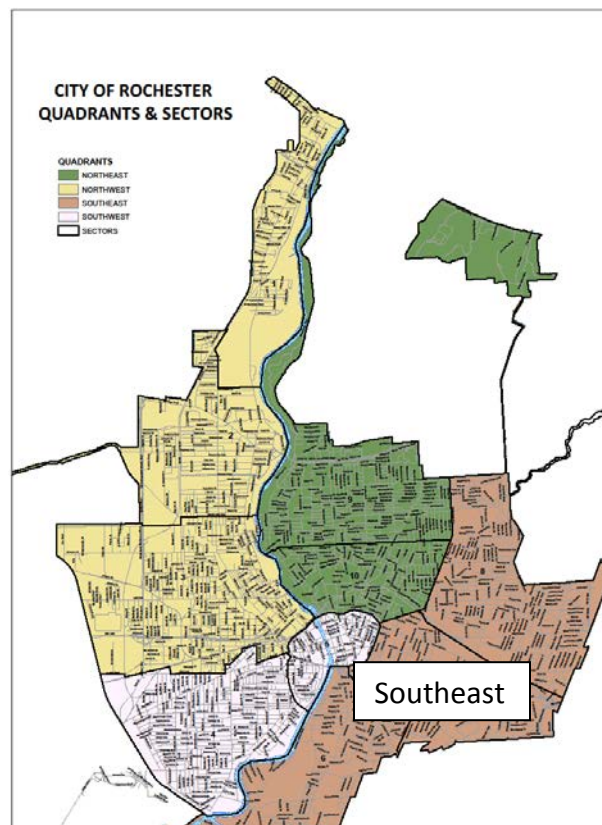


City of Rochester

Southeast Neighborhood and Business Development Strategic Action Plan



Submitted to the Commissioner
Department of Neighborhood and Business
Development

July, 2015

Southeast Neighborhood and Business Development Strategic Action Plan

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- II. Creating and Sustaining a Culture of Vibrancy
- III. Public Safety
- IV. Rebuilding and Strengthening Neighborhood Housing
- V. Jobs and Economic Development
- VI. Support the Creation of Effective Educational Systems

Southeast Team

Purpose, Vision and Mission

With more than 70,000 residents--one-third of the total City population--Southeast Rochester is home to some of the City's most active community leaders. The area encompasses over sixty neighborhood and business associations committed to maintaining and improving Southeast neighborhoods. With several distinctive landmarks, neighborhoods and business corridors, including Highland Park, Cobbs Hill, the Neighborhood of the Arts, and Park, East, and Monroe Avenues, the Southeast is a cornerstone for city living.

Pursuant to the Mayor's Vision for the City of Rochester, the cross-functional team Southeast Team carries out the mission of the Department of Neighborhood and Business Development (NBD). The Southeast Team performs as a highly effective conduit for providing results-oriented and cost-effective city services in a seamless, customer and citizen friendly manner.

Purpose of the Southeast Team:

*"To creatively resolve issues, establish community partnerships, and proactively promote the stability, strengths and growth of city neighborhoods and businesses. Southeast Teams were formed to take advantage of the multidisciplinary skills experience and talent of City supporters both inside and outside of City Hall."*ⁱ

Vision of the Southeast Team:

The Southeast Team commits the collective experience of its members to help residents and business owners build the best mid-sized city in the US in which to live, raise a family, visit and grow a business.

Mission of the Southeast Team:

*"To establish and maintain community partnerships, develop and implement strategic plans, prioritize objectives and implement change, and proactively promote the stability, strength, and growth of city neighborhoods and businesses."*ⁱⁱ

Southeast Team Members

CORE TEAM

To leverage the resources and expertise of all City departments, the Core Southeast Team is composed of the following City staff:

<u>Core Team Position</u>	<u>SE Team Member</u>
Neighborhood Service Center Administrator	Nancy Johns-Price
Assistant to Neighborhood Service Center Administrator	Kelvin Knight
Senior Community Housing Planner	Jacque Whitfield
Police Department Representative	Lt. Frank Alberti
Economic Development Specialist	Matt McCarthy
Senior Community Housing Planner – Housing	Lia Anselm
Senior Community Housing Planner – Community Engagement	Julie Beckley
City Planner/Comprehensive, Community and Historic Preservation Planning	Peter Siegrist, A.I.A.
Public Library South Leader	Jennifer Lenio
DRYS Representative	Michael B. Porter
Project Assistant/Real Estate	Diane Powell
Youth Intervention Specialist - Pathways to Peace	Anthony Hall

EXTENDED TEAM

These members do not meet as frequently as the Core Team, yet are still critical to ensuring that community development road blocks can be identified and removed, and that requests for technical assistance and questions emanating from the community's business and residential sectors are answered on a timely basis:

<u>Extended Team Position</u>	<u>SEQT Member</u>
Real Estate Specialist	Maritza Mejias
Code Compliance Supervisor	Kurt Martin
Project Development Specialist	Rick Rynski
Zoning Specialist	Suzanne Mc Sain

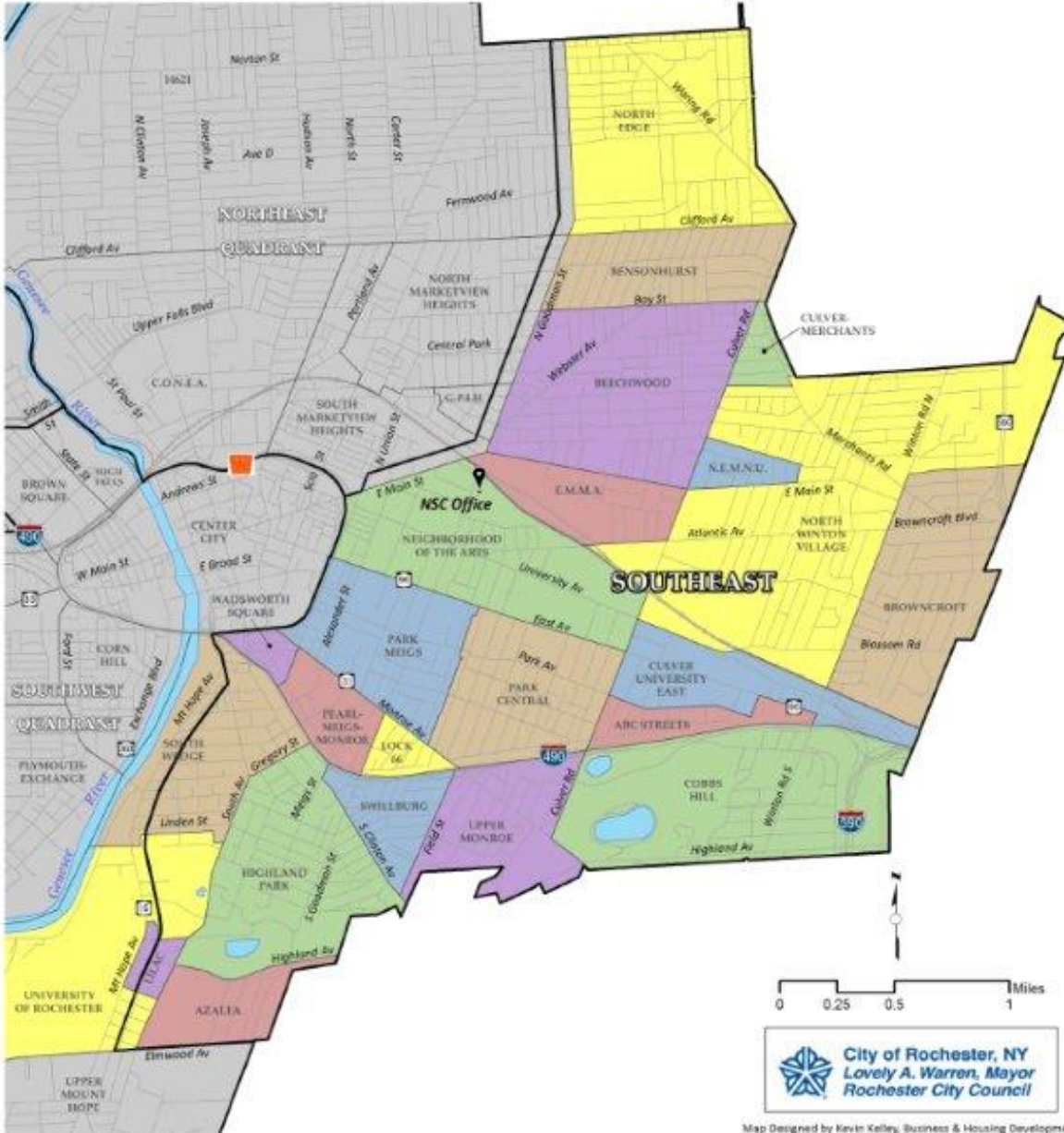
INTER-DEPARTMENTAL TEAM

Other Departments are contacted for technical assistance, and questions emanating from the community's business and residential sectors are answered on a timely basis. These include DES Operations, DES Traffic Engineer, Fire Codes and Safety.

Neighborhood Boundaries Southeast


QUADRANT BOUNDARIES

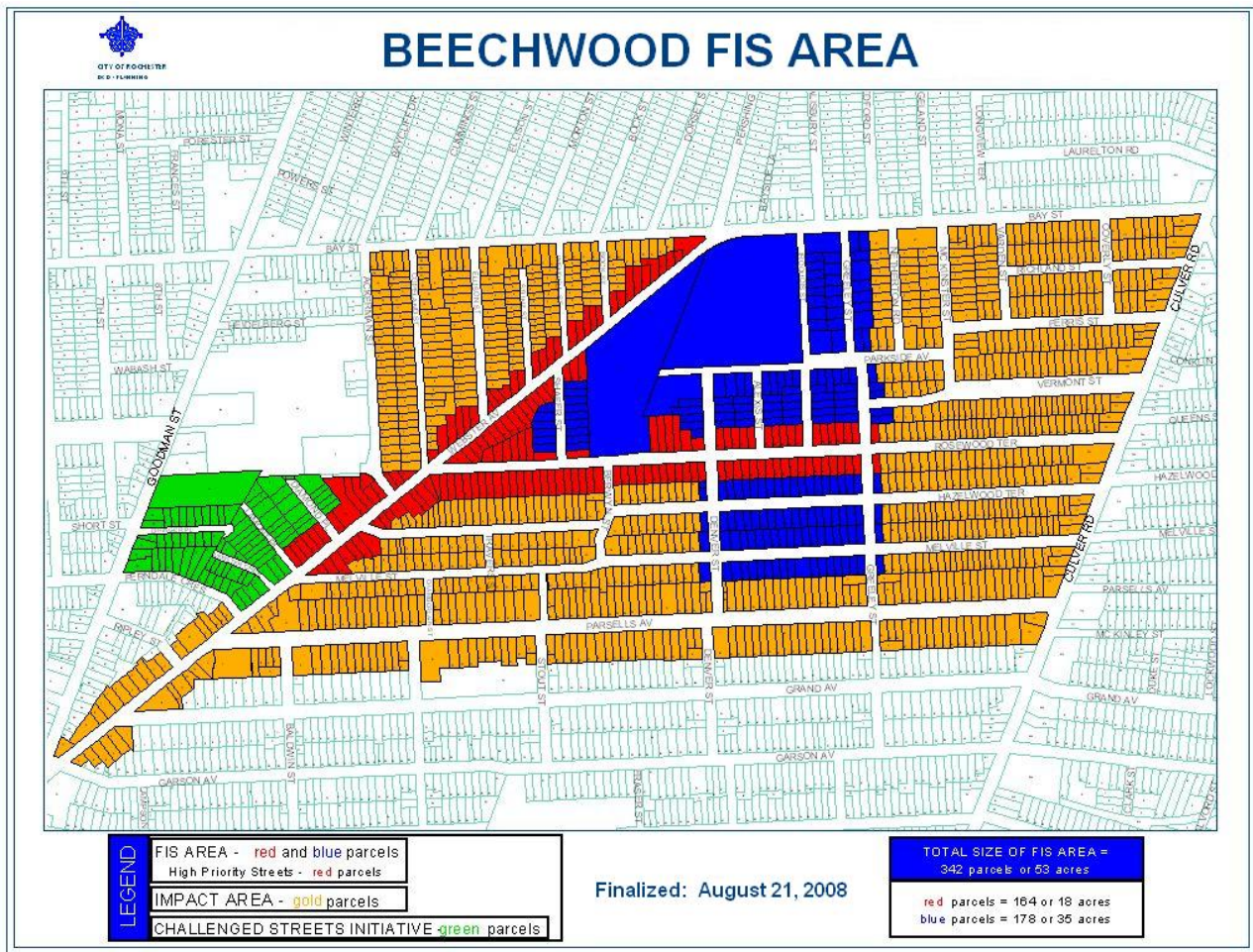

NEIGHBORHOODS/NEIGHBORHOOD ASSOCIATIONS



2009-2014 South East Focused Investment Strategy

Initiative: Beechwood

Building upon the foundation of the \$33 million renovation of the Ryan Center begun in 2006, an additional \$5.5 million has been invested in Beechwood since 2009: approximately \$4 million in City FIS funds and \$1.5 million leveraged in private and public investments.



FIS Accomplishments in the Beechwood Neighborhood:

1. Fifty-five Residential rehabs completed or underway.
2. Fifteen vacant houses rehabilitated and sold to first-time homebuyers through HOME Rochester; four more underway.
3. One blighted building demolished.
4. One community garden planted at the Goodman/Webster neighborhood gateway, one at the Freedom Neighborhood Charter School.

5. One dilapidated building renovated into a brand new storefront, to be used by a restaurant to increase business in the area as well as job readiness training for youth.
6. Increased focus on public safety.
7. Establishment of the NEAD Freedom Market: purchase and renovation of an existing store; amending the product line to offer a more healthy selection of items; adding jobs and nutritional resources to the neighborhood. Also includes an educational component to improve job readiness and nutritional knowledge.
8. RochesterWalks! walking routes developed to increase physical activity of residents. Ryan Center adopted a route, and has scheduled activities for children and youth while adults take the walk.
9. Youth Programs: CITIZEN U afterschool program that focuses on college and career readiness, civic engagement, and personal development for Rochester teens. 60 youth leaders participated, 300 youth produced 1,500 hours of community service, and 30 were placed with community agencies aligned with their career interests.
10. Beechwood Neighbors Association and NEAD's successful pilot citizen planning program designed to engage citizens in shaping neighborhood improvement plans. The University of Rochester evaluated the impact of citizen engagement on community development and the model was recommended highly for customization and implementation in the other FIS neighborhoods.
11. E. Main Street Four Step Process resulted in division of Beechwood into 7 sections and the re-introduction of block captains.

Key Community Partners

NEAD Neighborhood Preservation Company	Beechwood FIS Stakeholder Team
Beechwood Neighbors Association	City of Rochester Southeast Neighborhood Service Center
University of Rochester	Rochester Police Department
Greater Rochester Housing Partnership/Rochester Housing Development Fund Corporation	City of Rochester Department of Recreation and Youth Services
NeighborWorks Rochester	City of Rochester Department of Environmental Services

BEECHWOOD FIS: BEFORES & AFTERS



The Mayor's Vision: Key Result Areas

The Southeast Strategic Plan follows the six priority areas of the Warren Administration. The statement of these priorities follows, combined with the priorities set by the City Council.

**Mayoral Priorities Statement
Combined with
2014-2015 Council Priority Plan
--as arranged by Goal Statements**

I. Deficit reduction and Long Term Financial Stability

The Council will work with the Administration both as a partner and to provide oversight to ensure that the City remains financially stable for the long-term. In order to do this, the city must remain good fiscal stewards of our tax dollars, implement plans to reduce the structural deficit, increase the tax base and increase funding from the state and federal governments.

1. Tax base
2. Structural deficit
3. Aid from state and federal governments

II. Creating and Sustaining a Culture of Vibrancy

The Council is committed to creating and maintaining a culture of vibrancy and a sense of optimism within our city, one that attracts new people from across the region, state and nation while keeping our young people and young families in Rochester. A culture of vibrancy will have diverse activities which include arts, entertainment, and innovative cultural opportunities in our city. A variety of arts and cultural will enhance the revitalization of our downtown while helping to attract and keep young families and young adults in our city.

- *Develop a plan for a temporary use at the Midtown Site*
 - *Work with the Administration and developers to drive a retail strategy for Center City*
 - *Engage in a vibrant and comprehensive Center City planning process*
1. Vibrant arts and cultural opportunities/activities
 2. Revitalize downtown
 3. Put forth efforts to keep and attract young families

III. Public Safety

The Council will work with the new Police Chief to help with the restructuring of the police department in order to increase safety and reduce both violent and nuisance crimes. It is important that the Council work with both RPD and DRYS to ensure that there are activities offered to our youth to counter the option of the illegal activities on the streets.

1. Increased safety/reduction of violent acts
2. Youth activities
3. Address low-level nuisance crimes
4. Eliminate open-air drug markets and blatant illegal activities

IV. Rebuilding and Strengthening Neighborhood Housing

The Council will work in concert with NBD to ensure that there is decent and affordable housing which will aid in the stabilization of our neighborhoods. It will also urge the Administration to restore the position of a City Planner or to centralize and focus more on city planning as a whole. While development is important it is also critical that we invest in our existing infrastructure and work with our partners in federal and state government to obtain various grants that will aid with the expenditure, this will help with the upkeep of our neighborhoods and city as a whole.

- *Continue the idea of mixed use development.*
- *Review FIS*

- *Continue to expand community-driven strategies into other neighborhoods(ex. of what has worked is Marketview Heights and JOSANA)*
 - *Revisit the Housing Study*
 - *Engage in a vibrant and comprehensive neighborhood planning process*
1. Stable, decent and affordable housing
 2. Stabilize neighborhoods
 3. Planned development
 4. Infrastructure

V. Jobs and Economic Development

City Council and its Employment and Economic Development Ad-Hoc Committee will continue their efforts in conjunction with the Administration to ensure that residents have access to employment opportunities at all levels; ones that pay a living wage. In addition, we must ensure that proper support is provided to our small businesses as they are the largest growing segment of our economic development. Small business must be allowed to grow and thrive. Through these efforts we will be able to address the issue of poverty in our community and have a positive economic impact in our neighborhoods.

- *Enforcement, Effectiveness and Employment*
 - *Comprehensive focus on awareness and access to middle skills training*
 - *Develop a process to reward those that comply with measures to create jobs and consequences (and enforcement of them) for those that do not*
1. Employment at all levels that pays well
 2. Decrease poverty
 3. Increase jobs and employment opportunities
 4. Support economic development opportunities throughout neighborhoods
 5. Greater support for small businesses

VI. Support the Creation of Effective Educational Systems

City Council and its Education Ad-Hoc Committee will work with the Rochester School District and representatives from the Monroe County Legislature to better understand where shared services could result in savings and how decisions made in each organization can enhance student academic achievement. The Council is committed to helping our youth and will work with its partners in government to establish a holistic and effective educational system from pre-k to college graduation which will result in positive outcomes. The Council will also look to support the inclusion of more alternative educational opportunities in our city, including charter schools, private schools and parochial schools, GED programs, BOCES, vocational training, apprentice programs, community colleges and four year colleges and universities to offer a continuum of excellence suited to individual student needs.

- *Consolidate use of buildings.*
 - *Develop a specific and measureable goal for the “3 on 3” group.*
 - *Joint powers agreement to define our beliefs and values for young people.*
 - *Develop a Youth Policy in conjunction with the County and District.*
 - *Support expansion of youth outreach organizations and activities.*
1. Establishing that effective education systems at all levels is a community priority from pre-K – college graduation – Change the paradigm to make Rochester a city of educational opportunities
 2. Developing relationships with alternative educational opportunities including charter schools, private schools and parochial schools, GED programs, BOCES, vocational training, apprentice programs, community colleges and four year colleges and universities to offer a continuum of excellence suited to individual student needs
 3. Continue the 3-3 meetings with the RCSD to better understand where shared savings could result and how decisions made between systems enhance student academic achievement
 4. Use a holistic approach to educating and supporting our youth
 5. Good schools
 6. Improve outcomes

Southeast Community Partners

Crucial to the success of the Southeast Team approach is the support and membership of key community leaders and stewards who represent the diverse array of resident, neighborhood and business groups, organizations and associations that hold key stakes in the welfare and development of the City of Rochester, particularly in the Southeast neighborhoods and business corridors. We have retained the Sector identification for historical purpose and two of the groups are still active.

Southeast Neighborhood Associations

Sector Six Neighborhoods

<i>Association</i>	<i>Meeting Date and Location</i>
Azalea	
Highland Park (Ellwanger & Barry)	Second Tuesday of every month at 7:00 pm, location varies
Lilac	
Neighbors Building Neighborhoods Sector 6 (NBN6)	Second Monday at 5:30 pm at 171 Reservoir Road
South Wedge	First Monday at 5:30 pm at 224 Mt Hope Avenue
Swillburg	

Sector Seven Neighborhoods

<i>Association</i>	<i>Meeting Date and Location</i>
ABC Streets	General Membership meetings: Quarterly from 6:30-7:30 pm at 1600 East Avenue Apartments
Canterbury-Harvard Neighborhood Association	
Culver University & East (CUE)	
Cobbs Hill	
East Avenue	First Wednesday at 10:30 am at 384 East Avenue

Lock 66	
Monroe Village Task Force	Second Thursday at 6:00 pm at the Monroe Avenue Library
Neighborhood of the Arts (Atlantic-University)	
Park Avenue	
Park-Meigs	Third Tuesday at 6:30 pm at Kirkhaven Boardroom, 254 Alexander Street
Pearl-Meigs-Monroe	
Upper Monroe	First Tuesday of every month at 7:00 pm at 243 Rosedale Street
Wadsworth Square Neighbors	Second Thursday of every month at Marshall Street Bar (time varies)

Sector Eight Neighborhoods

<i>Association</i>	<i>Meeting Date and Location</i>
Beechwood	First Thursday of every month at 7:00 pm at the Ryan Center
Bensonhurst (Homestead Heights)	Second Tuesday of the month at 7:00 pm at Johnny's Irish Pub, 1382 Culver Road
Browncroft	Third Wednesday at 7:00 pm at the Winton Library
EMMA – (East Main, Mustard & Atlantic Avenue)	Third Wednesday at noon at TiLC Building, 1443 East Main Street
North East Main Neighbors United (NEMNU)	Third Monday at 7:00 pm at 1933 East Main Street
North Winton Village	Every Thursday at 1929 E. Main, 11:30 am except the fourth Thursday is at 6:00 p.m.

Southeast Business Associations

<i>Association</i>	<i>Meeting Date and Location</i>
Business Association South Wedge Area -- BASWA	Second Wednesday at 6:00 pm, The Odd Fellows Lodge, 357 Gregory Street
Culver-Merchants Business Association	
East End Business and Residents Association	First Wednesday at 10:30 am at 384 East Avenue
EMMA – (East Main, Mustard & Atlantic Avenue)	
Goodman Plaza Business Association	Second Monday at noon at the Freedom School, 630 North Goodman Street
Monroe Avenue Merchants (MAMA)	Third Wednesday at 10:00 am at Marshall’s Bar and Grill
Park Avenue Merchants Association/Park Revitalization Committee	
South Clinton Merchants Association	Fourth Thursday at @ 9:00 am; location varies – check website: http://southclintonave.com

Neighborhood Preservation Companies (NPC)

NeighborWorks Rochester

570 South Avenue, Rochester, NY 14620; 325.4170
Maureen Murphy, Executive Director

North East Area Development, Inc.

360 Webster Avenue, Rochester, NY 14609
George Moses, Executive Director

South East Area Coalition, Inc. and South Wedge Planning, Committee, Inc.

224 Mt. Hope Avenue, Rochester, NY 14620
John Page, Executive Director

Education Partners

The SE has tapped into the schools and school system in the Southeast, primarily to address the Education KRA but also to develop these key community stakeholders as External Team members. The schools are listed below. Dr. Cheryl McGruder-Holloway is a link to the principals of the RCSD (*) schools.

Post-Secondary Schools:

Colgate Rochester Crozier Divinity School, 1100 South Goodman Street
Cornell University Cooperative Extension – Monroe County, 249 Highland Avenue
Monroe Community College, East Henrietta Road
Nazareth College, East Avenue, Pittsford
St. John Fisher College, East Avenue, Pittsford
University of Rochester, Wilson Boulevard

Secondary Schools:

East High School*, 1801 East Main Street
Monroe High School*, 164 Alexander Street
Northeast College Preparatory School*, 940 Fernwood Park
School of the Arts*, 45 Prince Street
School Without Walls*, 480 Broadway

Elementary Schools:

Dazzle School of Visual & Performing Arts, 110 Webster Avenue
NEAD CDF Freedom School, 360 Webster Avenue
Nativity School, 15 Whalin Street
RCSD #1*, 85 Hillside Avenue
RCSD #12*, 999 South Avenue
RCSD #15 (Children's School of Rochester)*, 494 Averill Avenue
RCSD #23*, 170 Barrington Street
RCSD #25*, 965 North Goodman Street
RCSD #28*, 450 Humboldt Street
RCSD #33*, 690 St. Paul Street
RCSD #35*, 194 Field Street
RCSD #46*, 250 Newcastle Road
RCSD #52*, 100 Farmington Road
Urban Choice Charter School, Gregory Street
Genesee Community Charter School, Goodman Street

Miscellaneous School-Related Organizations:

Child Care Council, 595 Blossom Road
P.T.G. or School Based Planning Team*, 131 West Broad Street
Rochester Childfirst Network (RCN), 941 South Avenue

Southeast Community Partner Contact Information

Organization	Contact information
<p>East-Park-University Avenues Institutional Construction</p>	<ul style="list-style-type: none"> ▪ John Lembach – Park-Meigs Neighborhood Assn.: jlembach@rochester.rr.com ▪ Larry O’Heron – NOTANA: larryoheron@gmail.com
<p>Ellwanger & Barry Park and BoulevART</p>	<ul style="list-style-type: none"> ▪ Mike Mahoney, Chair of Highland Neighborhood Assn: foodmike@gmail.com ▪ Michael Tomb, organizer of BoulevART: michaelino@gmail.com ▪ Marcia Zach, organizer of BoulevART: marcia.zach@gmail.com
<p>East, Main, Mustard and Atlantic (EMMA) Neighborhood and Business Associations</p>	<ul style="list-style-type: none"> ▪ Dorothy Parham, Leader of East, Main, Mustard and Atlantic (EMMA) Tel. (585) 794-0111; tilco7@yahoo.com ▪ Kathy Bernatovich, President of EMMA Merchants Assn: (585) 482-8525 x 14
<p>Goodman Plaza Business Association</p>	<ul style="list-style-type: none"> ▪ Jeannette Hernandez, Action for a Better Community: JHernandez@abcinfo.org ▪ Joseph Poinan, President: jpoinan@gmail.com
<p>Monroe Avenue</p>	<ul style="list-style-type: none"> ▪ Chris Stevens, President of Upper Monroe Neighbors Assn (UNMA): chrisatumna@gmail.com ▪ Colleen McCarthy, President of Lock 66: cmccarthy@monroecc.edu ▪ Caroline Curry, Chair of Monroe Village Task Force (MVTF): bricanic@frontiernet.net ▪ Moira Lemperle, President of Monroe Avenue Merchants Assn.: mlempelerle@frontiernet.net ▪ Alex White, President of Rochester Business Assn.: boldos@frontiernet.net
<p>Neighborhood of the Arts Neighborhood (NOTA) and Business (NOTABA) Associations</p>	<ul style="list-style-type: none"> ▪ Larry O’Heron, Chair of Neighborhood of the Arts Neighbors Assn (NOTANA): larryoheron@gmail.com ▪ Aaron Metras, President of Neighborhood of the Arts Business Assn (NOTABA): notabaroc@gmail.com
<p>North Winton Village Association</p>	<ul style="list-style-type: none"> ▪ Mary Coffey, Co Chair of North Winton Village Assn.: Tel. 482-1382; marycoffey@rochester.rr.com ▪ Marilyn Schutte, Co Chair of North Winton Village Assn.: Tel. 482-2898 marilynrschutte@aol.com
<p>Upper Mount Hope Neighbors Association</p>	<ul style="list-style-type: none"> ▪ Daniel Hurley, President, Upper Mount Hope Neighborhood Assn.: dhurley@SimuTechGroup.com
<p>Washington Grove</p>	<ul style="list-style-type: none"> ▪ Andrew Seager, President: aseager@frontiernet.net ▪ Pete Debes, Vice-President: phdebes@frontiernet.net

Southeast Team Contact Information

Name	Title	Phone (585 - 428)	Email
Nancy Johns-Price	Southeast NSC Administrator	8816	pricen@cityofrochester.gov
Kelvin Knight	Southeast NSC Assistant Administrator	8816	knightk@cityofrochester.gov
Jacqueline Whitfield	Southeast NSC Senior Community Program Planner	1149	whitfldj@cityofrochester.gov
Matt McCarthy	NBD Senior Economic Development Specialist	6920	mccarthm@cityofrochester.gov
Julie Beckley	NBD Senior Community Housing Planner	6863	beckleyj@cityofrochester.gov
Lia Anselm	NBD Senior Community Housing Planner	9368	anselml@cityofrochester.gov
Michael B. Porter	DRYS Recreation Program Coordinator	7294	porterm@cityofrochester.gov
Jennifer Lenio	Rochester Public Library - Southeast Leader	8272	jlenio@libraryweb.org
Peter Siegrist, A.I.A.	NBD Historic Preservation Planner	7238	siegrisp@cityofrochester.gov
Diane Powell	NBD Project Assistant	6807	powelld@cityofrochester.gov
Tanya Zwahlen	Street Manager, Monroe & South Clinton Avenues	585/315-1834	tanya@highland-planning.com

Section 2

Southeast Team Strategic Plan by Key Result Areas

- I. Deficit Reduction and Long Term Financial Stability
- II. Creating and Sustaining a Culture of Vibrancy
- III. Public Safety
- IV. Rebuilding and Strengthening Neighborhood Housing
- V. Jobs and Economic Development
- VI. Support the Creation of Effective Educational Systems

Southeast Strategic Plan
 Key Result Area I: Deficit Reduction and Long Term Financial Stability

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. EQUIP THE SOUTHEAST TEAM TO WORK EFFECTIVELY WITH INTERNAL AND EXTERNAL CUSTOMERS</p>	<p>1.1 Implement new Southeast Strategic Plan (SSP) to guide community development activities</p>	<p>1.1.1 Synthesize existing land use and community and business development plans to identify Priority Issue Areas.</p> <p>1.1.2 Synthesize Administration priorities and goals.</p> <p>1.1.3 Obtain community feedback on Southeast Strategic Plan (SSP).</p> <p>1.1.4 Develop means to collect community plans for annual update of SSP.</p> <p>1.1.5 Review and update SSP annually.</p>	<p>LEAD: SE NSC Administrator</p> <p>SUPPORT: SE Team</p> <p>RESOURCES: Citizen/community group leaders and members, Business Association members and business owners and managers</p>	<p><i>Analysis conducted in July 2015/SSP update reflected in this document.</i></p> <p><i>This plan addresses Mayoral and Council priorities and goals in six key result areas (see pgs. 9 and 10.)</i></p>
<p>2. EQUIP COMMUNITY LEADERS TO WORK EFFECTIVELY WITH THE SOUTHEAST TEAM</p>	<p>2.1 Assist community leaders in cultivating resident involvement in community development</p>	<p>2.1.1 Identify opportunities to increase resident and stakeholder participation in Southeast community</p>		

Southeast Strategic Plan
 Key Result Area I: Deficit Reduction and Long Term Financial Stability

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>3. BUSINESS PERMIT APPLICATIONS & GOOD NEIGHBOR AGREEMENTS</p>	<p>3.1 Collaborate with business associations and business owners to enhance commercial corridors</p>	<p>planning and engagement.</p> <p>2.12 Develop means to educate new community leaders in leadership skills, communications, fund development, etc.</p> <p>2.1.3 Track number of issues identified, addressed and resolved by the SE Team.</p> <p>3.1.1 Create Good Neighbor Agreements with SE businesses.</p>		<p><i>In the first year of the program, the SE has completed 238 Good Neighbor Agreements.</i></p> <p><i>Matt Lombardo, St. John Fisher intern, created new Business Permit application process web page, reducing the electronic path to just five clicks.</i></p>

Southeast Strategic Plan

Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. LEVERAGE PROGRESS MADE IN THE FIRST FOCUSED INVESTMENT STRATEGY INITIATIVE</p>	<p>1.1 Beechwood Zoning and Community Engagement (FIS)</p>	<p>1.1.1 Conduct neighborhood planning processes</p> <p>1,1,2 Oversee the 3rd Party FIS Evaluation</p>	<p>LEAD: SE NSC Administrator, NBD Senior Housing Planners, North East Area Development Neighborhood Preservation Company (NEAD NPC), Beechwood Neighborhood Association (BNA) Leadership</p> <p>SUPPORT: City of Rochester (COR) Planning, Zoning, Business Development</p> <p>RESOURCES: Business association members and business owners and managers</p>	<p><i>Citizens guided in the planning process divided into seven neighborhood planning areas, establishing EMMA. Each of the neighborhood groups identified one project to address the top concern to most of the neighbors.</i></p> <p><i>This initiative was the basis for a pilot FIS project for citizen engagement to identify and analyze the impact of citizen planners on sustainable community involvement. The University of Rochester published a third party evaluation.</i></p>

Southeast Strategic Plan

Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>2. CULTURAL RESOURCE DEVELOPMENT</p>	<p>2.1 Dazzle Theater Acquisition/Expansion</p>	<p>2.1.1 Assist Dazzle with plans to revitalize purchased Webster Avenue building and construction of a mini-outdoor Amphitheater</p>	<p>LEAD: Dazzle Theatre LLC SUPPORT: SE NSC Administrator, SE Team; NBD Inspection & Compliance RESOURCE: NEAD NPC</p>	<p><i>Development of the vacant lot on Webster Avenue is underway to complement a special needs playground -- the first in the City—that was constructed by Dazzle Theatre</i></p>
<p>3. ENCOURAGE CITIZEN INVOLVEMENT AND SENSE OF OWNERSHIP IN REVITALIZING NEIGHBORHOODS</p>	<p>3.1 Community Engagement, Zoning in EAST MAIN MUSTARD AND ATLANTIC (EMMA) 3.2 Sustainability and Green Space</p>	<p>3.1.1 Review plans for the parking lot with DRYs Recreation Bureau and Hillside Family of Agencies 3.2.1 Review EMMA-located property for green space.</p>	<p>LEAD: SE NSC Senior Community Housing Planner SUPPORT: SE NSC Administrator, SE Team RESOURCES: (New) EMMA Business and Neighborhood Associations, NEAD NPC</p>	<p><i>Neighborhood and Business Associations have been established, each focusing on East Main Street area respectively for 1) services for the community and youth recreation, and 2) business development.</i></p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>4. DEVELOP A KEY NEIGHBORHOOD TO EMPHASIZE ART & CULTURE AS THE PRIMARY VEHICLE FOR NEIGHBORHOOD REVITALIZATION</p>	<p>4.1 East Main Arts & Market District Initiative</p>	<p>4.1.1 Support coordination and facilitation of business and neighborhood citizen roundtable with CDBG funds</p>	<p>LEAD: Roz Goldman, Public Art Expert/Community Stakeholder; NBD Housing Planner, NBD Urban Designer, DES Transportation Specialist</p> <p>SUPPORT: SE NSC Administrator and SE Team support this internal team and community stakeholders working on a variety of aspects relative to encouraging arts & culture in support of neighborhood revitalization</p> <p>RESOURCES: Garson-Peck-4th Street-Heyward Neighbors Association (GP4H); \$10,000 CDBG Funds \$8,300 CIP Funds</p>	<p><i>In the past five years the Neighborhood of the Arts community and businesses have built on the foundation of ARTWALK and the other major changes in the neighborhood. The Neighborhood Association has gone through a major transformation and is healthy again. The Business Association has spent the last three years organizing to brand the area and strengthen events. The R City group* was key to uniting two quadrants.</i></p> <p>Initially, a group self-named the *"R-City" stakeholders, composed of neighbors, volunteers and other stakeholders formed, studied similar successes in other cities and identified aspects to encourage and support the growth of ARTS. Corpus Christi school redevelopment into a mixed-income housing project targeted to creative entrepreneurs. Attractive live/work space will be affordable for creative entrepreneurs—not only artists, but chefs/food products, IT developers, etc.</p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>4.2 “Emma/Beechwood: Connected Communities” Initiative</p>	<p>4.2.1 PROJECT SCION installation of cement chess tables and raised benches</p> <p>4.2.1 Allocate and leverage 2017-18 CIP funds allocated to support streetscape and Main Street road diet to create a connected, walkable Main Street</p> <p>4.2.2 Allocate and leverage 2018-19 CIP funds to support the development</p> <p>4.2.3 Allocate and leverage 2019-20 CIP funds to support the development</p>	<p>LEAD: SE Team</p> <p>SUPPORT: Home Leasing Corp., COR NBD and DES</p> <p>RESOURCES: FY 2017-18, 2018-19 and 2019-20 CIP funds, totaling \$60,000 investment.</p>	<p><i>Geographic Parameters are East Main from North Goodman Street to Culver Road</i></p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>5. MONROE AVENUE: COORDINATION, COOPERATION AND COLLABORATION OF ALL THE ORGANIZATIONS ON THE AVENUE</p>	<p>5.1 Foster Community Engagement Between Businesses and Residents</p>	<p>5.1.1 Implement \$250,000 Targeted Commercial Exterior Improvement Program (TCEIP).</p> <p>5.1.2 Participate in planning for Inner Loop Infill project’s expected impact. Identify key properties.</p>	<p>LEAD: Monroe Avenue Merchants Association (MAMA). MAMA’s president is also a member of the Pearl-Meigs-Monroe Neighborhood Association making this a cross functional effort.</p> <p>SUPPORT: SE Team Member/NBD Business Development Specialist</p> <p>RESOURCES: MAMA, Monroe Village Task Force (MVTF), Lock 66, Upper Monroe Neighborhood (UMNA), TREC and individual business owners</p>	<p><i>+A major initiative has concentrated on overcoming troubled relationships among businesses and residents to establish strong connections with and between neighborhood associations and businesses in the area to create a vibrant commercial corridor that promotes safety and economic growth.</i></p> <p><i>+Completed discussion on application of Nuisance System</i></p> <p><i>+The first annual “Show on Monroe” to promote the Ave was held June 2015 —in a stunning turnaround, all stake holding parties participated</i></p> <p><i>+Another event, “Spokes & Ink”, held in August 2013 enjoyed the largest attendance ever; Result is that Show on Monroe and Spokes & Ink will combine efforts for a the next event</i></p> <p><i>+Creating a Green Space with developer Fred Rainaldi immediately right of the Monroe Theater</i></p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>6. CONTINUED DEVELOPMENT OF NEIGHBORHOOD OF THE ARTS - NEIGHBORHOOD ASSOCIATION (NOTANA) AND BUSINESS ASSOCIATION (NOTABA)</p>	<p>6.1 Implement a Variety Of Community Engagement Techniques to Build Capacity in Community Groups</p>	<p>6.1.1 Revitalized neighborhood street information kiosks in the neighborhood.</p> <p>6.1.2 Work with Dutton Properties on rebuilding of 25 & 33-35 Russell Street so that Atlantic Avenue improvements approach standard set by University Avenue redevelopment.</p> <p>6.1.3 Create a QR Scavenger Hunt/Trail for Spring.</p>	<p>LEAD: NOTANA and NOTABA</p> <p>SUPPORT: SE Team</p> <p>RESOURCE: COR DES</p>	<p><i>First group to conduct a community art event called “BoulevART”—in addition to street painting, artists and story tellers and food vendors made it a small community engagement event not just the work of painting</i></p>
<p>7. RESERVE ELLWANGER & BARRY PARK AMENITIES</p>	<p>7.1 Arts and Park Improvements</p>	<p>7.1.1 Develop park space with a focus on safety of access to park and installation of recreation apparatus.</p>	<p>LEAD: Highland Park Neighborhood Association (HPNA), Neighbors</p> <p>SUPPORT: SE Team</p> <p>RESOURCES: COR DES and DRYs</p>	<p><i>First BoulevART traffic calming project had 75 residents. Now HPNA is supporting others neighborhoods as they begin their projects.</i></p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>8. NORTH WINTON VILLAGE (NWV) BEAUTIFICATION</p>	<p>8.1 Community and Business Engagement</p>	<p>8.1.1 Assist NWV implement their Community Design Center of Rochester (CDCR) grant to establish plans for North Winton Village section of the North Main Street revitalization initiative.</p>	<p>LEAD: NWV Association SUPPORT: SE Team RESOURCES: COR NBD, CDCR</p>	<p><i>Completed and installed Linear Garden Arch</i></p> <p><i>Building relationships with Cedarwood Towers residents, management, neighbors and RPD addressing drug sales and safety</i></p> <p><i>One project remains to conclude the North Winton Village Targeted Commercial Exterior Improvement Program (TCEIP)</i></p> <p><i>Asphalt removal in the Right of Way (ROW) and placement with grass—businesses has all signed an agreement to care for the grass.</i></p>

Southeast Strategic Plan
 Key Result Area II: Creating and Sustaining a Culture of Vibrancy

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
9. INCREASE WALKABILITY AND SUPPORT ALTERNATIVE TRANSPORTATION OPTIONS THROUGH NEIGHBORHOODS	9.1 Multi-Modal Transportation Projects	9.1.1 Coordinate with SW NSC on Elmwood Avenue bikeway included in Phase 1: a pedestrian/bike trail proposed for Elmwood Avenue from the river to Brighton Town Hall. 9.1.2 Highland Trail: In cooperation with the Town of Brighton, a new pedestrian/bike trail will be constructed from Highland Park south to the canal.	LEAD: SW NSC SUPPORT: SE Team RESOURCE: NA LEAD: SE NSC SUPPORT: SE Team RESOURCE: NA	<i>Phase 1 is funded and will run from the river to Mt. Hope Avenue.</i>
10. CREATE GATEWAY TO BEECHWOOD, EMMA, NEMNU, NORTH WINTON VILLAGE NEIGHBORHOODS	10.1 Support collaborate of Four Neighborhood Associations to Create Physical Place via Establishment of a Geographic Gateway	10.1.1 Art Installations at corner of Culver and East Main Streets	LEAD: NeighborWorks and the four neighborhood associations: BEECHWOOD, EMMA, NEMNU (North of East Main Neighbors United) and NWV Support: SE Team	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. BUILD POSITIVE RELATIONS BETWEEN RESIDENTS AND PUBLIC SAFETY ORGANIZATIONS</p>	<p>1.1 Use R-Centers, Libraries, the SE NSC office and RPD mobile units as venues for police/fire representatives to interact with residents</p>	<p>1.1.1 Communicate public service/safety activities to residents.</p> <p>1.1.2 Annually update training for Safe Place awareness of procedures</p> <p>1.1.3 Utilize PPCIC meetings to communicate activities and opportunities with public service/safety providers.</p>	<p>LEAD: SE NSC</p> <p>SUPPORT: COR RFD, RPD, DRYS, Library, Pathways to Peace</p> <p>RESOURCES: Neighborhood groups, NeighborWorks, The Center for Youth</p>	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		1.1.4 Hold Public Safety outreaches in areas that are disconnected from RPD interaction. 1.1.5 Provide safe location and security for social media business transactions in either the NSC parking lot or office without direct participation of City staff.		
	1.2 Increase Public Safety Interactions With Children In Neighborhood Communities	1.2.1 Educate children about making homes safe, through events at R-Centers, Libraries, schools, and neighborhood events. 1.2.2 Support RPL’s Safe to be Smart Program throughout the Southeast	LEAD: SE NSC, SE Team SUPPORT: RPL, RPD, RFD, DRYS RESOURCES: Neighborhood Groups, RCSD, Charter Schools	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	1.3 Community Outreach	1.3.1 Hold Uplifts monthly from May to October. 1.3.2 Conduct three or more Mini-Clean Sweeps per month. 1.3.4 Support neighborhood events.		
	1.4 RPD Outreach	1.4.1 Hold three outreach events between May and September, each at a location that needs relationship building with officers. 1.4.2 Promote and support the creation of block clubs to increase resident involvement in improving safety.		

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	1.5 Create opportunities to educate residents in public safety	1.5.1 Have neighborhood leaders ‘ride along’ with public safety officers to better understand their neighborhoods.	LEAD: RPD SUPPORT: SE NSC RESOURCES: Neighborhood Groups	
		1.5.2 Teach residents and business owners how to keep safe.	LEAD: RPD, RFD SUPPORT: SE NSC RESOURCES: Neighborhood Groups, Business Associations	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		<p>1.5.3 Promote neighborhood watch mindset through block parties/block clubs.</p> <p>1.5.4 Support initiative of neighborhood police foot patrols.</p>		<p><i>Annual Meeting/Citizen Input Overview:</i></p> <ul style="list-style-type: none"> • <i>Neighborhood Associations: 84</i> • <i>PCIC: 24</i> • <i>Surveys through Tips: 150</i> • <i>Individual security survey for residents & business owners: 75-100</i>
<p>2. EXPAND COMMUNITY-BASED PUBLIC SAFETY EFFORTS</p>	<p>2.1 Establish PAC TAC groups for neighborhoods lacking active PAC TAC</p>	<p>2.1.1 Contact neighborhood groups with existing PAC TAC patrols to mentor newly formed teams.</p> <p>2.1.2 Establish PAC TAC informational meetings; recruit neighbors to attend.</p>	<p>LEAD: SE NSC</p> <p>SUPPORT: RPD</p> <p>RESOURCE: PAC TAC groups, Neighborhood groups, churches, businesses</p>	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		2.1.3 Establish at least one new PAC TAC patrol per year.		
	2.2 Improve efficacy of existing PAC TAC teams.	2.2.1 Develop and disseminate PAC TAC public service announcements. 2.2.2 Annually update PAC TAC information materials to unify recruiting message.	LEAD: SE NSC SUPPORT: RPD RESOURCES: Neighborhood Groups, Churches, Businesses	
		2.2.3 Assist current PAC TAC members recruit peers on an ongoing basis. 2.2.4 Continue and expand PAC TAC/Resident Saturation Walks.		

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>2.3 Increase participation in National Night Out event</p>	<p>2.3.1 Promote attendance through awareness campaigns and pre- events at R-Centers, libraries, schools and neighborhoods.</p>	<p>LEAD: SE NSC SUPPORT: RPL, RPD, DRYS RESOURCES: Neighborhood Groups, RCSD and Charter Schools</p>	
	<p>2.4 Increase attendance and representation at PCIC meetings</p>	<p>2.4.1 Identify one representative or designee per neighborhood associations, block clubs and sanctioned groups to encourage attendance.</p> <p>2.4.2 Provide ongoing training and encouraging the importance of calling 911 and 311 when appropriate.</p>	<p>LEAD: SE NSC SUPPORT: RPD RESOURCES: Neighborhood Groups</p>	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>2.5 Empower citizens to report crimes, code violations, loitering and other nuisances</p>	<p>2.5.1 Improve media pieces such as posters, brochures, and flyers to promote awareness of Neighborhood and Business Development and Department of Environmental Services websites, 311, and 911.</p> <p>2.5.2 Promote the RPD Smartphone App “MyPD.”</p> <p>2.5.3 Continue development of Community Connections App for reporting, communicating and exchanging city information.</p> <p>2.5.4 Provide information on the importance of reporting code violations, safety hazards, loitering, nuisances, alleged crimes or possible crimes-in-progress.</p>	<p>LEAD: SC NSC</p> <p>SUPPORT: RPD, RFD</p> <p>RESOURCES: PCIC, Neighborhood Groups, Churches, Schools, PAC TAC, 311, 911</p>	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		<p>2.5.5 Provide information on personal safety at home and in the community-- vehicles, public transportation, walking, and conducting business.</p> <p>2.5.6 Increase awareness and understanding of RPD monitoring systems (cameras, Shot Spotter, Graffiti Spotter, etc.).</p> <p>2.5.7 Develop and disseminate gang awareness and gang deterrence materials.</p>	<p>LEAD: SE NSC</p> <p>SUPPORT: RPD, RFD</p> <p>RESOURCES: PCIC, Neighborhood groups, churches, schools, PAC TAC, 311, 911</p>	

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>3. PRESERVATION AND PROTECTION OF WASHINGTON GROVE AMENITIES</p>	<p>3.1 Encourage and Empower Citizens to Act as Stewards of the Park</p>	<p>3.1.1 Development and support of park resources protection to ensure respect of natural resources via compliance with city codes.</p>	<p>LEAD: Friends of Washington Grove SUPPORT: Forestry, RPD RESOURCE: SE NSC</p>	<p><i>SC NSC leading collaboration with the Neighborhood Association, Friends of the Grove, Sierra Club, Forestry, Parks, DES, Animal Control, RPD to focus on safety and recreational enjoyment.</i></p>

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>4. STRENGTHEN COMMERCIAL POWER OF GOODMAN PLAZA</p>	<p>4.1 Business Association Formation</p>	<p>4.1.1 Build the capacity of a group of retail business owners who are tenants of Goodman Plaza who organized into a business association in 2014.</p>	<p>LEAD: NBD Senior Economic Development Specialist SUPPORT: SE Team, RPD RESOURCES: Street Manager</p>	<p><i>In the process of addressing a series of landlord issues and public safety matters.</i></p>

Southeast Strategic Plan
 Key Result Area III: Public Safety

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>5. CALM TRAFFIC IN KEY RESIDENTIAL AREAS</p>	<p>5.1 Traffic Calming Techniques: +</p>	<p>5.2.1 Use of Speed Trailer and Two Portable Speed Radar Units to Track Speed Levels and times to apply Enforcement</p> <p>5.2.2 Block clubs in collaboration with RPD, NSC, traffic engineering, RSCD transportation and Metro Ambulance to create solutions</p> <p>5.2.3 Voice of the Citizen Efforts continues with education through the ReConnect Rochester website, speed monitors and use of the Turtle costumes to remind people to slow down.</p>	<p>LEAD: Neighborhood Associations</p> <p>SUPPORT: SE Team, RPD</p> <p>RESOURCES: COR DES, Genesee Transportation Council</p>	<p><i>A meeting was held on 11-20-13 to discuss growing concerns with traffic patterns, school bus routes and ambulance usage</i></p>

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. CULTIVATE APPROPRIATE COMMUNITY INPUT IN SOUTHEAST LAND USE DEVELOPMENT</p>	<p>1.1 Engage Organized Community and Citizen Groups In Land Use Development Process</p>	<p>1.1.1 Build on relationships founded by existing sector and neighborhood organizations.</p> <p>1.1.2 Support t neighborhood groups in growing membership bases.</p> <p>1.1.3 Support neighborhood groups to establish and expand grassroots leadership capacity.</p>	<p>LEAD: NBD Community Housing Planner/ Citizen Engagement Specialist</p> <p>SUPPORT: SE Team</p> <p>RESOURCES: SE NSC, Neighborhood Groups</p>	
	<p>1.2 Develop a Joint City/Neighborhood Process that Incorporates Significant Community Input to Identify Commercial and Economic Development Opportunities</p>	<p>1.2.1 Inventory potential Southeast sites with potential for significant changes to land use.</p> <p>1.2.2 Identify, collect and analyze other sources of local, state and national data on community-based economic development.</p>	<p>LEAD: SE Team</p> <p>SUPPORT: SE Community Organizations and Citizen Groups</p> <p>RESOURCE: COR NBD Zoning Specialist</p>	

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>2. ENCOURAGE HOME OWNERSHIP IN SOUTHEAST</p>	<p>2.1 Assist Employer Assisted Housing Initiative (EAHI) in Southeast</p>	<p>2.1.1 Identify employer leads using EAHI criteria.</p> <p>2.1.2 Facilitate introductions of employer representatives and City staff.</p>	<p>LEAD: SE Team, NBD Senior Community Housing Planner and Economic Development Specialist</p> <p>SUPPORT: NBD EAHI Coordinator</p> <p>RESOURCES: NPCs, SE Business Associations, Neighborhood Groups</p>	
<p>3. TRACK PRIVATE LAND USE DEVELOPMENT INITIATIVES IN SOUTHEAST</p>	<p>3.1 Coordinate with NBD Project Development Division</p>	<p>3.1.1 Conduct monthly review of progress toward development objectives.</p>	<p>LEAD: SE Team, NBD Senior Economic Development Specialist</p> <p>SUPPORT: NBDC Project Development Management</p> <p>RESOURCES: NPCs, Housing Developers</p>	

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>4. TRACK PUBLIC LAND USE DEVELOPMENT INITIATIVES IN SOUTHEAST</p>	<p>4.1 Coordinate with NBD Project Development Division</p>	<p>4.1.1 Conduct monthly review of progress toward development objectives.</p>	<p>LEAD: SE Team, NBD Technical Services Associate Administrative Analyst</p> <p>SUPPORT: NBD Project Development Management</p> <p>RESOURCE: Neighborhood Groups</p>	
<p>5. PROMOTE BUSINESS AND NEIGHBORHOOD “GREENING” INITIATIVES IN THE SOUTHEAST</p>	<p>5.1 Increase Environmental Impact Awareness via “Green” Activities</p> <p>5.2 Facilitate Resources Necessary to Improve and Maintain Green Spaces</p>	<p>5.1.1 Educate community about recycling and other local environmental protection activities.</p> <p>5.2.1 Establish criteria for SE NSC support of improvements to green space.</p>	<p>LEAD: SE Team</p> <p>SUPPORT: Neighborhood Groups, SE Team</p> <p>RESOURCES: SWPC and SEAC NPCs, Libraries, RochesterCares, Inc.</p>	
	<p>5.3 Incorporate Public Safety Infrastructure into Green Space and Park Planning</p>	<p>5.3.1 Identify priority projects.</p> <p>5.3.2</p>	<p>LEAD: SE Team</p> <p>SUPPORT: NPCs</p>	

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		Identify support for individual projects. 5.3.3 Establish project report.	RESOURCE: Community Groups	
	5.4 Promote Local Eating to Enhance Health and Support Local Agribusiness	5.4.1 Create demonstration community gardens. 5.4.2 Encourage use of Public Market. 5.4.3 Accommodate/support growth of South East Farmer’s Market.	LEAD: SE Team SUPPORT: NPCs RESOURCES: Community Groups	
6. EMMA – East Main Mustard and Atlantic NEIGHBORHOOD REVITALIZATON	6.1 “EMMA/ Beechwood: Connected Communities” Initiative	6.1.1 Develop a plan for East Main from North Goodman Street to Culver Road featuring mix of residential and commercial development and establishing family resource center(s). 6.1.1 Explore Purpose-Built community applicability.	LEAD: Center City Corridor Partnership composed of Home Leasing, Inc. (Nelson Leenhouts, developer) RGRTA, EMMA, Beechwood Neighborhood Coalition, North East Area Development, Visions Credit Union, Fedder Building (Patrick Dutton, developer)	

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
			SUPPORT: Council Member Elaine Spaul, NBD Deputy Commissioner	
	6.2 Explore Feasibility of Artist Relocation Program for Rochester	<p>6.2.1 Research successful Artist Relocation programs in other mid-size cities</p> <p>6.2.2 Develop coalition of educational institutions, arts organizations, developers and advertising concerns to develop a plan.</p>	<p>LEAD: R-City Coalition, SE Team</p> <p>SUPPORT: Business Associations</p> <p>RESOURCES: Community Groups</p>	
7. IMPROVE THE APPEARANCE AND VALUE OF RESIDENTIAL and COMMERCIAL PROPERTIES	7.1 Encourage Neighborhood Homeowner/Occupants, Landlords And Tenants To Ensure Homes Are Safe, Affordable And Well-Maintained	<p>7.1.1 Recognition programs to spotlight visible home and land improvements.</p> <p>7.1.2 Promote NeighborWorks home improvement loan and grant programs.</p> <p>7.1.3 Engage SEAC Street Manager to galvanize local business enhancement efforts.</p>	<p>LEAD: Street Manager</p> <p>SUPPORT: Business Associations, SE Team</p> <p>RESOURCES: Community Groups, NeighborWorks Rochester</p>	

Southeast Strategic Plan
 Key Result Area IV: Rebuilding and Strengthening Neighborhood Housing

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
8 SOUTH CLINTON AVENUE DEVELOPMENT	8.1 WedgePoint	8.1.1 Monitor PathStone mixed-use project, including multi-family housing, at the vacant lot on Byron Street between South and South Clinton Avenues.	LEAD: PathStone Corp. SUPPORT: SE NSC RESOURCE: SWPC NPC	
9. SOUTH WEDGE - 399 GREGORY STREET DEVELOPMENT PROJECT	9.1 Brownfield Clean-Up and Repurpose	9.1.2 Guide community in process to determine whether lot should be developed or used as “just” a parking lot.	LEAD: SUPPORT: RESOURCE:	<p><i>This project is currently on hold:</i></p> <p><i>Community concern that there is already too much congestion</i></p> <p><i>A parking study was conducted, confirming inadequate parking in the area; Necessary to educate developers regarding the current and new parking issues that must be addressed</i></p> <p><i>In several meetings held by community organizations as well as NBD, the SC NSC has used these opportunities to educate on the importance of a development</i></p>

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. POSITION THE SOUTHEAST AS THE LOCATION OF CHOICE FOR CURRENT AND NEW BUSINESSES, INVESTORS AND RESIDENTS</p>	<p>1.1 Coordinate with SW NSC on Mount Hope Development, Phase II</p>	<p>1.1,1 Support Phase II Planning Strategy stakeholders and prepare for implementation of community-wide planning process to commence in FY 2016-17.</p>	<p>LEAD: SW NSC, NBD SE Economic Development Specialist</p> <p>SUPPORT: SE Team</p> <p>RESOURCES: Business Associations, NPCs, community organizations, residents; \$20,000 CIP allocation in FY 2016-17</p>	
<p>2. CREATE VIBRANT COMMERCIAL CORRIDORS</p>	<p>2.1 Identify New Partnerships and Business Networks to Develop One or More Identified Commercial Corridors</p>	<p>2.1.1 Implement targeted business recruitment.</p> <p>2.1.2 Address impediments on challenged corridors—public safety on Monroe Avenue, traffic on North Winton Road.</p>	<p>LEAD: NBD SE Economic Development Specialist</p> <p>SUPPORT: SE Team, Business Associations</p> <p>RESOURCES: Community Groups</p>	<p><i>Arts & Market and “EMMA, Beechwood Communities: Thriving & Connected” Initiatives are already underway.</i></p> <p><i>The 2012 Four Part Planning Process for East Main Street economic development activity engaged the Beechwood neighborhoods in the City’s study of the East Main Street commercial corridor (Goodman to Culver). The collaboration is</i></p>

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
				<i>now working to set up a work plan based on the 2013 plan and to coordinate recommended activities with the larger Arts & Market Initiative.</i>
3. PROMOTE HEALTHY FOOD AVAILABILITY AS ECONOMIC DEVELOPMENT ENGINE	3.1 The Freedom Market	3.1.1 Support the Beechwood Neighborhood Gardening Collaborative as they expand the capacity of The Freedom Market to include community gardening.	LEAD: NEAD NPC SUPPORT: Joanne Larson, Ed.D. and Joyce Duckles, Ed.D., U of R Warner School of Education; Wegmans, SE Senior Community Housing Planner RESOURCES: Partnerships with the Greater Rochester Health Foundation, which provided a grant to support the provision of fresh produce; the community residents engaged as co-investigators, co-authors and co-implementers.	<i>Located at 359 Webster Avenue and opened August 2013, this establishment is owned by Freedom Community Enterprises, Inc. a subsidiary of NEAD. The Freedom Market’s mission is to provide healthy food options to residents in the neighborhood, breaking the existing mini-market model that sells predominantly foods with low nutritional value.</i>
4. UPPER EAST END DEVELOPMENT	4.1 Promotions and Inner Loop project	4.1.1 Re-brand Upper East End to promote entertainment.	LEAD: East End Business Association	<i>Working with Zoning and RPD to establish an Entertainment District</i>

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		4.1.2 Plan for impact of Inner Loop infill project which will geographically link Upper East End (east of the current Inner Loop) with East End (East Avenue between the Inner Loop and Alexander Street), behind which will be a ten-unit condo building constructed in Phase 3.	SUPPORT: NBD SE Business Development Specialist RESOURCES: SE Team, RPD	
5. MONITOR PROGRESS OF DEVELOPMENT & REHABILITATION OF BUILDINGS	5.1 Individual Buildings	5.1.1 U of R Highland Hospital expansion	LEAD: NBD Bureau of Planning/Historic Preservation Planner SUPPORT: SE Team RESOURCE: COR NBD Bureaus of Planning and Zoning	<i>Culver Road Armory phases 2 and 3: A retail/office building behind the armory now houses Arhaus Furniture Store, Fleet Feet, and offices for the cloud computing company Consilium 1.</i> <i>Permits have been issued to renovate the building for the organization’s new headquarters.</i>

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>6. INCREASE NEW EMPLOYMENT OPPORTUNITIES FOR SE CITY RESIDENTS THROUGH IMPROVED EVALUATION OF NEW PROJECTS AND INCORPORATION OF MANDATORY JOB CREATION TARGETS IN ALL LOAN AND GRANT PROGRAMS; EMPHASIZE MANUFACTURING AS A SOURCE FOR GOOD-PAYING JOBS</p>	<p>6.1 Work more collaboratively to find ways to link employers with openings to the community for filling jobs, especially in manufacturing positions.</p>	<p>6.1.1 Educate SE Team members to incorporate business development loan and grant information into contacts with SE business owners and organizations.</p>	<p>LEAD: NBD SE Economic Development Specialist</p> <p>SUPPORT: SE Team, COR Finance Dept, NBD Bureaus of Planning and Zoning and Inspection and Compliance</p>	
<p>7. VIEW BUSINESSES AS CUSTOMERS OF THE CITY AND PROVIDE FOR FACILITATION AND COLLABORATION OF BUSINESS SUPPORT SERVICES WITHIN CITY GOVERNMENT AND OUTSIDE AGENCIES</p>	<p>7.1 Encourage pre-development conferences with Bureau of Zoning and establish new mechanisms to share information on specific projects with COR Finance Dept and NBD Bureaus of Planning and Zoning and Inspection and Compliance</p>	<p>7.1.1 Obtain desired Zoning XXXX information from Bureau of Zoning/referral contact list.</p> <p>7.1.2 Incorporate Zoning referrals into the procedures with all applicants for Business Development resources.</p>	<p>LEAD: NBD SE Economic Development Specialist</p> <p>SUPPORT: NBD Bureaus of Planning and Zoning and Inspection and Compliance</p>	

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>7.2 Develop a comprehensive inventory of business and workforce development resources available in the community</p>	<p>7.2.1 Use Street Manager program to create commercial real estate inventory for targeted commercial corridors.</p> <p>7.2.1 Distribute WF development resource list to Business Development staff.</p>		
<p>8. INCREASE BUSINESS DEVELOPMENT RESOURCE CAPACITY IN NON-CITY SOURCES</p>	<p>8.1 Research and follow up on economic development grant opportunities</p>	<p>8.1.1 Utilize ESRI Business Analyst to identify grant opportunities for commercial corridors.</p>	<p>LEAD: NBD SE Economic Development Specialist</p> <p>SUPPORT: SE Team</p>	
<p>9. IMPROVE CONDITION AND APPEARANCE AND INCREASE BUSINESS DENSITY IN COMMERCIAL CORRIDORS TO INCENT PRIVATE INVESTMENT</p>	<p>9.1 Continue the Business Association Support Program</p>	<p>9.1.1 Complete Monroe Avenue Targeted Commercial Exterior Improvement Program (TCEIP).</p>	<p>LEAD: NBD SE Economic Development Specialist</p> <p>SUPPORT: SE Team</p>	

Southeast Strategic Plan
 Key Result Area V: Jobs and Economic Development

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>9.2 Identify Methods to Improve Efficacy of the Street Manager Program</p> <p>9.3 Continue Use of the Small Business Matching Grant as a key tool to Support City Retail Businesses</p>	<p>9.2.1 Meet quarterly with Street Manager to review processes and projects.</p> <p>9.2.2 Meet annually with sponsoring agency to improve the program.</p> <p>9.3.1 Market more aggressively in areas that have not taken advantage of this tool.</p>		

Southeast Strategic Plan

Key Result Area VI: Support the Creation of Effective Educational Systems

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>1. SUPPORT THE MAYOR’S EARLY LEARNING COUNCIL IN SOUTHEAST NEIGHBORHOODS</p>	<p>1.1 Support Book Collection and Redistribution Drive</p>	<p>1.1.1 Create opportunities to encourage citizens to donate books to the Drive.</p>	<p>LEAD: Public Library South Leader</p> <p>SUPPORT: MCLS</p> <p>RESOURCE: Volunteers (i.e., RochesterCares, Inc.)</p>	
<p>2. PARTNER WITH SE SCHOOLS TO GROW AND SUSTAIN SAFE, HEALTHY AND VIBRANT NEIGHBORHOODS</p>	<p>2.1 Establish the link between the success of public schools, libraries and R-Centers and the stability and growth of neighborhoods and businesses</p>	<p>2.1.1 Examine local and national data on the influence of schools on neighborhood stability, property values, safety, etc.</p> <p>2.1.2 Map locations of SE Libraries, R-Centers and schools.</p> <p>2.1.3 Examine RCSD policies regarding busing, access to neighborhood schools, libraries, R-Centers, etc.</p> <p>2.1.4 SE libraries will continue current partnerships with schools (class visits,</p>	<p>LEAD: South City Library Leader</p> <p>SUPPORT: SE Team, DRYS Bureau of Recreation</p> <p>RESOURCES: Greater Rochester Association of Realtors, Mayor’s Early Learning Council</p>	

Southeast Strategic Plan

Key Result Area VI: Support the Creation of Effective Educational Systems

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
		<p>providing library cards) and look for opportunities to expand them as resources allow</p> <p>2.1.5 Coordinate with Recreation Bureau to support hiring and placement of literacy aides.</p> <p>2.16 Monitor program transfer to Recreation Bureau of Rochester After School Academy in Southeast locations.</p> <p>2.17 Coordinate southeast delivery of programming designed to enhancing existing structured after-school programming.</p>		

Southeast Strategic Plan

Key Result Area VI: Support the Creation of Effective Educational Systems

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	<p>2.2 Coordinate Southeast actions with school facility upgrades</p>	<p>2.2.1 Forge ties with RCSD planners to coordinate development activities of the City and RCSD</p>	<p>LEAD: Planning SUPPORT: Mayor’s office RESOURCE: RCSD Tom Keysa, Facilities Director</p>	
	<p>2.3 Promote school successes to retain and attract homeowners</p>	<p>2.3.1 Identify and research programs such as “At Home in Madison” aimed at retaining and attracting residents.</p>	<p>LEAD: Senior Community Housing Planner SUPPORT: SE Team and Planning RESOURCE: RCSD</p>	
<p>3. SUPPORT RCSD MODERNIZATION PLAN</p>	<p>3.1 Monitor construction planning and implementation</p>	<p>3.1.1 Serve on RCSD Modernization Committees for SE Schools</p>	<p>LEAD: SE NSC Administrator SUPPORT: Planning RESOURCE: RCSD</p>	<p><i>School #28 – construction completed</i> <i>School #12 – construction began in the Fall of 2014</i> <i>East High School – construction has begun in sections; students are remaining in the building</i> <i>Monroe High School - plans have begun; time line not finalized.</i></p>

Southeast Strategic Plan

Key Result Area VI: Support the Creation of Effective Educational Systems

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
<p>4. CULTIVATE EDUCATIONAL & WORK EXPERIENCES FOR YOUTH AND STUDENTS</p>	<p>4.1 Internships</p> <p>4.2 Coordinate with expansion of the Youth Voice One Vision (YVOV) program</p>	<p>4.1.1 Continue successful Internship recruitment efforts which each summer brings students into public service.</p> <p>4.1.2 Support DRYS restructuring of BEST Admin, Summer of Opportunity and Dream Big2 Youth employment training programs as implemented in Southeast locations.</p> <p>4.2.1 Participate in the consolidation planning and implementation as it rolls out in the South east</p>	<p>LEAD: SE NSC. SE Administrator, SE Team DRYS representative. (The SE Administrator also participates in Project Search Partnership with BOCES, RCSD</p> <p>SUPPORT: Area colleges</p>	<p><i>SE NSC has recruited and put to work over 15 interns in the last year</i></p> <p><i>Interns have come from various programs, high Schools and colleges and universities to work on a wide variety of projects.</i></p> <p><i>YVOV will expand to include the Mayor’s Youth Advisory Council and will operate as Youth Voice, One Vision Youth Advisory Council.</i></p>
<p>5. ENCOURAGE LIBRARY PATRONAGE</p>	<p>5.1 Maintain Library Facilities</p>	<p>5.1.1 Use budgeted funds to repair Winton Branch Library circulation desk and replace furnishings.</p>	<p>LEAD: South Library Leader</p> <p>SUPPORT: RPL</p> <p>RESOURCE: \$8,337 CIP Funds</p>	

Southeast Strategic Plan

Key Result Area VI: Support the Creation of Effective Educational Systems

Goal	Strategy	Action Steps	Implementing Partners	Notes – July 2015
	5.2. Strengthen Library/City Ties	5.1.2 Encourage City staff to use libraries for work and for professional and personal development and incorporate promotion of the Library as a multi-faceted information resource.		