

Jefferson: 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 Jefferson Avenue FIS area might be as follows:

Phase I (short to medium term): Stabilization

- Help preserve homeownership for existing area homeowners by providing assistance to weatherize and rehabilitate their homes. In addition to these preservation investments, encourage these owners to invest in porches, landscaping, lighting, and other exterior improvements that communicates pride and builds the image of the neighborhood as a neighborly and safe place to live.
- On stronger blocks, seek opportunities to convert single- and two-family properties to owner-occupied status; this may require creative financing or lease-purchase programs given low incomes in the neighborhood, and/or marketing to moderate income buyers from outside the immediate area.
- Offer training and financial assistance to landlords who are willing to bring properties to a high state of repair and employ competent property management. Note that this approach is not equivalent to providing assistance to all landlords. Some landlords should not be in the business, and the correct strategy is to encourage their exit.
- Seek to reduce the numbers of problem rental properties by encouraging an expanded presence in the neighborhood of “good landlords,” including both private and nonprofit developers with a demonstrated commitment to the neighborhood. Seek to generate opportunities for these “good landlords” to expand their holdings by providing easy-to-use financing and a stream of acquisition opportunities generated through foreclosure sales, tax foreclosures, and housing receivership programs. (These strategies require significant adjustments in city policies, at least as they pertain to the FIS area). Target some of this revitalized rental stock for senior housing that can help retain older residents in the neighborhood by adapting Universal Design principles.

- Improve both the perception and the reality of public safety through a strategy that blends enforcement with efforts to build and improve the neighborhood’s image, physical conditions, and social capital:
 - Use code enforcement and receivership programs – or failing that outright acquisition via eminent domain - to gain control of “problem properties,” ideally carried out in a way that does not advertise these properties as such;
 - Continue to support the “neighboring” efforts of community groups in the area, for example by providing funding that groups can use on small neighborhood improvement projects that help neighbors get to know one another, such as community greening projects. Ensure that funding for such efforts are coordinated with other neighborhood-specific grant making such as the NeighborGood Grants Program through the Rochester Area Community Foundation;
 - Continue programs such as PACTAC that link neighboring efforts to policing efforts, and promote community policing strategies such as officer foot patrols;
 - Invest in lighting and redesign of public spaces and streetscapes to reduce crime through environmental design, while ensuring that these investments promote physical standards that communicate pride in the neighborhood. Avoid investments that create the sense of a neighborhood in “lockdown.” Design work as a part of the Jefferson Avenue REVIVE / NBN process should inform the specific treatments that are chosen.
- Increase job training and employment opportunities for neighborhood residents by:
 - Strengthening connections to enhanced job training and employment services for area residents and marketing existing opportunities, including GED programs;
 - Linking FIS investments to job opportunities for existing neighborhood residents - for example, to construction-related jobs;
 - Enhancing connections to the downtown and University of Rochester area, as well as to other regional employment centers;
 - Providing entrepreneurial development opportunities, for example for small businesses that could meet neighborhood retail needs or contractors for landscaping projects.

Phase II (medium to long term): Image-building, marketing and convergence with the mainstream market

- Increase connections between the FIS area and both downtown, Corn Hill, and the University of Rochester. Increased connectivity will require steps such as enhanced transportation services, development of attractive and well-lit sidewalks and pedestrian walkways, and efforts to mitigate barriers such as lack of street connectivity and highway overpasses. Utilize these enhanced connections both to increase amenities and job opportunities for existing residents, and to market the neighborhood as a convenient place to live for new potential residents. In addition to physical connections,

pursue efforts to build personal and organizational relationships across these boundaries (e.g. through board memberships, social events, volunteer programs for University students, efforts to market jobs in these areas to neighborhood residents, etc.)

- Conduct market research to determine retail opportunities in the neighborhood and identify locations that would most likely attract the desired businesses – which are likely outside of the FIS Area itself. Employ financial incentives and business recruiting to encourage the development of additional, high quality neighborhood amenities that make the neighborhood more marketable to potential new homebuyers and more desirable for existing residents as a place to stay, as well.
- Promote homeownership among moderate-income residents to increase the number of households who have a stake in the neighborhood, and to help these residents stay in and benefit from a revitalized neighborhood without risk of displacement.
- Create housing product to attract moderate-income residents - mainly through rehabilitation and to a lesser extent through limited and targeted new construction.
- Couple and guide these housing investments with the development of a marketing strategy that identifies target (niche) markets of residents who can be attracted to the area. Some potential markets might include young single or empty-nester downtown workers, university workers and students, and African-American professionals in the region who attend church in the neighborhood, are friends or family of existing residents, or who have other connections and may be interested in being part of a revitalized community. Communicate the benefits of living in the changing neighborhood that could appeal to these target groups utilizing a range of promotional strategies selected for their ability to reach the intended audience. Strengthening linkages to Susan B. Anthony and Corn Hill will likely help to attract these markets.

Detailed table of revitalization strategies for the Jefferson FIS Area

Note: Numbering below does not indicate a priority. However prioritization is recommended.

Housing Strategy	Action Items	Partners ¹	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Identification of priority properties for housing intervention	<ul style="list-style-type: none"> • Develop a prioritized list of vacant and/or blighted properties in defined target areas. • Owners will be pursued to determine course of action (code enforcement, acquisition, rehabilitation, demolition, etc.) • List properties for potential redevelopment by address, ownership, proposed use (homeownership, rental, land bank), estimated acquisition cost and priority. • Monitor and pursue properties for sale on the open market that are substandard and need to be rehabilitated. Develop acquisition pool. 	<ul style="list-style-type: none"> • NSC/NSC Inspectors • SWPC with SWAN • FIS Consultants • Realtors <p>Primary Staff: David Hawkes, Linda Hedden</p>	Underway	NSP, Home Rochester, and Urban League Programs NSP/AHC - \$1,390,000 / \$30,000 per single family structure NSP funds for downpayment, closing cost assistance – \$120,000	Code Compliance, acquire properties for rental or homeownership, or pursue demolition
2. Offer rehab grant / loans and technical assistance to landlords that are willing to invest and commit to quality management	<ul style="list-style-type: none"> • NeighborWorks Rochester has investor-owner loan program – can City add funds to it to make it more attractive • City grant program is in design • Below market pricing; very low pricing and small matching grant for exterior beautification work • Involve local landlords in product design (identify most pressing financing barriers that they may face, e.g. LTV requirements, etc) • Pursue conversations with CPC and banks about how best to 	City NBD lead in designing program; partner lenders; DSS. Canandaigua Nat'l Bank may make loan to 75% LTV; City grant to cover the rest of project costs. Possibly a NW Rochester 2 nd mortgage if	Short to medium term	5 loans / year @ \$40,000 avg. 5 matching grants/year @ \$500 avg. Landlord training	Improved property appearance. Stable or longer term tenancy

¹ This column only provides initial thoughts on potential partners. A variety of neighborhood organizations, faith-based groups, neighborhood and area businesses, and housing-related businesses (e.g. Realtors, lenders, Home Depot, etc.) might be willing to partner on a number of the strategies identified here.

Housing Strategy	Action Items	Partners ¹	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
	<p>complement / leverage their products</p> <ul style="list-style-type: none"> • Require landlord training for program participants • Specify and enforce high standards for work quality and overall housing quality for recipients • Work with identified “good” landlords and explore their interest in acquiring additional rental properties – City rehab loans could be added as part of their financing package. (Criteria for “good” landlords could include properties maintained in attractive condition; compliance with codes and other applicable regulations) • Ask DSS and RHA to step up review of properties their tenants are renting, provide tenant training, assist in marketing rehab loans to participating landlords • Leverage resources such as weatherization and lead program money to combine with loan fund capital • Extra grant support for “curb appeal” related exterior improvements • “Grants” would generally be structured as a deferred loan 	<p>project cash flows.</p> <p>Investor Rehab Program:</p> <ul style="list-style-type: none"> • FIS Staff Team • SWAN and Montgomery Center • NeighborWorks Rochester 	Underway	<p>program expense</p> <p>@\$225,000 in CDBG Funds</p>	
<p>3. 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</p>	<ul style="list-style-type: none"> • Require Property Management entities to maintain regular contact with NSC offices • Market services to landlords who have code violations, who are seeking to access rehab loans, and/or who attend a training class • Consider requiring the use of an approved property manager for those landlords accessing rehab loans who have had multiple code violations or documented issues with tenant behavior 	<p>City NSC; Landlord Registry; Landlord Coalition and Better Business Bureau</p>	Medium term	<p>Administrative funding required</p>	TBD
<p>4. Gain control of and fix problematic rental properties with problematic owners that</p>	<ul style="list-style-type: none"> • Consider use of a receivership program to gain control of properties, as well as market acquisition • Ensure coordination between Finance Department and Community Development Department to avoid selling tax liens on identified 	<p>City; housing nonprofit to operate as receiver and developer / owner</p> <p>Urban League, judges,</p>	<p>Short term: 49 Reynolds</p> <p>Medium term: other properties</p>	<p>49 Reynolds: \$x</p> <p>Future properties: 20</p>	<p>Committee exploring Receivership Program of South</p>

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<p>have architectural value and reasonable project economics</p>	<p>problem properties and pursue tax foreclosure as a preferred option</p> <ul style="list-style-type: none"> • Ask DSS and RHA to withhold voucher approvals for problematic properties (making it easier to acquire them) • Rehab and manage to a high standard – billboard for neighborhood • The new management (receiver or new owner) of these properties must work to make social connections between tenants and homeowners, n’hood associations • 49 Reynolds would be an initial priority property • Set maximum subsidy per unit as a feasibility test and demolish rather than rehabilitate if the need would be greater • One option: help a development entity to acquire • Second option: buy and hold entity. Could be REDCO, or another entity. 	<p>lawyers, community leaders community members SWNSC Administrator and Adam McFadden</p> <p>Buyer /Holder: Possibly REDCO</p> <p>SWAN and/or JABA could help identify properties, work with the landlords</p> <p>Greater Rochester Housing Partnership could be a buy-hold entity, maybe; or HDFC (Housing Development Fund Corp) which holds HUD ACA properties</p>	<p>including 307 315 Adams Street at corner of Jefferson Ave.</p>	<p>units at max \$x/unit subsidy</p> <p>NSP funding will fund 9 doubles at \$50k per unit for nonprofit developers (citywide)</p>	<p>West properties in code violation</p> <p>Communicating with potential investor for 49 Reynolds waiting for him to provide financial information</p> <p>Clifton and Jefferson Ave have potential properties for City acquisition</p>
<p>5. Demolish abandoned buildings and extremely substandard rental properties</p>	<ul style="list-style-type: none"> • Areas to target include abandoned and substandard rental buildings along Jefferson between Tremont and Troup; Caffery; and Reynolds between Clifton and Adams. • Along Jefferson, consider using vacant lots along the street to program linear green space (mini-“parkway”) on certain blocks • In other areas, split lots between adjacent owners as per existing City policies except consider sales of buildable lots, consider opportunities for community gardens, and as a last resort create infill at lower densities; or land bank for larger-scale projects 	<p>City; Edison Tech youth construction program (for deconstruction) Why deconstruction?</p> <p>SWNSC, City Office of Sustainability</p>	<p>Short term</p>	<p>20 demolitions @ \$x per demolition avg.</p> <p>Landscaping @ \$x per demolition avg.</p>	<ol style="list-style-type: none"> 1. Linear green space identified 2. Customers have requested splitting of lots. Referrals to Bid Process and City Planning for approval. 3. Police Dept.

Housing Strategy	Action Items	Partners ¹	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
	<ul style="list-style-type: none"> • Involve Police Department to provide advice on CPTED landscaping designs for lots • Use acquisition strategies (discussed in the strategy row above) to gain control of substandard properties • Consider deconstructing or partially deconstructing buildings using neighborhood labor as a job creation strategy (deconstruction is controlled disassembly of a building and salvaging / reuse of its components). • Use the private demolition process aggressively- hearing process – if owner has not fixed up property within 60 days, City demolishes and sends owner the bill 				<p>input on CPTED landscaping designs for unidentified number of lots</p> <p>4. TBD Deconstruction properties</p> <p>5. Potential deconstruction property on Cady and Jefferson</p> <p>6. Private demolition process in place for high priority safety areas effective 2010</p>
<p>6. Focus an owner-occupant rehab grant / lending program along Clifton Avenue between Prospect and Reynolds, and Reynolds between Troup and Clifton in the short run. Over the medium term, intensify efforts on Adams and</p>	<ul style="list-style-type: none"> • City program is in design • Make loan program available to all FIS area homeowners but market intensively on the blocks identified in the column to the left • Complement with n’hood management efforts – e.g. form block club; hold social events / resident-led beautification events; give away flowers and window boxes • Make Realtors aware of program so it can also be marketed to new buyers – make sure it can be used with purchase financing for purchase/rehab option • Potential pricing: 10 year, 0% interest with a \$500 matching grant 	<p>City / housing nonprofit for lending program admin; community-based org. (Montgomery Center, SWAN?) for marketing and related community building work</p> <p>Venture Partners funded by NYS to leverage City Program</p>	<p>Short term – Priority Streets Near Troup Street Park and Jefferson Avenue</p> <p>medium term – Reynolds St Adams, Atkinson</p>	<p>Initial funding authorized will provide up to \$20,000 per unit, addressing 8-10 properties</p> <p>10 matching grants/yr @ \$500</p>	<p>SWAN and SWPC partnering to identify the candidates. A list was developed and provided to the contractor.</p>

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Atkinson streets. Include Adams, Atkinson in short run – in total it is still a very small number of properties. Then do Reynolds between Clifton and Adams, Waverly.	<p>for visible exterior beautification improvements (e.g. porches, painting – match 25% up to the first \$2,000 owner spends); 3% interest all other rehab</p> <ul style="list-style-type: none"> • Consider a “sliding scale” that increases grant amount or reduces interest rates for low- and very-low income existing homeowners • Leverage resources such as weatherization and lead program money to combine with loan fund capital • Requires community outreach / organizing position to promote • Minimize income restrictions / “hoops” (go at least up to 120% AMI) • Ensure permits are pulled for everything that is done (help drive up assessed values) 	<p>Block Clubs, Business Associations</p> <p>City of Rochester, SWAN, and SWPC</p>	TBD	\$2,500 in related block giveaways and events / yr to extend impact	
7. Complement lending with targeted acquisition-rehab-resale in these areas	<ul style="list-style-type: none"> • Use acquisition-rehab-resale to move key properties to owner-occupancy • Rehab properties to a very high standard to act as a “billboard” marketing the neighborhood • Focus on most visible properties; turn eyesores into assets • Sell at maximum possible price – or even higher than typical prices for market, by providing grants to buyers to make the properties saleable • Seek to minimize program income restrictions, although income range of many homebuyers looking at Jefferson might qualify them for subsidy • Coordinate with marketing program (see below) 	Urban League of Rochester Acquisition/Rehabilitation and Sale for homeownership program -	Underway	3 properties per year (9 total) @ \$80,000 TDC average	Sale of properties for homeownership.
8. Initiate a coordinated neighborhood marketing effort once rental improvement strategy is underway	<ul style="list-style-type: none"> • Use promotional activities (website, newsletter, events, banners/signage) to create a “buzz” about Jefferson as a desirable place to live • Involve the community: establish “neighborhood ambassador” program for residents to talk to prospective buyers about the 	SWAN; Montgomery Neighborhood Center; Changing of the Scenes (COTS); Greater Rochester Association of Realtors	Medium to long term	<ul style="list-style-type: none"> • \$5,000 / yr Realtor retainer • \$10,000/yr other ongoing marketing 	Website communication message effective as of September 2009

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	<p>neighborhood; “pick your neighbor” (cash incentive finder fees to neighbors who refer a homebuyer); etc.</p> <ul style="list-style-type: none"> • Offer a 50/50 matching, small beautification grant (perhaps up to \$2,500) for homebuyers • Monitor the market and work to find owner-occupants to buy houses in this area when they come up for sale • 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 • Provide tours / education for Realtors about the neighborhood • Extend most marketing efforts (possibly excluding beautification grants if resources are too constrained) to cover the combined FIS and Impact Area. • Potential target markets to consider: Downtown and U. of Rochester employees; churchgoers in neighborhood; friends and family of current homeowners; current renters; Somali refugees 	<p>(GRAR) Block Clubs, Business Associations</p> <p>Nothnagle Real Estate</p>	<p>TBD</p>	<p>expenses</p> <ul style="list-style-type: none"> • 5 beautification grants @ \$2,500 each <p>TBD</p>	<p>Banners, news releases on-going based on phase of project</p> <p>Value of housing stock increase over the period of the project</p>

Public Safety Strategy	Action Items	Partners ²	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. 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 • Requires strengthening neighbor-to-neighbor social connections as well as police-to-neighbor social connections • In the case of Jefferson this may include helping neighbors sharing alleyways to meet and strategize about alley safety 	Neighborhood entity- such as SWAN, JABA, newly formed block clubs with Rochester Police Department	Short term		July-Dec. 2009 Increase in Block Clubs by 10% Reduction in issues brought to the city 10%
2. Invest in lighting and streetscape improvements that improve security.	<ul style="list-style-type: none"> • Design and implement lighting and CPTED-oriented landscaping and streetscaping improvements for Jefferson Ave, alleyways, and known “hot spots” • Request street lighting survey by Water and Lighting Bureau for the remainder of the FIS neighborhood; Pursue talks with RG&E to improve lighting quality. • Work to increase monitoring of alleys and identify ways to improve safety and security, including trimming of trees, inspecting lighting and research ability to install cameras. Gating of alleys (with keycode access for residents of that block and emergency vehicles) could also be considered. 	City DES and NSC and NBD; Rochester Police Department; RG&E (until City purchases lights)	Short term	FIS Contribution of \$500,000 toward Jefferson Avenue \$2,300,000 Street Revitalization Project	Jefferson Avenue will have an improved streetscape, lighting and security. Project is underway and on-going to identify ways to increase safety: Block Club, PACTAC, walk and talks increased Areas will be identified for placement of cameras at main lights.
3. Provide small	• Get design assistance from Rochester Police to properly implement	Rochester Police;	Underway –	25 grants per	Design assistance

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Neighborhood Management Strategy	Action Items	Partners ³	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Assist a community group to hire a community organizer / revitalization specialist position	<ul style="list-style-type: none"> • At least 0.5 FTE hire; recommended 1 FTE • Work with residents and businesses • Market loan and grant programs • Operate neighborhood marketing efforts • Support “neighborhood management” / “healthy blocks” activities • NeighborWorks® Rochester might be able to provide coaching and TA for staff in Healthy Blocks approach, or perhaps administer the effort • Possible City-issued RFP to select community group(s) for this initiative 	N’hood entity; Possibly NeighborWorks® Rochester- Healthy Blocks approach as partner with Montgomery Center or SWAN	Short term	\$25-40,000/yr	Neighbors participate in social and or project activities. Positive relationships developed or expanded among residents
2. Provide small “minigrants” 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. 	N’hood entity, with City oversight	Short term	5 minigrants per year @ \$500 each	Resident-led initiatives to improve the neighborhood planned and accomplished.

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Greenspace / Beautification / Public Works Strategy	Action Items	Partners ⁴	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Design and implement Troup Street park improvements	<ul style="list-style-type: none"> • Support DES CIP Fund Request of \$350,000 to establish a walkway and lighting through the park to the Susan B. Anthony Voting Memorial on W. Main Street. • Work with Recreation and Youth Services Department to identify additional recreation activities desired in the park on Troup Street and assist with a plan to improve lighting (including street lighting in front of park) 	City DES, COTS Neighborhood Association, RPD for Security insights	Medium term	Design funding allocated, Project funding TBD	Park enhanced and actively used by neighborhood resident
2. Extend the conceptual plan for Jefferson Avenue north to West Main Street and south to South Plymouth	<ul style="list-style-type: none"> • Greening, enhanced lighting – promote a “boulevard feel” • DES commitment to be announced 	Jefferson Avenue REVIVE stakeholder Committee, FIS Staff, DES Street Design	Completed	\$2.3 million in funds available (CDBG, Louise Slaughter’s office, FIS funds, Local funds)	Plan used in Jefferson Avenue project design and implementation
3. Promote the growth of urban agriculture programs	<ul style="list-style-type: none"> • Provide funding and technical assistance to assist in expansion of SWAN greenhouse / urban agriculture efforts, to work with additional vacant land in the community • Work with SWAN to establish criteria for vacant lots that would meet agriculture program needs, so that these can be transferred as they are created / identified • Evaluate potential of expanding farmer’s market operations, or a farm stand, to increase availability of fresh food grown by and for neighbors 	SWAN- convener entity; partners include Rochester Roots, Cornell Cooperative Extension, Rochester Landscape Technicians, RIT, West Side (South Wedge) Farmer’s Market	Short to medium term	TBD	Assistance using current City resources. Grant being sought to expand SWAN greenhouse / urban agriculture efforts for additional vacant land. Demolitions landmarked.
4. Establish linear parks	• Land bank demolitions along Jefferson Avenue outside of key	City, 7 th Day Adventist	Long term	TBD	7 th -Day Adventist

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Greenspace / Beautification / Public Works Strategy	Action Items	Partners ⁴	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
along stretches of Jefferson Avenue, connecting small neighborhood commercial nodes	<p>nodes where neighborhood-level commercial services could be provided</p> <ul style="list-style-type: none"> • Reprogram vacant lots to develop linear parks along street edge as land is assembled • Tremont to Troup St. may be appropriate for this treatment, with some buildings excepted (e.g. 7th-Day Adventist Church compound) • Design plan with Matt Ingalls will address this • Talk with 7th-Day Adventist property owners to discuss ways of assisting that property 	Church			property owners contacted for possible city technical assistance.
5. Identify streets to be reconstructed and sidewalks to be replaced.	Work with DES/Street maintenance to eradicate tripping hazards identified during street survey.	City DES, NSC, FIS Team, City Planning	Medium term	TBD	Immediate tripping hazards identified and scheduled for repair fall 2009
6. Explore how the neighborhood can strengthen connections to parks and paths along the river	<ul style="list-style-type: none"> • Not technically in the FIS area; but something to examine as larger-scale plans are crafted for the City • DES Rails to Trails plan contemplates this strategy • Also consider “Heritage Corridors” as connections – e.g. Brown Street, which takes you to High Falls from the neighborhood. (Rick has details). 	City; DES through neighborhood trail planning; Genesee Land Trust, Neighborhood Associations	Long term		On-going Committee examining process capability

Commercial Development Strategy	Action Items	Partners ⁵	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Seek to abate nuisances created by small convenience stores in neighborhood	<ul style="list-style-type: none"> • Seek to document nuisances and pursue nuisance lawsuits • Review legal options for potential receivership of commercial buildings • Investigate zoning changes that may help prevent the problem from reappearing • Pursue negotiated sale if necessary 	City NSC, RPD	Short term	TBD; Acquisition costs if needed	Stores provide needed goods and services, or may be closed
2. Bolster neighborhood-level commercial development at key nodes	<ul style="list-style-type: none"> • Fund professional-level market research to identify businesses that could be attracted to support Jefferson Avenue REVIVE commercial development goals • University-prepared studies may help to control costs as long as the professor is a skilled professional and assumes responsibility for a professional quality study • Best location of commercial nodes is likely outside of the FIS Area and probably on Genesee St or Plymouth rather than Jefferson Avenue • Should be connected to a “Main Street” –type commercial development and business recruitment program to be effective 	City; Sector 4 CDC Simon School research provides information on types of businesses that can prosper in community	Short term for initial research; medium to long term for establishment of Main St program	\$25,000 for initial market research and recruitment Main St. program budgets are upwards of \$100k/yr	Increase in range of goods and services provided in nearby commercial areas.

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Jobs & Human Services Strategy	Action Items	Partners ⁶	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Create and/or partner with programs that generate jobs for residents working on FIS investments, including public improvements and capital projects	<ul style="list-style-type: none"> ● Partner with or establish a YouthBuild affiliate or similar organization to provide training and jobs for youth in housing rehabilitation, weatherization, deconstruction, and landscaping ● Work with contractors on larger rehabilitation projects to hire graduates of this program or similar programs who are from the neighborhood ● Also explore possibility of direct hire of unskilled labor ● Monroe Community College construction apprenticeship program, Edison Tech for youth ● Hire WMBE contractors based in community, preferably, or at least from City. 	City NBD and DES; YouthBuild program; Monroe Community College; Edison Tech; City PRIME program; City WMBE initiative	Short term	TBD	WMBE contractors based in community or from city area notified for potential bidding on projects.
2. Strengthen neighborhood-level contact with employment services organizations	<ul style="list-style-type: none"> ● Discuss possibility of a neighborhood presence for Rochester Works ● Bolster training programs for workers needed at downtown employers and University – and market the neighborhood to these employers ● Need to identify most pressing barriers (e.g. lack of GED, ex-offender barriers) and ensure that services help to overcome these barriers ● Continue practice of holding periodic jobs fairs; encourage contractors working on FIS-related projects to attend these fairs ● Market apprentice and job programs to youth in the neighborhood schools. 	City; Rochester Works, community partner (SWAN; Trinity Emmanuel Church; 7 th Day Adventists; Pathstone, Jefferson Ave REVIVE	Medium term	TBD	Continue practice of holding periodic jobs fairs; encourage Contractors working on FIS-related projects encouraged to attend and network with local MWB contractors and hire employees from neighborhood.

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Jobs & Human Services Strategy	Action Items	Partners ⁶	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
3. Evaluate and implement alternatives 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 • Examples of possibilities to discuss might include after-school programs, tutoring, arts, sports, youth employment, mentoring, and streetworker program for gang-involved youth • Evaluate barriers to use of existing programs such as the Boys and Girls Club, and implement efforts to ease their use. Efforts might include enhancing transportation and/or security at key times, creating safe pathways to these resources, or offering enhanced programming. • Seek and fund proposals from neighborhood groups on programming they can offer using existing spaces in the neighborhood that complements what is already available • Hold open houses and other events to help market the existing programs and services • Enhance youth employment opportunities in the neighborhood 	<p>Locally-based providers, Teen Empowerment, philanthropic community</p> <p>RPD and SW Administrator met with Boys and Girls Club to start improvements in their security and police observation.</p>	Medium term	TBD	<p>Youth are actively engaged in activities that develop work or life skills.</p> <p>Decrease in negative behaviors or incidents by youth.</p>
4. Work with RTS to explore how transportation connections to jobs, shopping, and other resources	<ul style="list-style-type: none"> • Examine how to increase transit connections to Tops Market, Bulls Head and other commercial areas • Examine how to increase transit connections to employment centers (downtown, University) • Possibilities to explore: jitney service; “reverse commute” service; car-sharing cooperatives 	City and neighborhood groups; RTS	Medium term	TBD	Study in progress to increase transit connections to Tops Market, Bulls Head and other commercial areas.

Follow-up conversations:

Conversation to make happen:	Lead from NBD	Contact	Notes from conversation
With RPD to evaluate which alleys may make sense to close			
With RPD on potential for short-term increase in community policing presence on the streets			
With RTS on jitney service or "reverse commute" service			
With SWAN or other n'hood groups on car-sharing cooperative			
With Rochester Works on neighborhood "access point" for employment services			
With Monroe Community College, Edison Tech on construction apprentice programs			
With DES and Genesee Trust to get details of plan creating new pedestrian connections to the Genesee River from the FIS area			
With Canandaigua Nat'l Bank and some responsible landlords to design a collaboration providing multifamily loan/grant product for responsible landlords			