

Beechwood: Recommended FIS Strategies – Final Document 3/1/2010

Short term = begin in 2009 or early 2010

Medium term = 2-3 year timeframe

Long term = begins 3 + years down the road

Components of a comprehensive and cohesive revitalization approach

- Stabilization and improvement of the residential real estate market by setting and actively pursuing reasonable goals for strategically moving substandard housing to either homeownership or responsible rental ownership and management.
- Focused approaches for Webster Avenue and Rosewood Street that address problem properties and businesses using a variety of strategies and resources.
- Provide support to responsible and viable businesses that are willing to participate in FIS area activities.
- Continue to engage neighborhood organizations in the FIS process and increase the level of involvement of residents in community building activities in the FIS area.
- Create a marketing and promotional strategy for the FIS area that celebrates successes.
- Note: Consider extending the FIS area on Webster down to Goodman and to include north side of Bay as part of FIS area

Detailed table of revitalization strategies for the Beechwood FIS Area

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

Housing Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Address the “Problem Properties” in target areas (vacant and substandard housing)	- 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 rehabbed. Develop acquisition pool.	- NSC/NSC inspectors - FIS team - NEAD - Community Place - FIS Consultants - Realtors Primary Staff: Pete Saxe, Conrad Floss, Margot Garcia.	Underway	NSP, HOME/Rochester Urban League NSP/AHC - \$1,390,000 at \$30,000 per single-family structure. NSP for down-payment, closing cost assistance for low income buyers. - \$120,000. County of Monroe - \$60,000 for down-payment closing cost assistance for low-income buyers.	Code compliance, acquire properties for rental or homeownership, or demolition

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2. Redevelop suitable single family housing for homeownership by implementing an Acquisition, Rehabilitation and Sale Program.	- Analyze market of potential homebuyers to project potential volume of sales for each of the next 5 years. Examine HOME Rochester data. - Develop an acquisition strategy for properties suitable for homeownership based on funding, capacity, priority, # of available homebuyers, etc. - Develop a housing rehabilitation standard for acquisition and rehab for resale program (Use HOME Rochester as a model?). - Stress energy and healthy home components of Green housing rehabilitation and maintenance. - Provide incentives for homebuyers as part of this effort including down-payment assistance and/or other incentives - Focus the use of NSP funds in the area. Funding is available to do 90 homes. NSP may be used to purchase vacant property. - When possible allow eligibility for households earning up to 120% area median income. - Identify potential developers for acquisition and rehab for resale program. - Partner with the Rochester Housing Development Fund Corporation (RHDFC) and prioritize the use of experienced nonprofit HOME Rochester developers. - As a second option make projects available to local for-profit investors experienced in single family acquisition & rehabilitation for resale, with a successful track record and a history of high quality projects. - Finance projects with public and private resources leveraging the greatest amount of private dollars to minimize public investment. Package the financing to make the process quick and efficient. - Securing end buyers for enrolled properties will be the most challenging task of this program given the current market	- FIS team will identify the properties (get feasibility model information from Sue F) - NSC - Beechwood Neighborhood Coalition - NEAD (for making offers on properties and as a developer) - Community Place - Private Investors - GRHP - Department of Environmental Services (DES) - Urban League EDC Primary Staff: Margot Garcia, Conrad Floss,	. - Underway	HOME Rochester, Urban League NSP/AHC - \$1,390,000 at \$30,000 per single-family structure. NSP for down-payment, closing cost assistance for low income buyers. - \$120,000 County of Monroe - \$60,000 for down-payment closing cost assistance for low-income buyers.	Acquire and rehab single-family properties, sell to owner-occupants.

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	conditions. • Traditional down-payment/closing cost assistance will be made available to all buyers regardless of income. • NEXT STEPS: finish ID and prioritization of key properties; evaluate which we are able to buy (research the owners, etc.); run numbers on properties that are currently up for sale. Look to RHDFC or NEAD to do acquisition.				

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3. Employ an Owner-Occupant Repair Program to assist existing homeowners	• The owner-occupant repair program is designed to provide homeowners a resource to address deferred maintenance. The expected outcome of this program is to stabilize housing values. This strategy will be initially deployed on Rosewood. • The program will limit repair work to exterior work only and will emphasize energy efficiency. Qualifying repairs will include window and door replacement, painting and/or siding, gutters/downspouts/eaves, and porch repair/replacement. Owners will not be required to produce matching funds. • Time-Line: Establish program procedures and have applications ready by June 30, 2009 • Market the program on Rosewood. • Create a list of recommended landscaping options for front yards.	• Joint Venture PartnersFIS Team • NEAD (marketing and program management) Primary Staff: Conrad Floss, Julie Beckley.	• Underway	CDBG - \$1,500,000	Improve facades
4. Employ an Investor-Owned Repair Program to assist existing landlords.	• This will be focused on Webster Ave. • RFP in development. • Must be taken to Council by August • Exclude properties on the “Problem” Property list. • 15 to 20 per year for the FIS. • 10% match • Share program design drafted by Conrad & Sue ASAP.	Joint Venture Partners Primary Staff: Conrad Floss, Larry Fedick,	• Underway	• CDBG - \$900,000	Improve facades

Housing Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
5. Redevelop substandard housing only suitable for rental use through acquisition and rehab.	• Identify potential developers for acquisition and rehab for rental program. • Develop criteria for properties that are determined to be suitable only as rental housing. • Develop an acquisition strategy for properties only suitable for rental (see item above) based on funding, capacity, priority, etc. • Develop a housing rehabilitation standard for acquisition and rehab for rental program. • Assemble a variety of financing options and/or incentives for nonprofit and for profit developers. e.g. Loans, deferred grants, support for State Small Projects funding applications, Support for Tax Credit applications, etc. • Require energy and healthy home components of Green housing rehabilitation and maintenance. • When possible allow eligibility for households earning up to 120% area median income. • Can use NSP funding for up to 2 unit properties. • Should try to package a number of properties to achieve scale.	• Investors • RHDFC/GRHP • NSC • Community Place • NEAD • FIS team will work on assembling a number of potential properties Primary Staff: Conrad Floss, Paul Scuderi	• April 2010	• NSP - \$900,000 at \$30,000 per unit in renovation for two-family structures and \$40,000 per unit for single-family structures.	• Acquire and rehabilitate one and two-family structures for rental use.

Housing Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
6. Implement a Targeted Initiative on Rosewood Avenue and Webster Avenue	Rosewood Avenue and Webster Avenue are the priority streets within the FIS district (Red Areas). This block stretches from Webster Avenue to Greely Street and consists of a mixture of housing types and conditions. The objective of the program is to support the existing housing stock and maintain values. This initiative differs from the programs identified above as it seeks to improve a city block in a comprehensive fashion where changes will be measured over a 5-year period. If successful, such a model can be replicated to improve other City blocks. • Survey property conditions to capture baseline data (Building Condition and Land Use survey data to be used among other measures) to determine specific needs that can be tied to the financial resources that will be made available. Common repair needs, will be identified such as public safety, capital improvements (lighting/sidewalks) and landscaping issues to define the program standards and requirements. • Properties selected for financial assistance will be monitored over the 5-year FIS period to evaluate the changes within the block as a whole. • Include significant community outreach to understand the neighborhood conditions that negatively affect housing values and give rise to poor public perceptions. • Identify the specific neighborhood issues to be addressed and identify specific addresses to receive financial assistance	• Community Place • NEAD • Beechwood Neighborhood Coalition Primary Staff: Pete Saxe, , Conrad Floss	• April 2010	CDBG	Improvements to housing stock and physical infrastructure. Establishment of “neighborhood building” program to unite neighbors in common causes.
7. Develop a list of properties suitable for demolition.	• Confirm list of properties for demolition. • Identify any privately held homes that should go through the demolition process.	Primary Staff: Peter Saxe, Curt Colombo	•		

Commercial Development Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Continue to implement the Melville Project and bring it to completion.	- The Melville Project will consist of the rehabilitation of 256 Webster Ave. and improvements for the adjoining vacant lot, owned by NEAD. - Develop a façade plan for the building to be developed by NEAD. The building will house a commercial use, possibly as an FIS office. - At the adjoining property next to 256 the vacant lot will be parking and enhancements such as fencing and landscaping will be considered. 264-268 Webster will likely be demolished. 262 will be evaluated for rehabilitation. - The corner store (at Melville) is a viable operation to be supported. - NEAD recently received a \$200,000 Main Street grant, and \$180,000 of City Challenged Street funds which will be work in concert with these initiatives.	- NEAD - NSC Primary Staff: Matt McCarthy	Underway	CDBG	Improved “gateway” into FIS focus area.
2. Develop a program for businesses on Webster Avenue	- Pardi Architect will be retained by NEAD to develop a façade plan for existing businesses. - Use the façade program for all of the structures on Webster Avenue. - The façade program represents a great PR opportunity to motivate business owners to cooperate in marketing the neighborhood. - Need to find other constructive uses for commercial buildings besides retail.	- NEAD - Pardi Architects - Business Development could assist in the design. Primary Staff: Matt McCarthy	Short Term	CDBG	Improve facades for businesses on Webster Ave.
3. Encourage collaboration with business owner across the FIS area.	Approach Neighborhood appropriate businesses throughout the FIS area to engage them in the FIS strategy implementation and to support their business efforts.	Primary Staff: Matt McCarthy		NA	Improve/establish relationships between business owners.

Commercial Development Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
4. Include mixed use buildings in the plan	• Have to find a way to develop mixed use buildings • Quantify the market for apartments over commercial space	Primary Staff, Matt McCarthy, Conrad Floss	April 2010	TBD	Rehabilitate key buildings on Webster Ave.

Neighborhood Management Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
1. Address negative behavior associated with commercial properties	- Work with owners of 452 and 386 Parsells Avenue (Mini-Marts) to stop loitering and other negative behavior - What about other strategies like nuisance suit?	- NSC - FIS team Primary Staff: , Pete Saxe, Gary Kirkmire	Underway	NA	Decline in loitering and illegal activity.
2. Address probable pedestrian/traffic safety issues related to the opening of the Ryan Center	- The Ryan Center, School #33 is scheduled to open in the fall of 2009. The new facility will accommodate day time functions and evening/weekend recreation. Special events will be scheduled throughout the year. This will represent a significant increase in pedestrian traffic on and around the center. - The pedestrian right of way along Webster Avenue is unsuitable for pedestrian traffic, especially for kids. Safety is a big concern. The sidewalks need to be wider and traffic calming needs to be evaluated. - Consider a neighborhood marketing opportunity as it is assumed that the designs will make the streetscape more attractive and a neighborhood safety opportunity if lighting and other elements contribute to a defensible space. This will be more of a PR opportunity if there are multiple benefits.	DES Primary Staff Rich Koss, Conrad Floss.	April 2010	TBD	Improved pedestrian access to Ryan Center via Webster Ave.
3. Inhibit access by automobiles to common green space.	New curbs are warranted along Netherton Rd. where the existing curbs allow for easy vehicular access to green space.	DES Primary Staff: Rich Koss	April 2010	TBD	New curbs on Netherton Rd.
4.					

Neighborhood Management Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
5. Facilitate the management of vacant lots and other community assets by NEAD	• Inventory lots, develop a plan or strategy for how they could be used & maintained. OK to keep but I assume this feeds into the property database • Look at opportunities to sell lots to adjoining owners. • Lease a utility tractor for NEAD to house in their tool library. The tractor would be used to maintain City-owned vacant lots in the FIS area and to undertake other beautification projects • Tractor could be a means to encourage neighborhood projects and opening up lines of communications among residents.	• NEAD • Beechwood Neighborhood Coalition • Community Place Primary Staff: Paul Noto, Jim Shirmer, Pete Saxe	April 2010	CDBG - \$200,000	Beautification of vacant City-owned lots.
6. Expand resident participation in FIS & general neighborhood improvement activities.	• Coordinate effort among neighborhood organizations and membership to recruit residents for participatory projects such as clean-ups and block parties. • Organize block parties to promote programs and successes. • Use Neighborhood Uplift to promote other neighborhood activities. Encourage County and City agencies involved in Uplift to work with community-based organizations ahead of the planned Uplift so that outreach efforts are well coordinated and goals to recruit neighborhood volunteers are met. • Complement City-driven activities like the “Uplift” with support for informal, resident-driven activities that help people get to know one another and increase the sense of collective efficacy in the neighborhood. • Use the opening of the Ryan Center as an attraction to engage residents. • Matt has list of leaders in neighborhood who would lead “neighboring” activities	• Beechwood Neighborhood Coalition • NEAD • Community Place • NSC/NSC inspectors, • Police • Fire • Probation & Parole • County Dept of Social Services • Rochester Housing Authority (RHA) • Community groups. • Pathways to Peace • Animal Control • NeighborWorks Rochester. Primary Staff: Roberto Burgos	April 2010	CDBG	Improved resident participation in neighborhood planning and enactment of initiatives.

Jobs & Human Services Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
The following strategies have not been discussed but they are included for discussion purposes:					
Create and/or partner with programs that generate jobs for residents working on FIS investments	• 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	• City • YouthBuild program Primary Staff: Jackie Campbell			
Strengthen neighborhood-level contact with employment services organizations	• 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	City; Rochester Works, community partner (Pathstone – could it be housed at Anthony Square?) Primary Staff: Jackie Campbell, Keenan Allen			
Evaluate and implement alternatives to augment positive opportunities for youth in the neighborhood	• 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 street worker 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, for example, or offering enhanced programming. • Seek and fund proposals from neighborhood groups on	Locally-based providers, Teen Empowerment, philanthropic community Primary Staff: Jackie Campbell, Keenan Allen			

Jobs & Human Services Strategy	Action Items	Partners	Time-frame	Estimated Cost/ Funding Source	Outcome Measure
	programming they can offer using existing spaces in the neighborhood that complements what is already available				
Work with RTS to explore how transportation connections to jobs, shopping, and other resources	• Examine how to increase transit connections to Topps Market, Bulls Head and other commercial areas • Examine how to increase transit connections to employment centers (downtown, University)	City and neighborhood groups			
Would Freedom School be a potential partner on neighborhood management and jobs and humans services stuff? Depends if we're certain kids reside in FIS area.	•	•			

Initiate a coordinated neighborhood marketing effort once rental improvement strategy is underway	• Use promotional activities (website, newsletter, events, banners/signage) to create a “buzz” about Beechwood as a desirable place to live • Involve the community: establish “neighborhood ambassador” program for residents to talk to prospective buyers about the neighborhood; “pick your neighbor” (cash incentive finder fees to neighbors who refer a homebuyer); etc. • 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	• Primary Staff: Gary Walker, Matt McCarthy			
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