordable for the people living here, safe for all the residents – elderly and young alike and those in between, well maintained homes with porches where we sit in the evenings and meet with our neighbors, greenery and gardens, respect for each other and the community.
25. housing – well kept houses surrounded by a green lawn and flower garden; food stores making available healthy, affordable and fresh food; children walking to a neighborhood school; teenagers have activities at the soccer stadium; stable families and the elderly living in multi-household dwellings.
26. a viable community with safer streets and residents.
27. wider lots for single homes. Business opportunity. At least 2 public parks for the kids.
28. I would like to see homeownership.
29. the City makes demands but will not fund these demands – e.g. I want to do lead testing, but the cost is too high and there is no assistance. City officers are too demanding and unpredictable. The city is not helping and landlords are fighting an often losing battle.
30. a complete area. Full service grocery store, neighbors with families that play with each other, a green space for kids, businesses. Walk to work, walk to school.
31. an urban village with safe and affordable housing, a healthy mix of owner-occupied and rental, a neighborhood school. It is a vibrant neighborhood with flower pots in the windows, well kept yards, and people invested in their community.
32. new housing, better lighting, sidewalks, driveways and neighbors being neighborly. We have a strong partnership with our City and others.
33. a meat market, recreation center with a swimming pool, programs for families to be involved in everyday. Better housing, better families. People are coming together to keep the neighborhood clean and safe. There is a nice day care center that picks the children up in the winter time so they don't have to walk. The neighborhood has made a come up and it's GREAT! Xo, LeJune
34. beautiful homes and the most beautiful gardens. Many children playing around and neighbors talking to each other. A safe neighborhood where we could walk to the parks. Children walking to school with no fears since the neighbors look out for each other. We are having block parties, festivals and many activities for the elders, children and youth. More City people have jobs and they can afford to own more houses.



## UNDER SEPARATE COVER

### **Executive Summary: An Analysis of Residential Market Potential The JOSANA Neighborhood – The City of Rochester, Monroe County, New York**

October 2010

by Zimmerman/Volk Associates, Inc.

### **An Analysis of Residential Market Potential The JOSANA Neighborhood – City of Rochester, Monroe County, New York**

November 2010

by Zimmerman/Volk Associates, Inc.

### **Appendix Three: Target Market Descriptions**

November 2010

by Zimmerman/Volk Associates, Inc.

