

Dewey Driving Park: Recommended FIS Strategies

Short term = begin in 2009 or early 2010

Medium term = 2-3 year timeframe

Long term = begins 3 + years down the road

Suggestions on an overall revitalization approach

Taken together, the strategies for the FIS area should convey a coherent revitalization approach. The major prongs comprising an overall approach towards revitalizing the Dewey-Driving Park FIS area might be as follows:

- Providing funding for homeowners and landlords to invest in small “curb appeal” projects such as picket fences, front porches, etc. Could be combined with funding for home security (glass block windows, etc.). Complement this with investments to create an attractive public realm per charrette recommendations, especially along Dewey Avenue in concert with the planned resurfacing.
- Focus on conversion of rental single-family stock to homeownership and bringing in strong buyers to the neighborhood. Market homeownership opportunities to workers at companies growing or maintaining a presence in the Kodak industrial park, as well as to the Burmese refugee population.
- Continue and expand investments in building social capital among neighborhood residents. Link homeownership and housing rehabilitation efforts to building social capital – for example, by encouraging new homeowners to join neighborhood associations and by rehabilitating front porches to an attractive standard that encourages people to sit and meet neighbors. Edgerton needs extra support in this area.
- Invest in business recruiting strategies to complete the commercial mix needed for a healthy neighborhood shopping center. Complement this economic restructuring effort with the additional pieces of a “Main Street” approach – design (streetscape and façade improvements), organizing merchants, and promotion.
- Create a marketing and promotional strategy integrating marketing of shopping area and of homeownership opportunities.

Detailed table of revitalization strategies for Dewey-Driving Park FIS

Housing Strategy	Tweaks / Action Items	Partners	Time-frame	Estimated Cost/Funding Source	Outcome Measures	Update / Next Steps
<p>Design and Implement an Owner Occupied Housing Rehabilitation Program for the FIS.</p>	<ul style="list-style-type: none"> Consider geographic targeting within the DDP FIS. Focus on Seyle Terrace. Begin west of Dewey Avenue. Move to east of Dewey Avenue once key rental properties on block have been improved. 	<p>NCS – administering grant program</p> <p>Potential partners for a future lending component: Neighborworks Rochester; Progressive Credit Union.</p> <p>Primary City Staff: Conrad Floss Theodora Finn</p>	<p>Short term – begin west of Dewey and north of DP</p> <p>Long term – east of Dewey</p>	<p>Initial \$750,000 for all FIS areas was appropriated in May 2009. Maximum assistance is \$20,000 / property.</p> <p>Projecting 15 properties (in each FIS) with the layering of LBP funding</p> <p><i>Potential Program Ideas for Future Phase</i></p> <ul style="list-style-type: none"> Consider expanding to include interior improvements Consider a loan structure with potential pricing: 10 year, 0% interest with a \$500 matching grant for visible exterior beautification improvements (e.g. porches, 	<p>Long-term: Stabilize or increase property values in FIS areas</p> <p>Rehab 15 properties by 12/31/2010</p> <p>Rehab additional 15 properties by 12/31/2011 (assuming available funding)</p> <p>Rehab additional 15 properties by 12/31/2012 (assuming available funding)</p>	<p>Update: Initial Owner Occupant Rehab Program focused on exterior improvement grants is underway & outreach is being conducted /applications being taken in each FIS area. Maximum household income is at or below 80% AMI. An educational component to support participating homeowners is being developed in conjunction with Neighborworks</p>

				<p>painting – match 25% up to the first \$2,000 owner spends); 3% interest all other rehab</p> <ul style="list-style-type: none"> • Tie in existing Neighborworks loan • Incorporate related giveaways to extend impact 		<p>Rochester.</p> <p>Next Steps: Explore program expansion including potential lending component.</p>
	<ul style="list-style-type: none"> • Complement with neighborhood management efforts – form block club; hold social events / resident-led beautification events; give away flowers and window boxes 	<p>Maplewood Neighborhood Association; Edgerton Neighborhood Association; NCS; WIN; Sector 2; Sector 3; ABC</p> <p>Support through City FIS Community Engagement</p> <p>Primary City Staff: Roberto Burgos Theodora Finn</p>	Medium Term	TBD pending outcome of Community Engagement RFP	<p>All or X% of homeowners participating in the owner occupied rehab program participate in neighborhood management beautification activities (firmer measure TBD pending outcome of Community Engagement RFP)</p>	<p>Update: 1) Exploring opportunities to link Northwest Clean Sweep to this objective 2) A mini-grant program has been established making \$5,000 available to each FIS for approved projects which could include neighborhood clean-ups; planters/flowers; construction materials; tools; garden supplies; purchase\lease</p>

						<p>of equipment; community events.</p> <p>2) City has issued an RFP to initiate an effective Community Development and Engagement process in the FIS neighborhoods.</p> <p>Next Steps: 1) Discuss ways Clean Sweep can support this objective 2) Develop a proposal for a mini-grant project in DDP FIS 3) Implement Community Engagement Strategy in FIS</p>
	<ul style="list-style-type: none"> • Make Realtors aware of product so it can also be marketed to new buyers – make sure it can be used with purchase financing for purchase/rehab option 	<p>Realtors working in DDP</p> <p>Neighborhood Associations</p> <p>Primary City Staff: Conrad Floss</p>	Medium Term		Relationship with Realtors working in Northwest Rochester established.	<p>Next Steps: 1) Determine opportunities to market FIS grants through City Living</p>

		Theodora Finn			XX Realtors are aware of the product and are marketing it to new homebuyers	Sundays 2) Identify realtors working in the DDP area 3) Arrange informational meeting with realtors working in DDP area to discuss rehab products available through FIS
	<ul style="list-style-type: none"> Minimize income restrictions / “hoops” (go at least up to 120% AMI) 	Primary City Staff: Conrad Floss Theodora Finn	Medium Term		XX Homeowners > 120% AMI take advantage of the program	
Complement Seyle Terrace grants / lending with targeted acquisition-rehab-resale on that street	<ul style="list-style-type: none"> Identify opportunities and funding sources for acquisition-rehab-resale to move key properties to owner-occupancy 	NCS as lead entity; Urban League; Housing Council for counseling; Legal Aid may be able to provide low-cost closing services for buyers Primary City Staff: Conrad Floss Theodora Finn Margot Garcia Paul Scuderi	Short to medium term	\$240,000-\$400,000 (1 property per year (3-5 total) @ at least \$80,000 TDC average/per property)	3-5 properties acquired, rehabbed and turned over to homeowner-ship	Update: NCS is exploring 4 properties to be redeveloped by Urban League using State funds secured by Urban League
	<ul style="list-style-type: none"> Rehab properties to a very high standard – “billboard” for neighborhood 					
	<ul style="list-style-type: none"> Begin west of Dewey Ave 					

	then move to east					
	<ul style="list-style-type: none"> • Focus on most visible properties; turn eyesores into assets 					
	<ul style="list-style-type: none"> • Sell at maximum possible price, using grants to buyers to make the properties saleable 					
	<ul style="list-style-type: none"> • Seek to minimize income restrictions 					
Offer rehab grant / loan program to investor-owners of rental properties	<ul style="list-style-type: none"> • Implement initial phase of program which has been designed to fund exterior grants for investor-owned structures. 	<p>Neighborworks Rochester is administering the program in coordination with NCS</p> <p>Primary City Staff: Conrad Floss Theodora Finn</p>	Short to medium term	<p>\$200,000 initially (Maximum assistance is \$20,000 / property).</p> <p><i>Potential Program Ideas for Future Phase</i></p> <ul style="list-style-type: none"> • Consider a loan instead of a grant structure. 	<p>Long-term: Stabilize or increase the value of investor-owned properties in the FIS area and improve the condition of these properties</p> <p>12 properties addressed through the program by 12/31/2010</p> <p>12 properties addressed through the program by</p>	<p>Update: \$975,000 was appropriated in August 2009. Initial phase of program is underway. Rental property owners must contribute 10% matching funds towards completion of the project. Tenant income must be at or below 50% of AMI. Participating landlords must complete a training course through the</p>

					12/31/2011 (assuming available funding)	Housing Council.
					12 properties addressed through program by 12/31/2012 (assumes available funding)	
	<ul style="list-style-type: none"> • Focus marketing on properties that do not have strong homeownership potential but have good operating histories. 					
	<ul style="list-style-type: none"> • Offer terms similar to owner-occupied rehab product, with extra incentives for exterior repairs. 					
Acquire and rehab the most problematic rental properties in the FIS Area	<ul style="list-style-type: none"> • Focus on large rental properties such as 900 Dewey, 288-298 Driving Park, 222-224 Selye Terrace, 239 Selye Terrace with assemblages of at least 25 units to be financially feasible 	Providence Housing Buy hold entity needed (?) Potentially private investors such as Todd Clicqueno Primary City Staff: Theodora Finn Paul Scuderi Ann Da Silva Tella	Medium to Long term	\$4-5 million TDC, with LIHTC funding or Small Projects Initiative for projects with 15 units or less		

	<ul style="list-style-type: none"> • Add in other 3+ unit rentals, or 2+ unit buildings in areas not as marketable for homeownership (e.g. Driving Park near commercial node) 					<i>Update: Some NSP resources through Home Rochester may be available for this purpose</i>
	<ul style="list-style-type: none"> • Rehab and manage to a high standard – properties must be billboards for neighborhood, and have very strict property management 					
	<ul style="list-style-type: none"> • New (presumably nonprofit) owners/managers must work to make social connections between tenants and homeowners, neighborhood associations 					
	<ul style="list-style-type: none"> • Acquisition would likely be through the open market in D-DP 					
	<ul style="list-style-type: none"> • For key properties, if acquisition is not possible, consider offering a rehab loan (see section on that strategy) 					
Pursue selective demolition on Straub and Broezel Streets and improvements for the adjoining properties	<ul style="list-style-type: none"> • Seek to acquire and demolish homes in poor condition on these streets (including several vacants) 	NCS Primary City Staff: Theodora Finn Jim Schirmer Curt Columbo	Medium term	\$60,000 (~3 demolitions @ \$20,000 each) \$160,000 (2 acquisition-rehab-resale @ \$80,000 TDC)		Update: \$200,000 has been allocated for private demolitions in all four FIS neighborhoods

				avg.) \$22,000 (4 loans @ \$5,000 avg. 4 matching grants @ \$500) Funds needed for greening etc.		NCS is working with architects for a concept on Straub Street
	<ul style="list-style-type: none"> • Work to find owner-occupants for adjacent properties 					
	<ul style="list-style-type: none"> • Split lots with adjacent properties, offer rehab and beautification assistance as per Seyle Terrace recommendations or do acquisition-rehab resale 					
	<ul style="list-style-type: none"> • If 2 or more adjacent homes are demolished, consider targeted infill at lower densities if needed to preserve a sensible streetscape 					
Pursue selective demolition of 1 or 2 structures on Driving Park to accommodate additional parking needs	<ul style="list-style-type: none"> • No off-street parking is available in area and residential density is fairly high 	Primary Staff: Curt Columbo Theodora Finn	Medium Term	1 demolition @ \$20,000 Parking and landscaping \$25,000		Update: Resources have been allocated to pursue private demolitions in the FIS areas.
	<ul style="list-style-type: none"> • Consider demolition of 1 or 2 multifamily buildings that are in poor condition (e.g. 411 Driving Park) to create 					

	off-street parking					
	<ul style="list-style-type: none"> Consider building deconstruction (disassembly of buildings and salvage /reuse of materials) as a job-generating alternative to demolition 		Medium Term			<p>Update: A training program that may include deconstruction is being piloted in Northeast Rochester. Look to this program for expansion to Northwest FIS.</p>
Develop a vetting system or a request for qualification process for property management providers so absentee property owners can be referred to high quality property management servicers	<ul style="list-style-type: none"> Research models, determine appropriate design, feasibility and create an implementation plan 	<p>All FIS Neighborhoods NSC Offices</p> <p>Housing Council as potential partner</p> <p>Primary City Staff: Jose Cruz Theodora Finn</p>	Medium term	Administrative funding required		
	<ul style="list-style-type: none"> Require Property Management entities to maintain regular contact with NSC office 					
	<ul style="list-style-type: none"> Consider complementing by offering a landlord training class 					
	<ul style="list-style-type: none"> Market services to landlords who have code violations, who are seeking to access rehab loans, and/or who attend a training class 					
	<ul style="list-style-type: none"> Consider requiring use of an 					

	approved property manager for those landlords accessing rehab loans who have had multiple code violations or documented issues with tenant behavior					
Pursue development of Holy Rosary (414 Lexington Avenue) as housing		Providence Housing and NCS Primary City Staff: Theodora Finn	Long term (earliest completion would be summer 2012 contingent on successful funding in 2010)	Estimated TDC: \$9.6 million		Update: Funding application submitted to DHCR in February 2010 to develop 43 units of affordable rental housing on the site
Initiate a coordinated neighborhood marketing effort	<ul style="list-style-type: none"> Define brand / identity for the neighborhood 	Maplewood N'hood Assn; Edgerton N'hood Assn; NCS; Greater Rochester Realtors Association Primary Staff: Theodora Finn Jose Cruz Telana Nieves	Medium to Long Term	Potential Costs: <ul style="list-style-type: none"> \$5,000 / yr Realtor retainer \$10,000/yr other ongoing marketing expenses 5 beautification grants @ \$2,500 each 		Update: MNA is working on a branding strategy for Maplewood. Should be developed by May 2010.
	<ul style="list-style-type: none"> Involve the community: establish "neighborhood ambassador" program for residents to talk to prospective buyers about the neighborhood; "pick your neighbor" (cash incentive finder fees to neighbors who refer a 					

	homebuyer); etc.					
	<ul style="list-style-type: none"> • Offer a standard package including security grant, and 50/50 matching, small beautification grant (perhaps up to \$2,500) for homebuyers 					
	<ul style="list-style-type: none"> • Monitor the market and work to find owner-occupants to buy houses in this area when they come up for sale 					
	<ul style="list-style-type: none"> • Hire a “Realtor on Retainer” to advise on target homebuyer markets to pursue, marketing messages and events, key amenities to include in acquisition/rehab work, other marketing strategies, and to identify key properties coming onto the market 					
	<ul style="list-style-type: none"> • Coordinate with commercial district marketing efforts as appropriate: e.g. shared website and newsletter, coordinated events 					
	<ul style="list-style-type: none"> • Extend most marketing efforts (possibly excluding beautification grants) to cover the combined FIS and Impact Area. 					
	<ul style="list-style-type: none"> • Potential target markets to consider: Employers at the Kodak Industrial Park; 					

	Burmese refugee population; current renters					
	<ul style="list-style-type: none"> • Focus marketing on properties that do not have strong homeownership potential but have good operating histories 					
	<ul style="list-style-type: none"> • Offer terms similar to owner-occupied rehab product, with extra incentives for exterior repairs 					

Commercial Development	Action Items	Partners	Time-Frame	Estimated Cost/Funding Source	Outcome Measures	Update / Next Steps
Pursue a “design” initiative to improve the look of the commercial node, including façade and streetscape improvements.	<ul style="list-style-type: none"> Implement a façade grant program to improve the appearance of commercial structures on Dewey and Driving Park Avenues 	Primary City Staff: Telana Nieves	Short to medium term for facades	Short-term façade investment of \$425,000	14 facades improved by July 2011	Update: \$425k is available for façade improvement from the Wegman’s grant (maximum grant is \$30,000 program will be marketed to businesses again in April 2010.
	<ul style="list-style-type: none"> Invest in streetscape improvements per design charrette recommendations – see “public safety” section 	Maplewood N’hood Assn; Edgerton N’hood Assn; NCS Primary City Staff: Rich Koss (DES) Erik Frisch (DES) Theodora Finn	Summer / Fall 2010	\$XX (TBD in Spring 2010 and would include a mix of Federal transportation dollars and FIS resources)	Dewey Avenue resurfacing includes streetscape enhancements per charrette recommendations and community input	Update: Streetscape improvement will be incorporated as part of Dewey Avenue resurfacing scheduled for 2010.

Pursue an “economic restructuring” initiative to attract and grow businesses that solidify the D-DP commercial node	<ul style="list-style-type: none"> • Complete market study identifying potential business niches for D-DP area 	Maplewood Neighborhood Association with consulting assistance from SUNY, George Gotcsik Primary City Staff: Telana Nieves Karen Altman	Medium term	Market study is underway Capital for commercial RE loans	Market study complete and business niches identified	
	<ul style="list-style-type: none"> • Develop and implement business recruiting strategy to fill identified niches 				Completion of plan for business recruitment	
	<ul style="list-style-type: none"> • Identify properties that can be acquired to expand existing successful businesses and develop financing pool 				Appropriate sites are identified for new businesses	
	<ul style="list-style-type: none"> • Create and use database of available properties to inform business recruiting efforts. Identify and recruit a business to occupy the Maplewood Bookstore building. 					<i>Update:</i> Sector 2 is working on identifying a business for this site
	<ul style="list-style-type: none"> • Identify small business and micro- business opportunities for residents and refugee populations and financing sources that can support the establishment and expansion of area businesses. This would likely be accomplished by marketing existing programs in the area and region, and 					

	potentially setting aside some money for loan guarantees.					
	<ul style="list-style-type: none"> • Provide technical assistance to existing and new businesses in the area to help them grow 					
	<ul style="list-style-type: none"> • Note parking issue mentioned above as a component of business success; also consider timing of street resurfacing work that is scheduled for this area with regard to the impact that kind of construction can have on the viability of a start-up business 					
Combine the above two efforts with the other “Main Street” elements of promotion and organization	<ul style="list-style-type: none"> • Work to strengthen participation in a Dewey – Driving Park Merchant’s Association 	Maplewood Neighborhood Association with consulting assistance from George Gotcsik Primary City Staff: Telana Nieves	Medium term	“Main Street” program budgets typically range from \$45,000 - \$100,000 /yr		
	<ul style="list-style-type: none"> • Develop and implement a neighborhood commercial marketing program in conjunction with the residential marketing program (see “Housing” above). 					
	<ul style="list-style-type: none"> • Neighborhood Revitalization specialist (see “Neighborhood 					

	Management" below) could manage these responsibilities					
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Public Safety Strategy	Action Items	Partners	Time-frame	Estimated Cost/Funding Source	Outcome Measures	Update / Next Steps
<p>Work with Street Design to incorporate improved pedestrian signals, sidewalk lighting and cross walk indicators as part of the Dewey Avenue re-surfacing project scheduled for late 2010.</p>	<ul style="list-style-type: none"> • Coordinate these improvements with additional streetscape improvements to increase attractiveness of the business district including improved pedestrian lighting along Dewey and Driving Park Avenues 	<p>Primary City Staff: Rich Koss (DES) Eric Frisch (DES) Pam Notar (RPD)</p>	<p>Short term</p>	<p>\$x</p>		
	<ul style="list-style-type: none"> • Ask Rochester Police to review /participate in plans to ensure CPTED techniques are implemented, possibly including property by property review as needed 					
<p>Develop a residential security grant program that can assist residents with the purchase of home alarm systems, glass block windows, exterior lighting and entry door locks.</p>	<ul style="list-style-type: none"> • Get design assistance from Rochester Police to properly implement CPTED techniques 	<p>NCS Rochester Police</p> <p>Primary Staff: Pam Notar Jose Cruz Theodora Finn</p>	<p>Short term</p>	<p>\$6,000 annually (12 grants per year @ \$500 each)</p> <p>Potential Future Program Design Considerations:</p> <ul style="list-style-type: none"> - Make it a matching grant at 50% of cost - Consider making eligibility for grants contingent upon formation of a 		<p>Update: The Owner Occupied External Rehab Program includes a security component.</p>

				block club or block watch; or at least market participation in such groups to program participants		
	<ul style="list-style-type: none"> • Coordinate with additional neighborhood management efforts – e.g. potluck supper for residents on block where grants are being made; landscaping activities 	Maplewood Neighborhood Association, Edgerton Neighborhood Association, NCS, Sector 2, Sector 3, WINN Support from City Community Engagement RFP				<i>Update:</i> City has issued an RFP to initiate an effective Community Development and Engagement process in the FIS
Promote block watches, PAC TAC and other community-based crime prevention strategies to FIS Area residents	<ul style="list-style-type: none"> • Utilize existing programs / structures and connect residents to them 	Maplewood Neighborhood Association, Edgerton Neighborhood Association, NCS, Sector 2, Sector 3, WINN Primary Staff: Jose Cruz Pam Notar Chris Delaney	Short term			
	<ul style="list-style-type: none"> • Requires strengthening neighbor-to-neighbor social connections as well as police-to-neighbor social connections 					

Seek a short-term increase in police foot patrols as other security strategies are being implemented	<ul style="list-style-type: none"> • Ask for increased community policing presence, especially at night 	Rochester Police Department Primary Staff: Jose Cruz Pam Notar Chris Delaney	Short term			
	<ul style="list-style-type: none"> • Longer term, work towards a Business Improvement District or other special assessment district that could fund supplemental security officers 					

Neighborhood Management Strategy	Action Items	Partners	Time-frame	Estimated Cost/Funding Source	Outcome Measures	Update/ Next Steps
Assist a community group to hire a community revitalization specialist / community organizer	<ul style="list-style-type: none"> • At least 0.5 FTE hire; recommended 1 FTE • Job description may include: <ul style="list-style-type: none"> - Working with residents and businesses - Marketing loan and grant programs - Market loan and grant programs - Operating neighborhood marketing efforts - Supporting “neighborhood management” / “healthy blocks” activities 	<p>Maplewood Neighborhood Association, Edgerton Neighborhood Association, NCS, Sector 2, Sector 3, WINN</p> <p>Entitie(s) Selected through City Community Engagement RFP</p> <p>Primary City Staff: Roberto Burgos Jose Cruz Theodora Finn</p>	Short term	\$25-40,000/yr salary		Update: City has issued an RFP to initiate an effective Community Development and Engagement process in the FIS
Provide small “mini-grants” to groups of neighbors who undertake resident-led initiatives to improve the neighborhood	<ul style="list-style-type: none"> • Examples of projects to support might include community gardens, block watches, block landscaping/clean-up/painting activities, a local business program to mentor area youth, etc. 	<p>N’hood entity, with City oversight</p> <p>Primary City Staff: Conrad Floss Theodora Finn</p>		5 minigrants per year @ \$500 each		Update: 1) A mini-grant program has been established making \$5,000 available to each FIS for

						approved projects which could include neighborhood clean-ups; planters/flowers; construction materials; tools; garden supplies; purchase\lease of equipment; community events.
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Jobs and Human Services Strategy	Action Items	Partners	Time-Frame	Estimated Cost/ Funding Source	Outcome Measures	Update/ Next Steps
Strengthen neighborhood-level contact with employment services organizations	<ul style="list-style-type: none"> Discuss possibility of a neighborhood presence for Rochester Works; potentially linked with the proposed Northwest Neighborhood Career Institute bolster training programs for workers needed at Kodak Industrial Park employers – and market the neighborhood to these employers 	City; Rochester Works; Grace Urban Ministries Primary City Staff: Theodora Finn Jose Cruz	Medium term	TBD	TBD	
	<ul style="list-style-type: none"> Identify employers at Kodak Park and pursue bolstering training programs for workers needed at Kodak Industrial Park employers – and market the neighborhood to these employers 		Long term	TBD	TBD	
Work with social service agencies to channel additional services and employment support to Burmese population	<ul style="list-style-type: none"> Try to focus services in the neighborhood and market the neighborhood while promoting these services 	Catholic Family Center; Library; School District; Mike Coniff Primary City Staff: Karen Altman Theodora Finn Jose Cruz	Medium term	TBD	TBD	
	<ul style="list-style-type: none"> Micro-loans for startup businesses (e.g. a Burmese restaurant?) 			TBD		

	<ul style="list-style-type: none"> • Urban agriculture programs 					
	<ul style="list-style-type: none"> • English classes, citizenship classes, other immigrant services that providers may identify 			TBD		
Evaluate possibilities to augment positive opportunities for youth in the neighborhood	<ul style="list-style-type: none"> • Involve youth as well as youth-serving organizations and schools in dialogue about most important opportunities to fund 	Primary City Staff: Luis Burgos Anthony Jordan	Medium term	TBD		
	<ul style="list-style-type: none"> • Examples of possibilities to discuss might include after-school programs, tutoring, arts, sports, youth employment, mentoring, and streetworker program for gang-involved youth 	Primary City Staff: Luis Burgos Anthony Jordan		TBD		