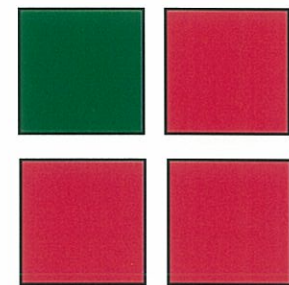


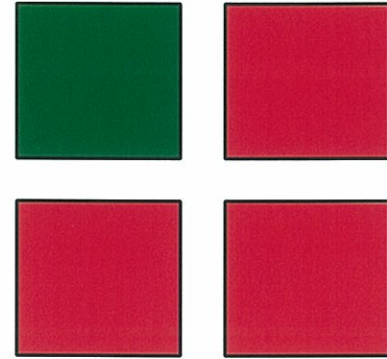
City of Rochester
Department of Neighborhood and Business Development

Northwest Quadrant Strategic Plan

November, 2009 - October, 2010



Northwest Quadrant Strategic Plan



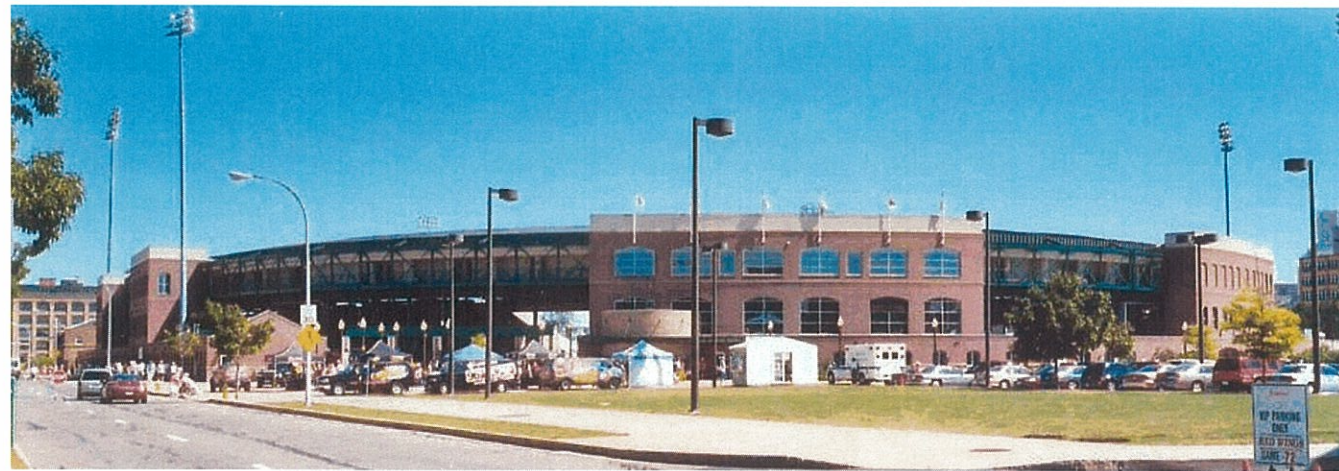
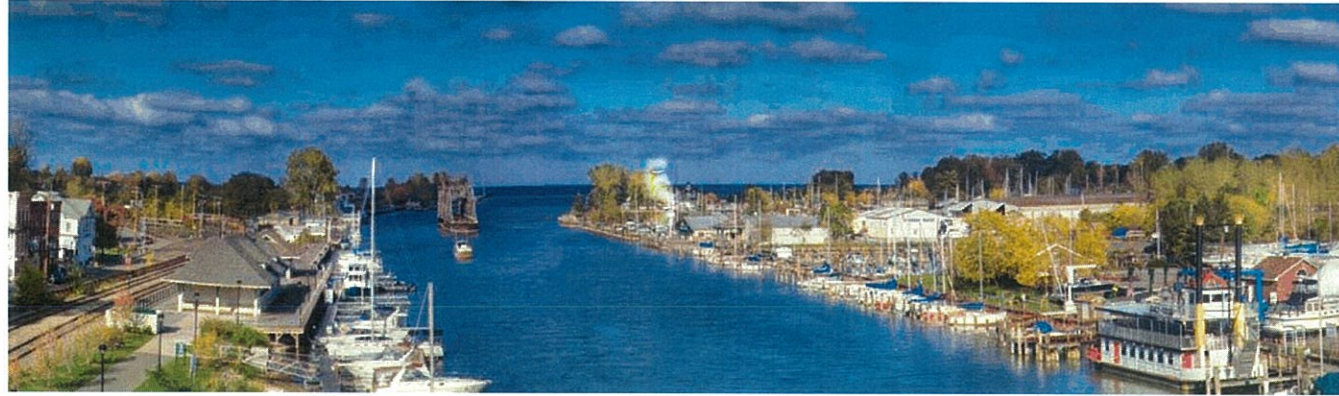
Northwest Quadrant Team

City of Rochester

Department of Neighborhood and Business Development

November 2009 - October 2010





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Northwest Quadrant Team

Core Team

Jose Cruz, NSC Administrator

Doug Benson, A.I.C.P., Associate City Planner

Lt. Pete Leach, Rochester Police Department

Mike Van Meenen, Code Enforcement Officer

Telana Nieves, Senior Marketing Specialist

Carol Wheeler, Manager of Housing

Alisa Gillan, Administrative Assistant

Extended Core Team

Luis Burgos, Interim Commissioner / Department of Recreation and Youth Services

Tim Hubbard, Engineer / DES

Tom Mann, Code Compliance Coordinator

Shelley Matthews, NW Quadrant Leader / Rochester Public Library

Suzanne McSain, Senior City Planner / Zoning

Lauren Nelson, Park Operations Superintendent

Jim Schirmer, Real Estate Specialist

Anne DaSilva Tella, Senior Community Housing Planner

Carmen Verzillo, Permit Specialist

Quadrant Team Mission Statement

"The mission of the Northwest Quadrant Team is to improve communication and cooperation between city staff, residents and community stakeholders and to partner with them to identify and implement projects and activities that will enhance neighborhoods, improve public safety, increase citizen awareness and involvement and expand business opportunities throughout the quadrant.

Through a commitment to meaningful information-sharing and a team approach to problem-solving, we will develop and implement a strategic plan that will identify community issues and priorities and mobilize appropriate resources in order to create a better quality of life for the citizens of the northwest quadrant."

Strategic Plan Background

In 1993, the City of Rochester created the "Neighbors Building Neighborhoods" (NBN) citizen-based planning process as the first step in the development of a new comprehensive plan for the city. As a result of that initiative, the city was divided into ten neighborhood planning sectors and committees of citizens were established to prepare sector action plans. Each of these plans created a community vision statement, inventoried community assets, identified problems and issues and prioritized goals, strategies and actions steps that would help mobilize community resources to improve the quality of life in city neighborhoods. The NBN process was a unique collaboration between the City of Rochester, the ten sector planning committees, city residents and other community stakeholders. It won several local, state and national awards. During 2009, the sector committees completed the fourth set of sector plans since the inception of the NBN process.

Also in 2009, the City's Department of Community Development (DCD), Economic Development Department (EDD) and Neighborhood Empowerment Teams (NET) were reorganized and consolidated into a single new department known as the Department of Neighborhood and Business Development (NBD). As a part of that consolidation, a team of city staff persons was established for each of the four city quadrants: northwest, northeast, southwest and southeast. The purpose of these "quadrant teams" was to implement a "quadrant model" of neighborhood development and service delivery within the city. Each group included a "core team" made up primarily of NBD staff from each bureau and from major service delivery partners such as the Rochester Police Department (RPD), Department of Recreation and Youth Services (DRYS) and the Department of Environmental Services (DES). In addition, an "extended core team" was created that included staff from supporting city service departments who had specific expertise and could assist with particular quadrant issues or projects. The cross-functional quadrant teams were designed to provide a full array of city services in a seamless, customer-friendly manner to creatively resolve issues, establish community partnerships and pro-actively promote the stability and growth of city neighborhoods and businesses.

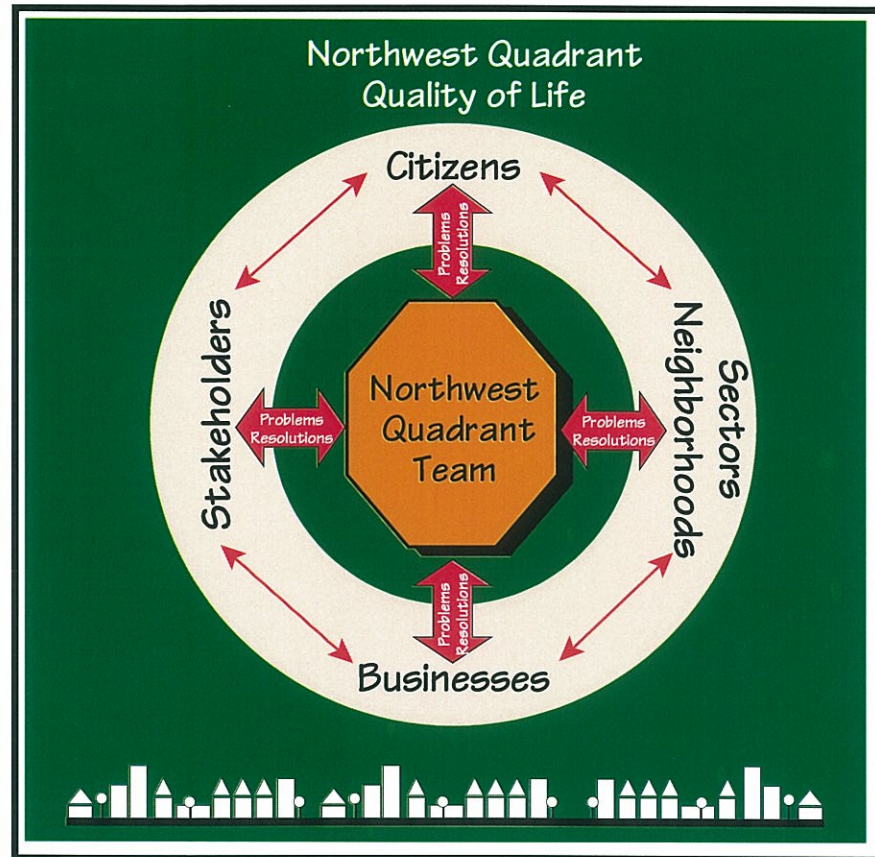
The quadrant teams were also created to enhance the existing NBN process by providing sector committees, residents and other community stakeholders with a coordinated team of professionals (including a housing specialist, economic development specialist, city planner, Neighborhood Service Center (NSC) administrator and others) to help develop and implement a quadrant-based strategic plan. This document is the City of Rochester's Northwest Quadrant Strategic Plan and was prepared by the Northwest Quadrant Team following a comprehensive review and analysis of current quadrant-based plans, studies and reports (including the action plans recently completed for Sectors One, Two and Three) and the goals, objectives and strategies from Mayor Duffy's four priority areas (Public Safety, Education, Neighborhood / Business Development and Customer Service). This review and analysis produced a series of quadrant enhancement strategies along with a listing of specific tasks or actions items to be undertaken by the quadrant team (in partnership with residents, sector leaders, neighborhood groups and other community stakeholders) over a 12 month period. The quadrant team (and its community meetings) will serve as the "venue" for the review, discussion and implementation of the quadrant plan.

The Northwest Quadrant Strategic Plan includes: a general description of the quadrant using 2000 Census data and a series of land use and community asset maps; a quadrant SWOT analysis (Strengths, Weaknesses, Opportunities, Threats); a set of generalized quadrant-based enhancement strategies; an identification of six quadrant focus areas; an action agenda for each of four priority areas (Public Safety, Neighborhood and Business Development, Education / Training / Literacy, and Customer Service / Citizen Involvement); and an action calendar (with task notes) that provides a timeline for completion of team action items over a 12-month period and identifies potential funding sources and other involved agencies or partners. The Northwest Quadrant Team will use this strategic plan to develop an ANNUAL WORK PROGRAM to engage residents, businesses, neighborhood groups and community stakeholders as partners in completing the specific tasks and action items outlined in the plan.

Summary of Quadrant-Related Plans, Studies, Reports and Documents

- Mayor Duffy's "One City / One Future" Report
- The Renaissance Plan (City of Rochester Comprehensive Plan)
Renaissance Plan Campaign Action Agendas
City of Rochester Zoning Ordinance Update and Code Evaluations
- Center City Master Plan (High Falls)
- 1990 Local Waterfront Revitalization Program (LWRP) and Amendment
Local Waterfront Revitalization Program Draft Update
Abonmarche Marina Engineering / Feasibility Report
- Urban Cultural Park Management Plan
Brown's Race Land Use Plan
- "Neighbors Building Neighborhoods" Sector 1 Action Plan
"Neighbors Building Neighborhoods" Sector 2 Action Plan
"Neighbors Building Neighborhoods" Sector 3 Action Plan
- Dewey Avenue / Driving Park Focused Investment Strategy (FIS) Plan
Dewey Avenue Corridor Design Charrette
Dewey Avenue / Driving Park Urban Renewal District
Dewey Ave. Traffic Calming Study (City of Rochester / Town of Greece)
- City of Rochester Consolidated Plan (CDBG)
City of Rochester Budget and Capital Improvement Program (CIP)
- City of Rochester Housing Market Study
- Project Green ("From Blight to Bright") Report
- Lyell Avenue Brownfield Opportunity Area (BOA) Study
- Brown's Square Neighborhood Plan
Brown's Square Circulation, Access and Parking (CAP) Study
Brown's Square Festival Site Feasibility Study
- Susan B. Anthony Neighborhood Plan
Susan B. Anthony Circulation, Access and Parking (CAP) Study
- JOSANA Neighborhood Plan
- Eastman Business Park Planned Development District
- Edgerton Community Center Water Park / Play Apparatus Design
Maplewood Park Lodge Facility Feasibility Study
Riverside Cemetery "Chapel of Peace" Mausoleum Design

Northwest Quadrant Team Service Delivery Model

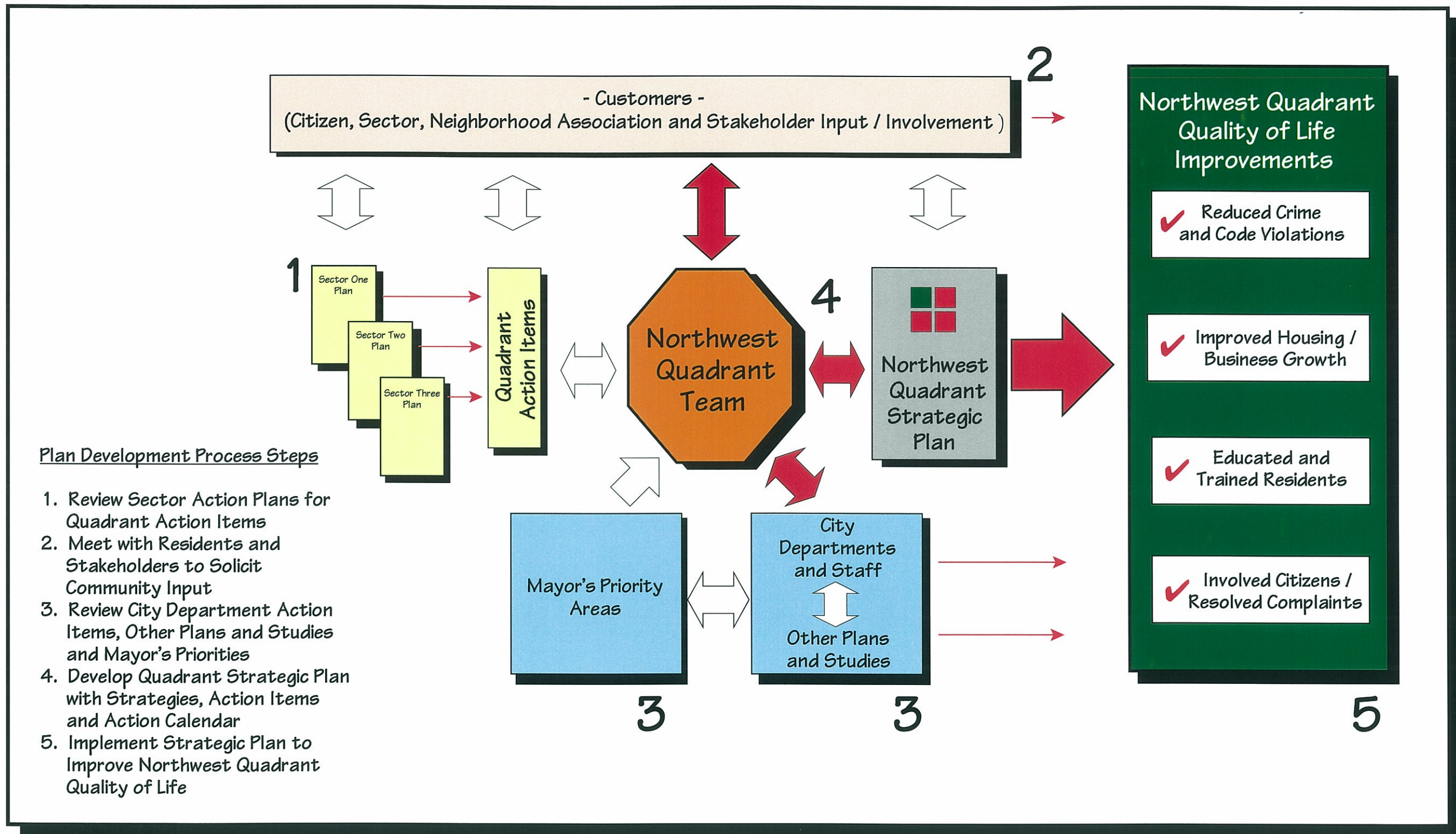


Quadrant Team Mission Statement

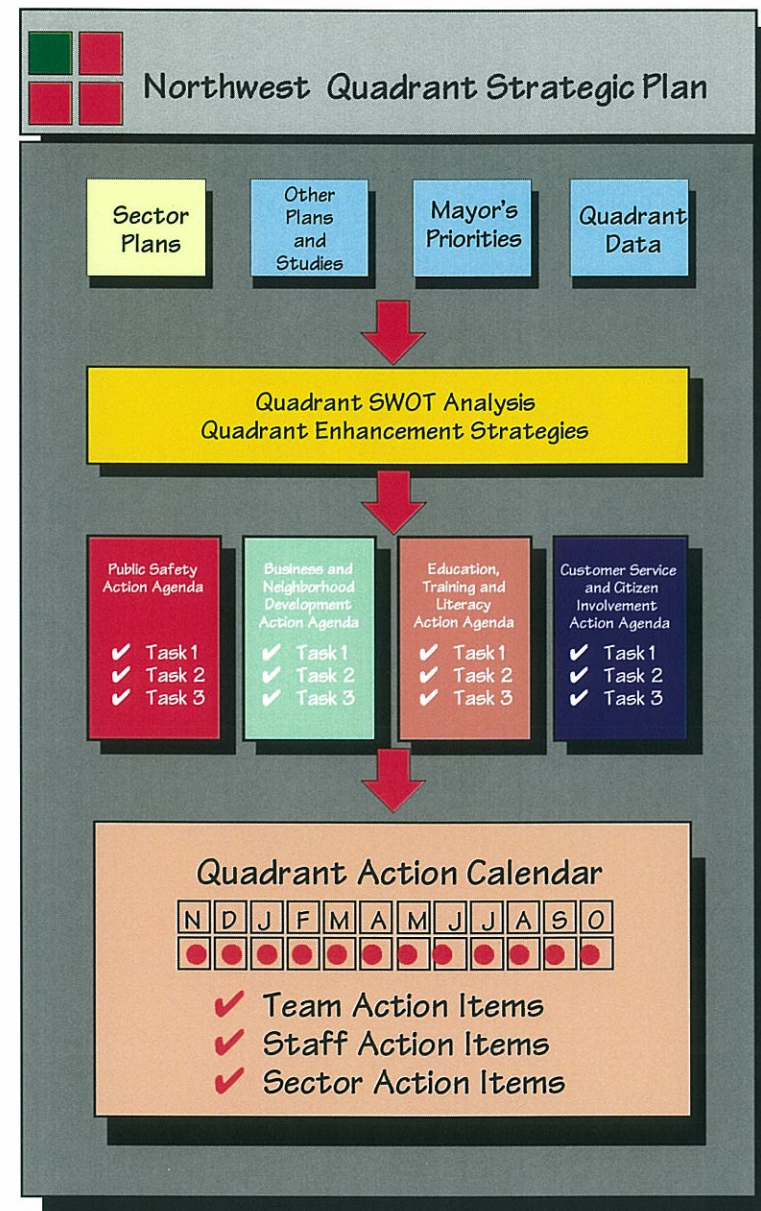
"The mission of the Northwest Quadrant Team is to improve communication and cooperation between city staff, residents and community stakeholders and to partner with them to identify and implement projects and activities that will enhance neighborhoods, improve public safety, increase citizen awareness and involvement and expand business opportunities throughout the quadrant.

Through a commitment to meaningful information-sharing and a team approach to problem-solving, we will develop and implement a strategic plan that will identify community issues and priorities and mobilize appropriate resources in order to create a better quality of life for the citizens of the northwest quadrant."

Northwest Quadrant Strategic Plan Development Process



Northwest Quadrant Strategic Plan Components



The Northwest Quadrant Strategic Plan includes:

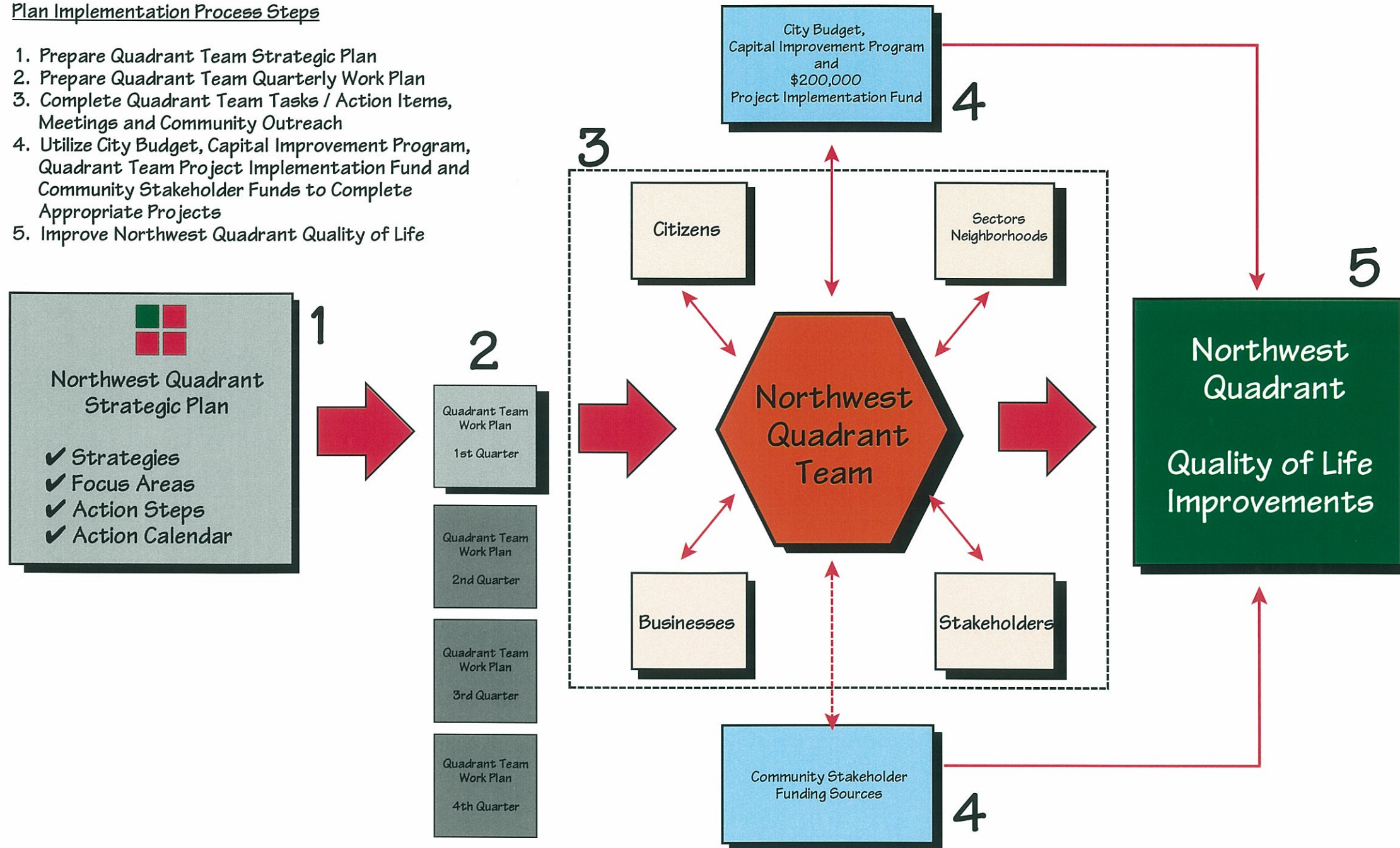
- ✓ a listing of quadrant-related plans, studies and reports
- ✓ a general description of the quadrant using 2000 Census data and a series of land use and community asset maps
- ✓ a quadrant SWOT analysis (strengths, weaknesses, opportunities, threats)
- ✓ a set of generalized quadrant-based enhancement strategies
- ✓ an identification of six quadrant focus areas
- ✓ a generalized quadrant-based strategy to deal with vacant properties
- ✓ an action agenda for each of four priority areas:
 - * public safety
 - * neighborhood and business development
 - * education / training / literacy
 - * customer service / citizen involvement
- ✓ a description of action items for each of the four priority areas
- ✓ an action calendar that provides a timeline for completion of team, staff and sector (citizen) action items over a 12-month period and identifies potential funding sources and other involved agencies or partners.

The Northwest Quadrant Team will use this strategic plan to develop an ANNUAL WORK PROGRAM to engage residents, businesses, neighborhood groups and community stakeholders as partners in completing the specific tasks and action items outlined in the plan.

Northwest Quadrant Strategic Plan Implementation Process

Plan Implementation Process Steps

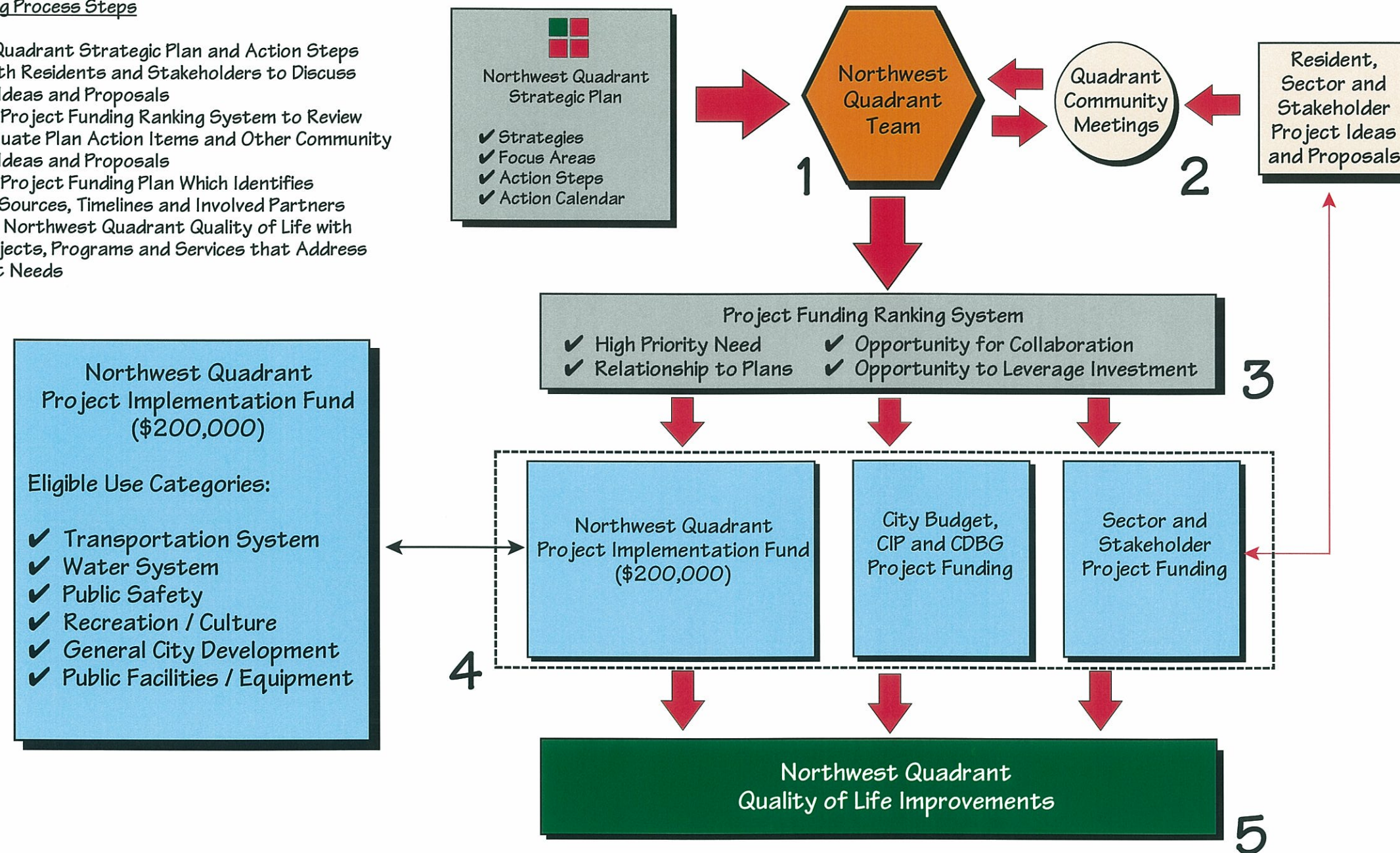
1. Prepare Quadrant Team Strategic Plan
2. Prepare Quadrant Team Quarterly Work Plan
3. Complete Quadrant Team Tasks / Action Items, Meetings and Community Outreach
4. Utilize City Budget, Capital Improvement Program, Quadrant Team Project Implementation Fund and Community Stakeholder Funds to Complete Appropriate Projects
5. Improve Northwest Quadrant Quality of Life



Northwest Quadrant Strategic Plan Funding Process

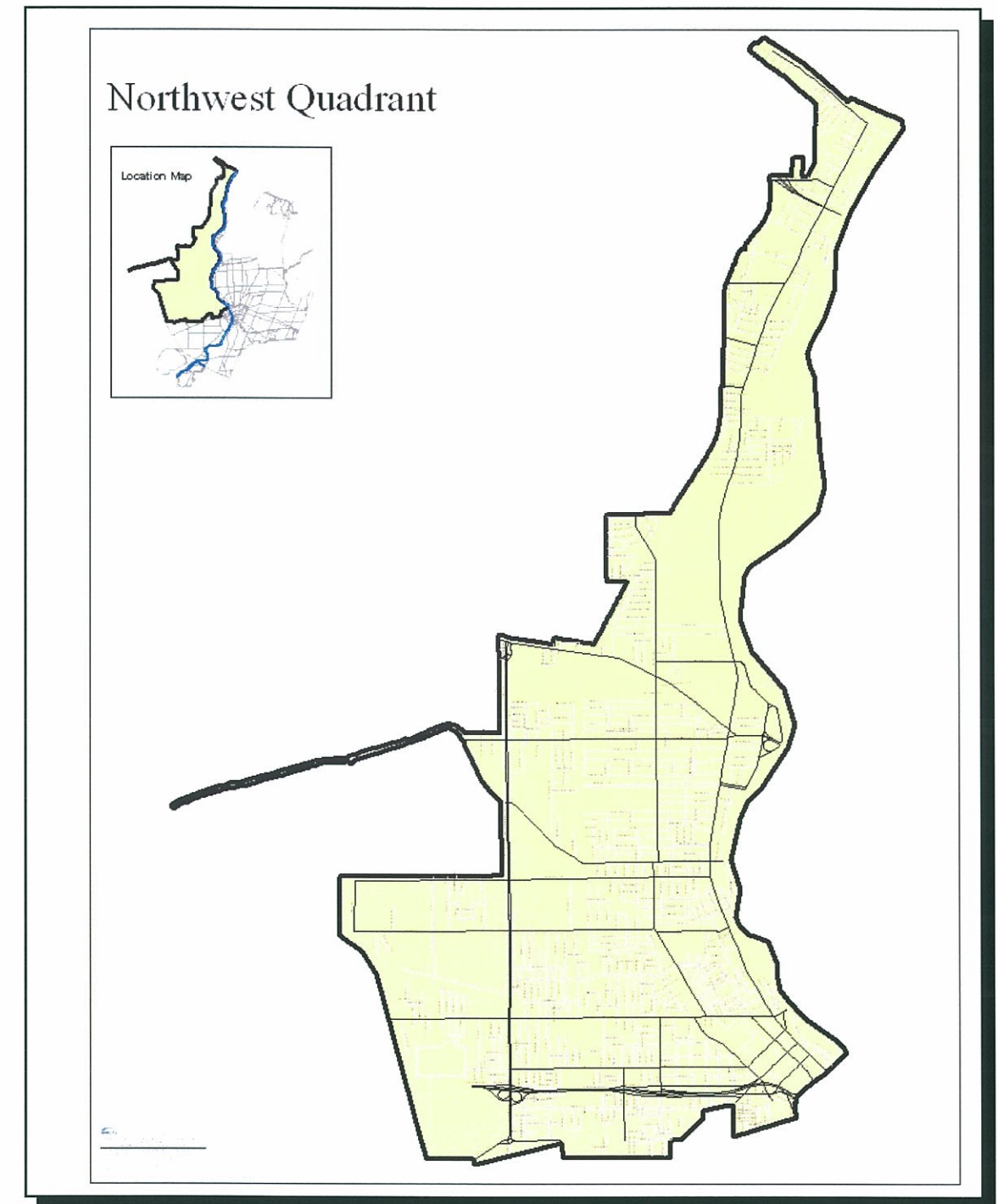
Plan Funding Process Steps

1. Review Quadrant Strategic Plan and Action Steps
2. Meet with Residents and Stakeholders to Discuss Project Ideas and Proposals
3. Develop Project Funding Ranking System to Review and Evaluate Plan Action Items and Other Community Project Ideas and Proposals
4. Develop Project Funding Plan Which Identifies Funding Sources, Timelines and Involved Partners
5. Improve Northwest Quadrant Quality of Life with New Projects, Programs and Services that Address Resident Needs



Northwest Quadrant 2000 Census Data:

	<u>SECTOR ONE</u>	<u>SECTOR TWO</u>	<u>SECTOR THREE</u>	<u>QUADRANT TOTAL</u>
Total Population	8,829	19,319	27,069	55,217
White	7,962	12,884	12,449	33,295
Black	457	4,311	9,690	14,458
Other	410	2,124	4,930	7,464
Hispanic	369	1,811	4,666	6,846
Male	4,127	9,397	12,834	26,358
Female	4,702	9,922	14,235	28,859
Age Under 5	621	1,756	2,661	5,038
Age 5-17	1,265	3,988	6,761	12,014
Age 18-21	281	968	1,504	2,753
Age 22-39	2,551	6,161	7,322	16,034
Age 40-64	2,570	4,865	6,608	14,043
Age over 65	1,581	1,577	2,213	5,371
Families	2,056	4,581	6,260	12,897
Households	4,031	7,608	10,242	21,881
Housing Units	4,260	8,370	12,158	24,788
Vacant	229	749	1,916	2,894
Owner Occupied	2,272	3,842	3,889	10,003
Renter Occupied	1,759	3,779	6,353	11,891



Northwest Quadrant Sectors / Neighborhoods:

Sector One - Charlotte

Sector Two - Maplewood

Sector Three - Brown's Square, Edgerton, Lyell-Otis, Susan B. Anthony, JOSANA, People of Dutchtown, U.N.I.T.

Sector One Vision Statement

Charlotte

"Charlotte is a unique and vibrant neighborhood in Rochester's historic waterfront district. As a "community that cares", the residents, business owners and community leaders are committed to redeveloping Charlotte's diverse resources in ways that spur commercial and social investment and economic growth, that are sensitive to the environment, and that incorporate Charlotte's rich history and cultural heritage. The goal is to develop and maintain safe, clean, family-oriented surroundings for all those who live, work and recreate in this beautiful lakeside community."

Sector Two Vision Statement

Maplewood

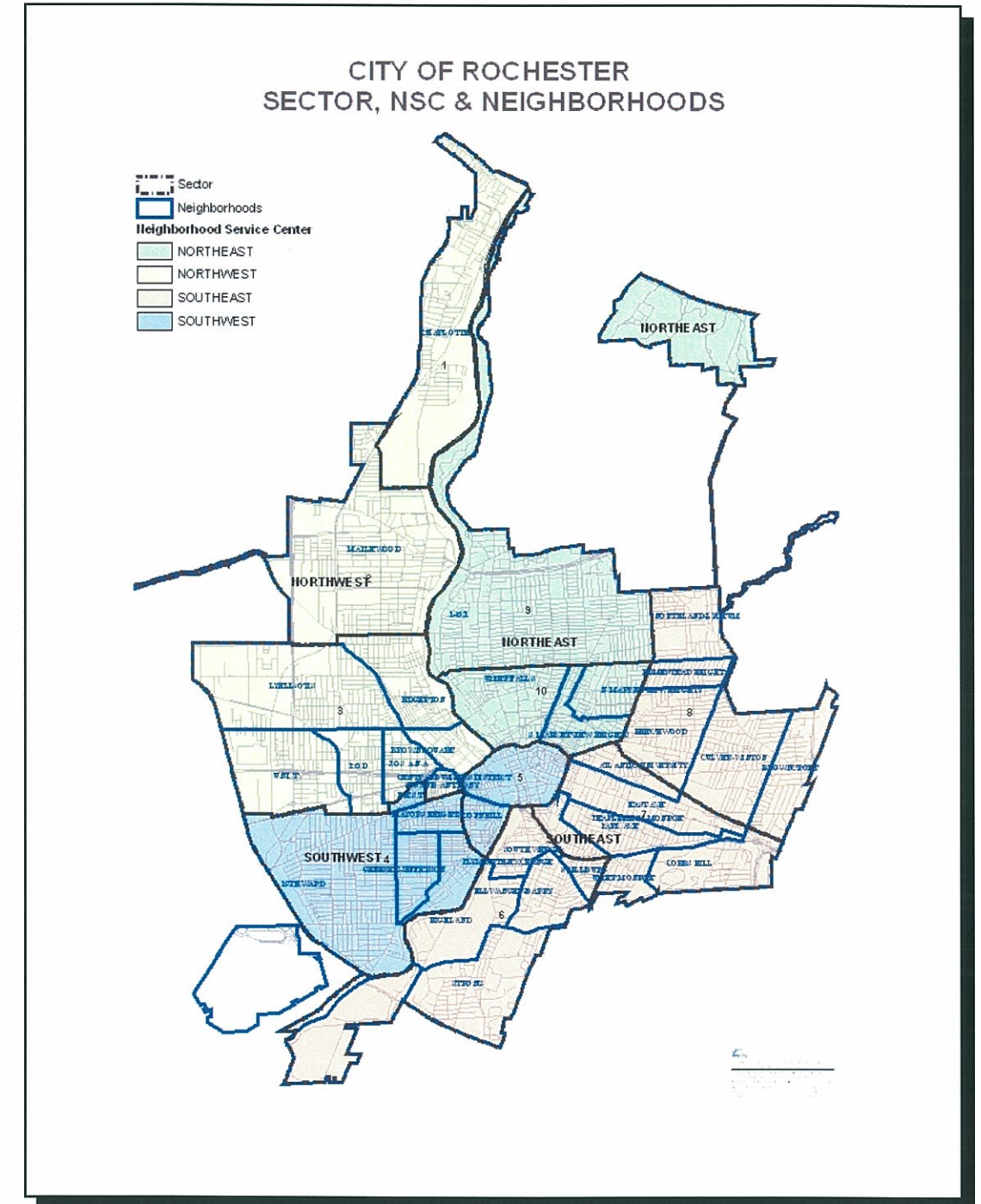
"Maplewood, one of Rochester's several historic preservation districts, is a stable, diverse and caring neighborhood anchored in traditional values. Maplewood consists primarily of owner-occupied single family houses and also quality rental units, all maintained to reflect the architectural significance of the housing stock, and to preserve the warm and friendly oriented character of the neighborhood. Maplewood's parks and tree-lined streets, the waterfall and hiking trails along the river gorge, the playgrounds and the nationally recognized Maplewood Rose Garden attract visitors from throughout the county.

The residents of Maplewood enjoy a safe neighborhood, and send their children to safe and effective neighborhood schools that prepare them for the challenges of a competitive and rapidly changing world. Healthy and thriving businesses, large and small, retail and services are located along Dewey and Lake Avenues, and create an environment conducive to walking, shopping and dining.

Sector Three Vision Statement

Brown's Square, Edgerton, Lyell-Otis, Susan B. Anthony, JOSANA, People of Dutchtown, U.N.I.T

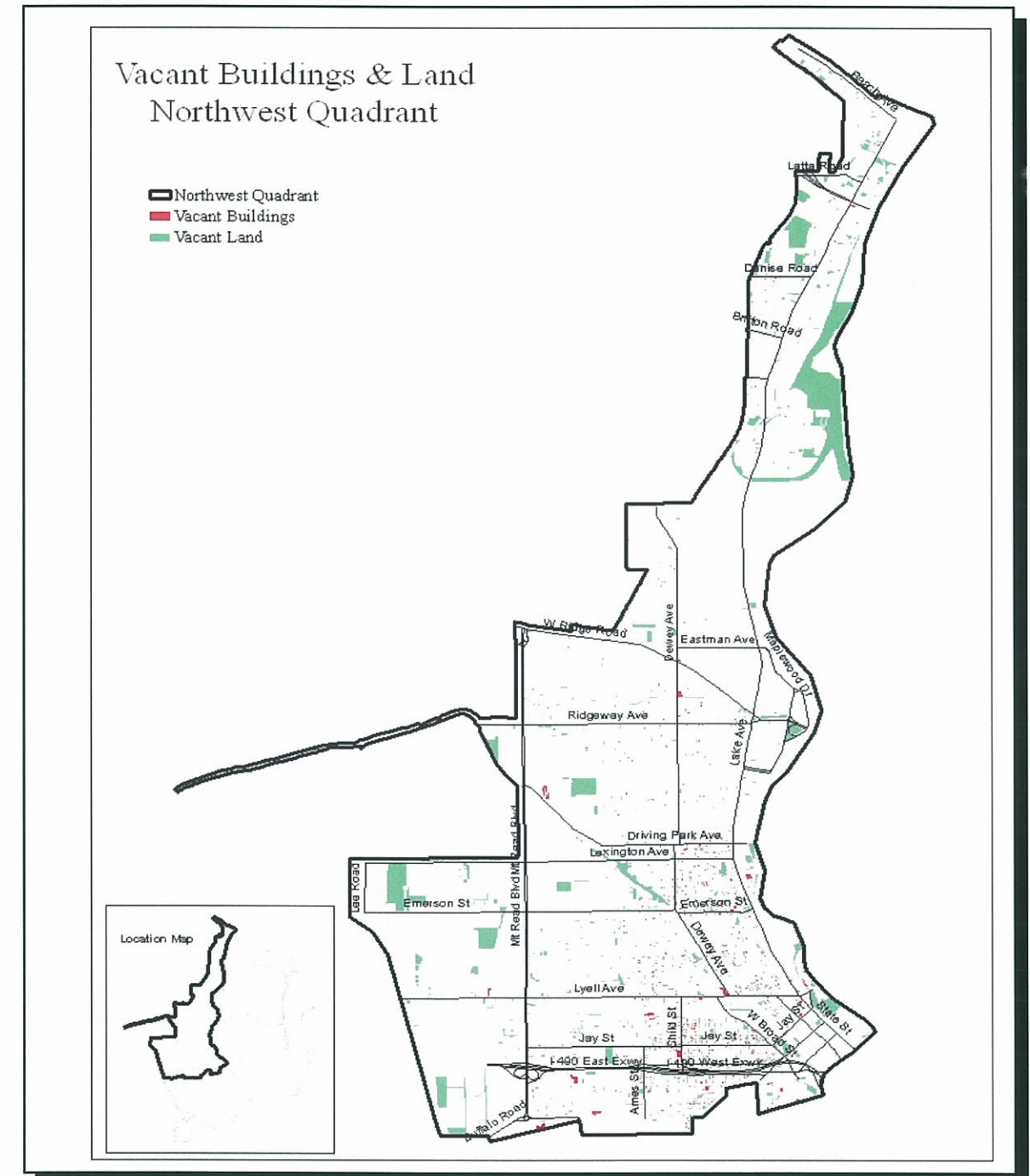
"We envision our neighborhoods where our residents are our strongest asset, with active participation and involvement; with high energy toward economic prosperity; promoting pride and diversity, both socially and culturally. We envision safe neighborhoods with quality housing, excellent schools, rich in tradition and history, where people can grow, learn, play, work and worship, generation to generation."



Northwest Quadrant Vacant Buildings / Vacant Land Map

Number of properties (lots):	18,014
Number of residential properties (lots):	14,789
Number of vacant lots:	1,218
Percentage of vacant lots:	6.8%
Number of buildings:	26,075
Number of vacant buildings:	1,113
Percentage of vacant buildings:	4.3%
NW quadrant demolitions completed thru 12/9/09:	39
City-wide demolitions completed thru 12/9/09:	194

- Data from City Assessment File and BIS File, 2009



Northwest Quadrant Land Use Map

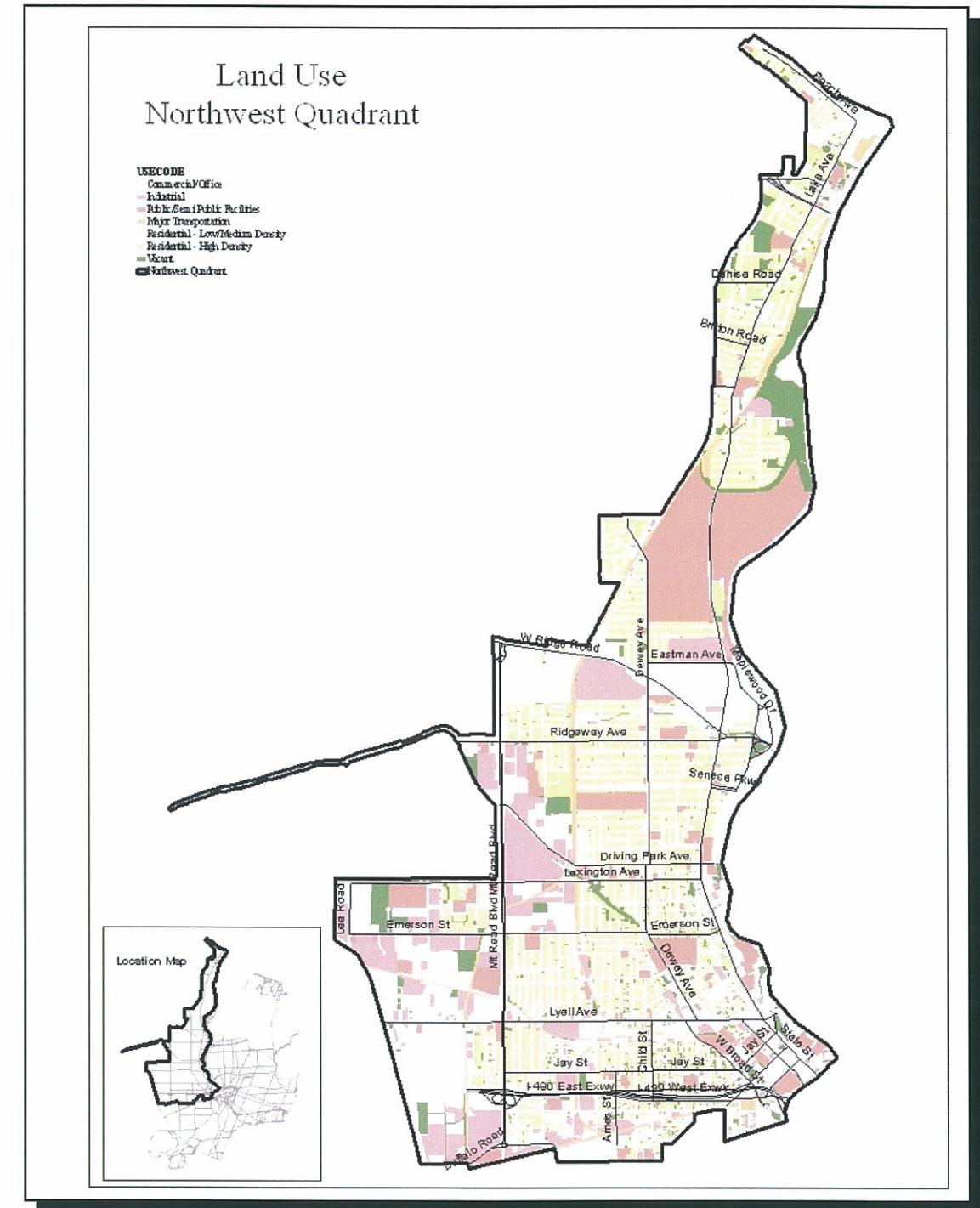
The Northwest Quadrant includes some of the city's most important environmental resources such as the Lake Ontario beach and shoreline, the Genesee River and gorge (including the Lower, Middle and Upper Falls) and the Erie Canal. The quadrant also contains important open space areas such as Ontario Beach Park, Turning Point Park, Maplewood Park and Rose Garden, Edgerton Park and Lower Falls Park. Several parks and squares within the quadrant were designed by Frederick Law Olmstead, the father of modern landscape architecture. Holy Sepulcher Cemetery and Riverside Cemetery are additional large areas of open space that are located in the quadrant. The Genesee River Trail runs through the quadrant along the west bank of the river and gorge. The Towns of Greece and Gates are located to the west of the quadrant and the Town of Irondequoit is located to the east, across the Genesee River.

The northern portion of the quadrant includes the Charlotte neighborhood which is primarily residential in character and use. The Charlotte neighborhood contains significant waterfront development areas (with marinas, boat docks, slips and launching ramps) that include the Port of Rochester site and the River Street / Latta Road / Petten Street neighborhoods. The historic Genesee Lighthouse is also located in this portion of the quadrant, along the Genesee River.

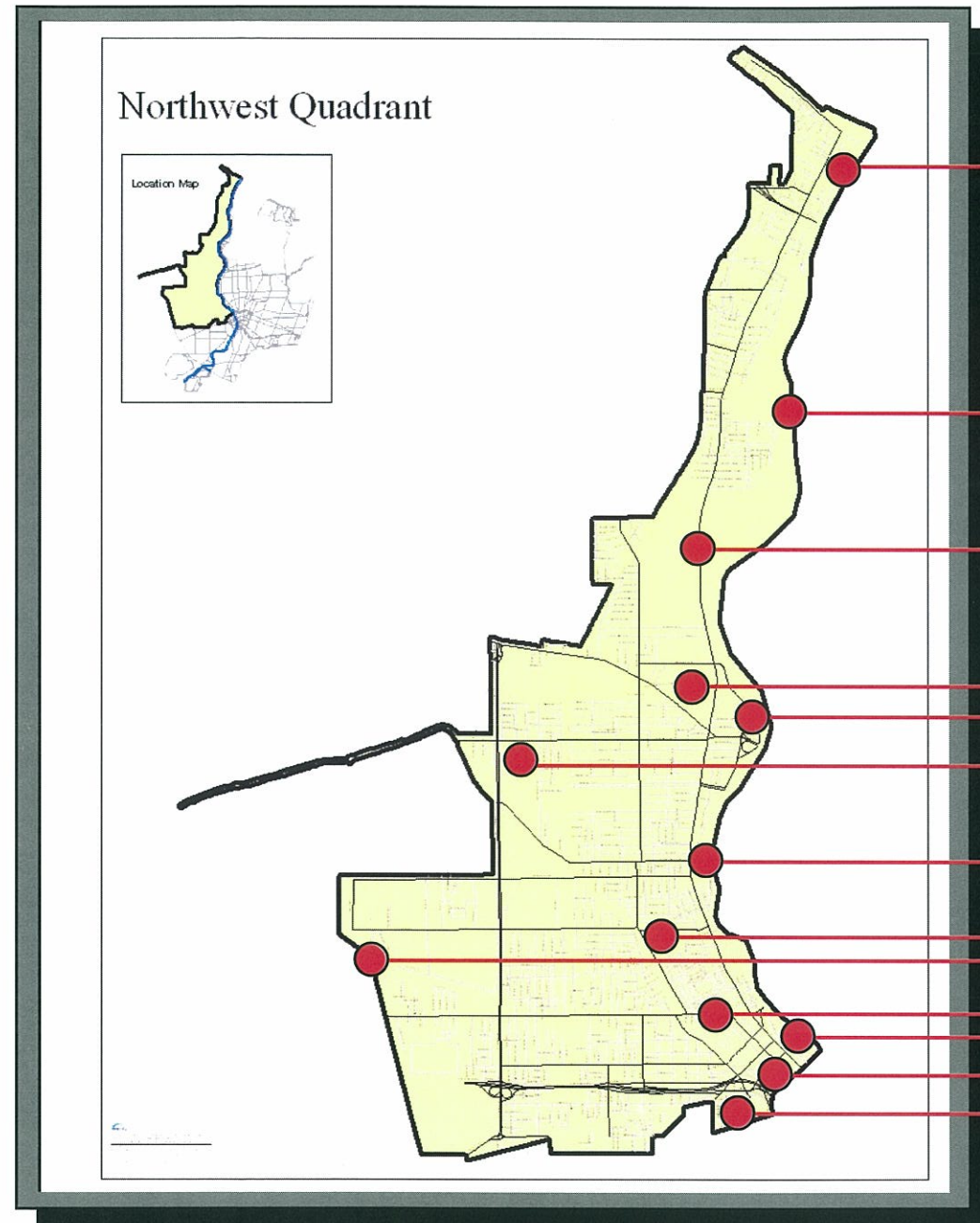
The central portion of the quadrant includes the Maplewood neighborhood which is also primarily residential in character and use. At the northern end of the Maplewood neighborhood is Eastman Business Park (the former Kodak Park site) which is a large manufacturing and industrial area that includes several acres of undeveloped or under-utilized land. The Holleder Technology Park is also located along the western edge of this portion of the quadrant. South of Ridge Road, the western edge of the quadrant is generally commercial or industrial in character, with large tracts of land devoted to manufacturing uses, warehouses and surface parking.

The southern portion of the quadrant includes a variety of older residential neighborhoods (some in transition) as well as the Lyell Avenue and Mt. Read Boulevard commercial / industrial corridors and the Interstate 490 Expressway. This portion of the quadrant also includes the Susan B. Anthony House and Historic District, the Brown's Square, Edgerton, Lyell-Otis, JOSANA and Dutchtown neighborhoods and the High Falls District adjacent to Center City. Two major sports venues, Frontier Field (baseball stadium) and Marina Auto Park (soccer stadium), and the world headquarters of Eastman Kodak Company are also located in this portion of the quadrant.

Lake Avenue, Dewey Avenue and Mt. Read Boulevard are major north-south arterials in the quadrant that carry large amounts of automobile and truck traffic to commercial and industrial land uses as well as residential neighborhoods along the three corridors. Ridge Road West, Ridgeway Avenue, Driving Park, Lexington Avenue, Emerson Street and Lyell Avenue are minor or major east-west arterials that carry truck and automobile traffic to commercial, industrial and residential areas along those corridors. Four major bridges span the Genesee River within the quadrant.



Northwest Quadrant Community Assets and Resources



Northwest Quadrant Community Assets / Resources

Port of Rochester / Ontario Beach Park /
Genesee Lighthouse

Turning Point Park / Genesee River Trail

Holy Sepulcher Cemetery
Riverside Cemetery

Eastman Kodak / Eastman Business Park
Maplewood Park
Holleder Technology Park

Maplewood Park / Rose Garden
Lower Falls Park / Genesee River Gorge

Edgerton Park
Erie Canal

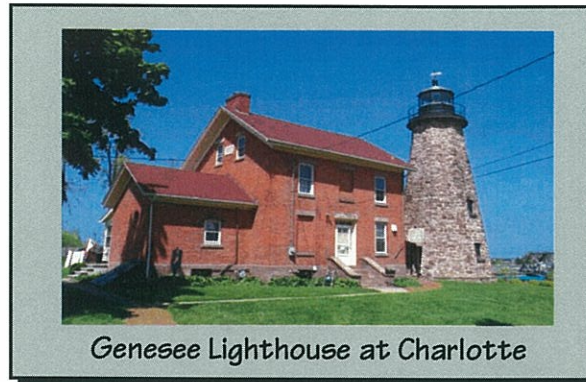
Soccer Stadium
High Falls District / Upper Falls
Frontier Field

Susan B. Anthony House / District

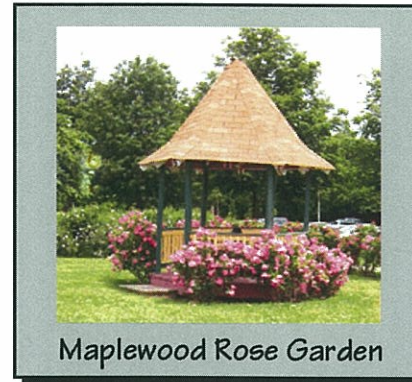
Additional Quadrant Community Assets / Resources

Schools, Libraries, Churches
Parks, Playgrounds
Recreation Centers
Residential Neighborhoods
Commercial Districts
Companies and Businesses
Transportation System
Expressways
Residents
Neighborhood Groups
Community Organizations
YMCA
Historic Landmarks
Community Events and Festivals
Public Facilities
Sports Venues
Urban Forest
Community Gardens
Open Space
River Trails
Historic Homes
Historic, Ethnic and Cultural Heritage
Community Spirit and Involvement

Northwest Quadrant Community Assets and Resources



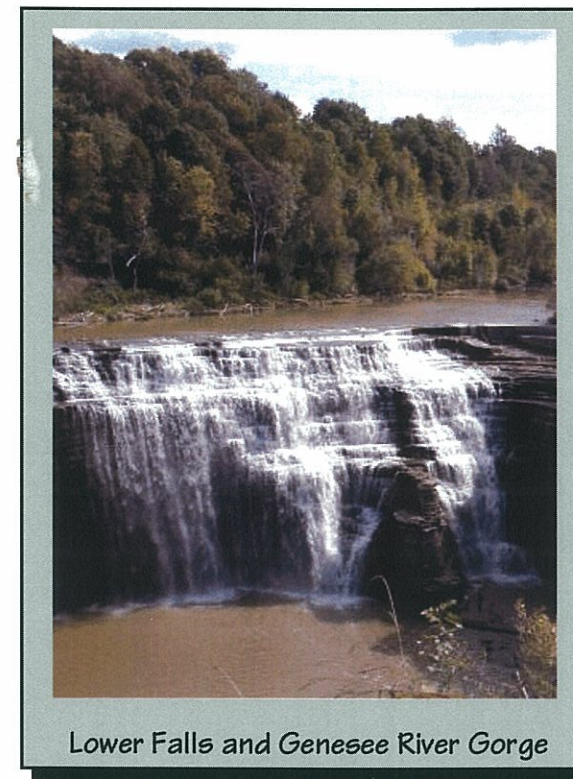
Genesee Lighthouse at Charlotte



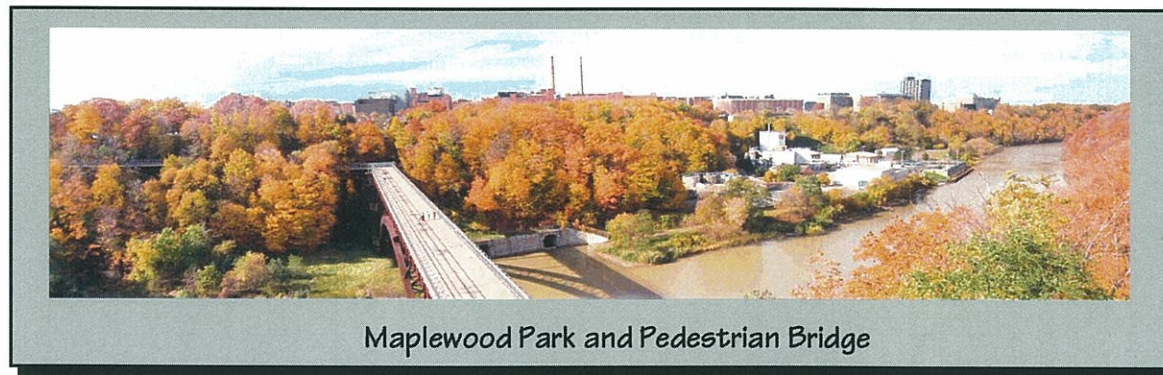
Maplewood Rose Garden



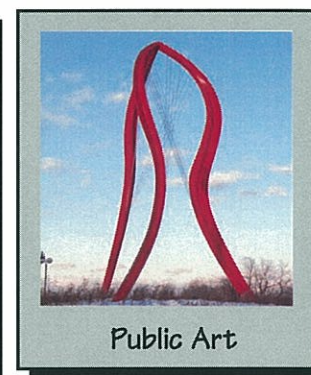
Residential Neighborhoods



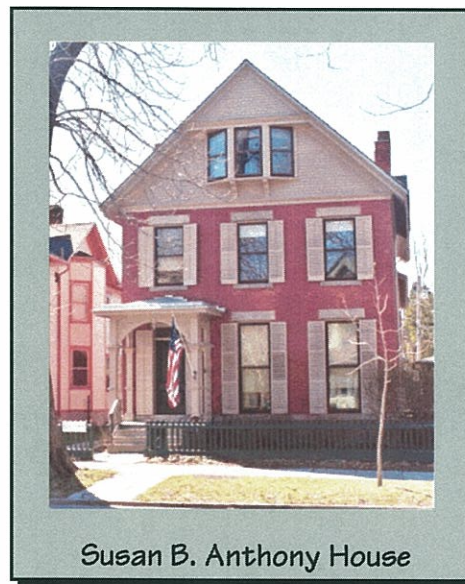
Lower Falls and Genesee River Gorge



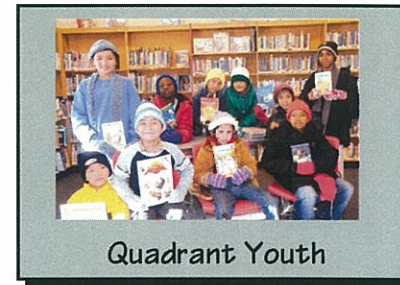
Maplewood Park and Pedestrian Bridge



Public Art



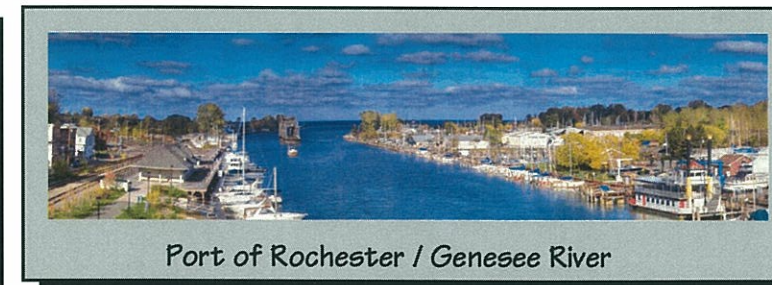
Susan B. Anthony House



Quadrant Youth



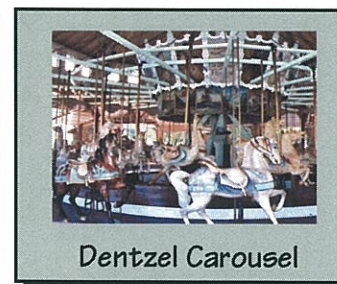
Soccer Stadium



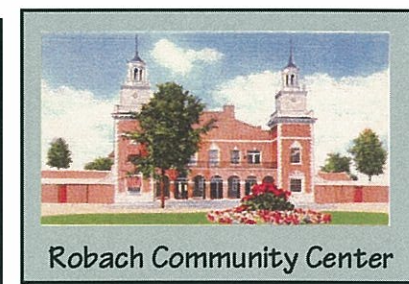
Port of Rochester / Genesee River



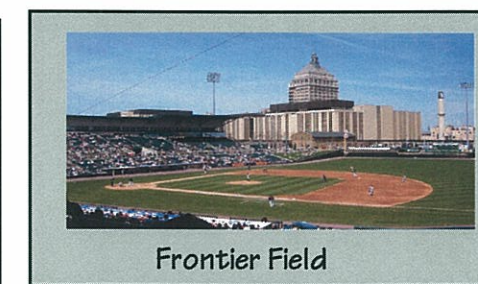
Playgrounds



Dentzel Carousel



Robach Community Center



Frontier Field

Quadrant Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

Strengths

- ✓ Neighborhoods
- ✓ Schools / Churches / Libraries
- ✓ Historic Properties / Landmarks
- ✓ Parks / Open Spaces
- ✓ Waterfront (Lake / River)
- ✓ Genesee River and Gorge
- ✓ Erie Canal
- ✓ Other Community Assets
- ✓ Commercial Corridors
- ✓ Neighborhood Festivals
- ✓ Citizen Involvement
- ✓ Manufacturing Base
- ✓ Proximity to Expressways
- ✓ Cultural Diversity
- ✓ Home Ownership
- ✓ Recreation Centers
- ✓ "Literacy Zone"

Weaknesses

- ✓ Vacant Homes / Lots
- ✓ Age and Deterioration of Housing Stock
- ✓ Deteriorating Commercial Areas (Vacancies)
- ✓ Crime / Gang Activity / Drug Houses / Violence
- ✓ Litter / Graffiti
- ✓ Neighborhood "Turf" Issues
- ✓ Landlord / Tenant Issues
- ✓ Property Code Violations
- ✓ Safety "Perceptions"
- ✓ Neighborhood Parking / Traffic Problems
- ✓ Illiteracy

Opportunities

- ✓ Port of Rochester Site
- ✓ Tourism Potential
- ✓ Eastman Business Park
- ✓ Sports Venues / Stadiums
- ✓ Waterfront
- ✓ Areas of Neighborhood Stability
- ✓ High Falls District and Proximity to Center City
- ✓ Stable Commercial Areas
- ✓ Schools and Libraries as Neighborhood "Centers"
- ✓ Transportation System
- ✓ Environmental Assets
- ✓ Historic Landmarks
- ✓ Community Organizations
- ✓ Quadrant Team
- ✓ Caring, Organized Citizens
- ✓ Immigrant Population

Threats

- ✓ Kodak Downsizing / Job Losses
- ✓ Population Decline
- ✓ Crime / Gang Activity / Drug Houses / Violence
- ✓ Fiscal Constraints / Cutbacks
- ✓ Citizen Apathy
- ✓ National Economic Trends
- ✓ Vacancies (Residential and Commercial)
- ✓ Housing Market Trends
- ✓ Truancy / Dropout Rates
- ✓ School Performance
- ✓ Safety "Perceptions"

Quadrant-Wide Priority Areas and Sector Plan Themes

Sector Plan Themes	Quadrant-Wide Priority Areas			
	PUBLIC SAFETY	NEIGHBORHOOD AND BUSINESS DEVELOPMENT	EDUCATION, TRAINING AND LITERACY	CUSTOMER SERVICE AND CITIZEN INVOLVEMENT
1) Reduce Vacant Homes/Lots		✓		
2) Enhance Historic Resources		✓		
3) Reduce Litter / Graffiti		✓		
4) Improve Street Lighting	✓			
5) Expand Transportation Choices		✓		
6) Improve Housing Opportunities		✓		
7) Increase Citizen Involvement				✓
8) Increase Citizen Literacy			✓	
9) Expand Training Opportunities			✓	
10) Attract New Businesses		✓		
11) Support Existing Businesses		✓		
12) Create New Jobs		✓		
13) Protect The Environment		✓		
14) Improve Public Safety	✓			
15) Improve Complaint Response				✓
16) Decrease Public Loitering	✓			
17) Remove Drug Houses	✓			
18) Support Sector Activities				✓
19) Improve Communication/Collaborations				✓
20) Expand Youth Recreation Opportunities	✓		✓	

Quadrant Enhancement Strategies

- (1) Identify and target problem areas within neighborhoods to reduce crime
- (2) Stabilize / enhance neighborhoods by reducing code violations and nuisance complaints through consistent, pro-active code enforcement
- (3) Strengthen and enhance communications with and cooperation between city departments, residents and businesses to improve service delivery
- (4) Promote and market the quadrant, its neighborhoods and businesses to create new investment and expand development opportunities
- (5) Empower city staff, residents, neighborhood groups and community stakeholders through a team approach to problem solving
- (6) Provide a forum / process for the identification, discussion and resolution of resident and community complaints and concerns
- (7) Identify and build on quadrant assets to enhance housing and economic development opportunities and improve quality of life
- (8) Educate and motivate residents and mobilize community resources to address neighborhood problems, issues and priorities



FOCUS AREA STRATEGIES / ACTION ITEMS



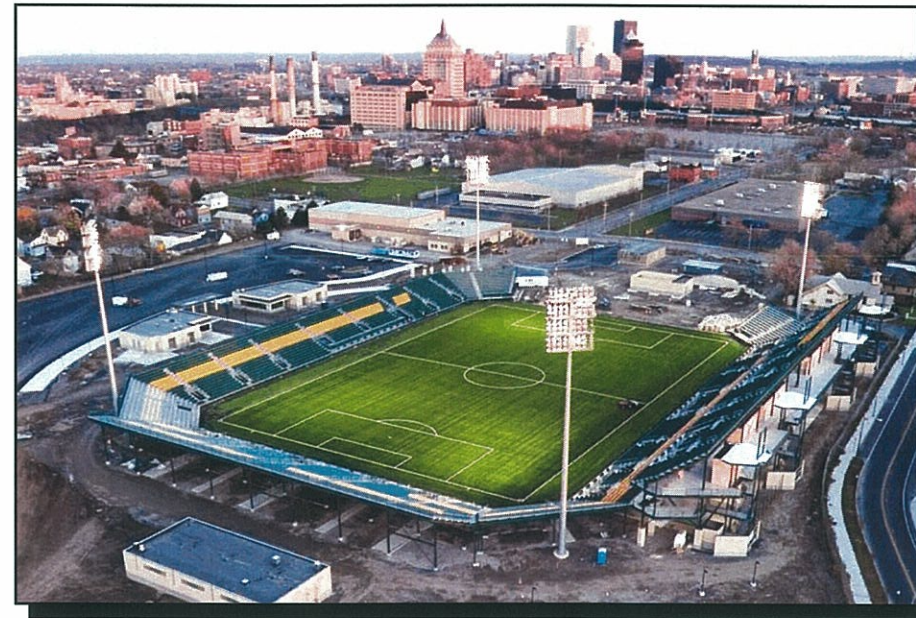
Focus Area #1
Susan B. Anthony Neighborhood

Strategies

- ✓ Protect historic / cultural resources and assets
- ✓ Leverage Susan B. Anthony House for tourism
- ✓ Facilitate new connections to Center City

Action Items

- ✓ Complete circulation, access and parking study
- ✓ Assist in implementation of neighborhood plan
- ✓ Conduct conditions survey / needs assessment



Focus Area #2
Brown's Square Neighborhood

Strategies

- ✓ Encourage residential development
- ✓ Facilitate public safety improvements
- ✓ Leverage stadiums as redevelopment engines

Action Items

- ✓ Complete circulation, access and parking study
- ✓ Complete JOSANA neighborhood plan
- ✓ Assist in vacant property disposition and "green strategy" implementation
- ✓ Assist in Brown's Square Park improvements



Focus Area #3
Lyell Avenue Brownfield Opportunity Area (BOA)

Strategies

- ✓ Remediate environmental issues/problems
- ✓ Encourage business growth and expansion
- ✓ Facilitate public safety improvements

Action Items

- ✓ Complete BOA study
- ✓ Assist in business relocations, expansions and improvements
- ✓ Conduct conditions survey / needs assessment

FOCUS AREA STRATEGIES / ACTION ITEMS



Focus Area #4
Dewey Avenue Corridor

Strategies

- ✓ Encourage business growth and expansion
- ✓ Facilitate public safety improvements
- ✓ Facilitate streetscape improvements

Action Items

- ✓ Implement FIS plan for Dewey Avenue / Driving Park area
- ✓ Assist in business relocations, expansions and Improvements
- ✓ Conduct conditions survey / needs assessment



Focus Area #5
Eastman Business Park Planned District (PD)

Strategies

- ✓ Facilitate redevelopment of vacant land
- ✓ Integrate EBP into surrounding neighborhoods
- ✓ Encourage adjacent business growth

Action Items

- ✓ Assist in implementation of zoning changes
- ✓ Assist in promotion / marketing of EBP
- ✓ Assist in business expansions and improvements at Lake Avenue / Ridge Road and Dewey Avenue / Ridge Road



Focus Area #6
Port of Rochester / River Street

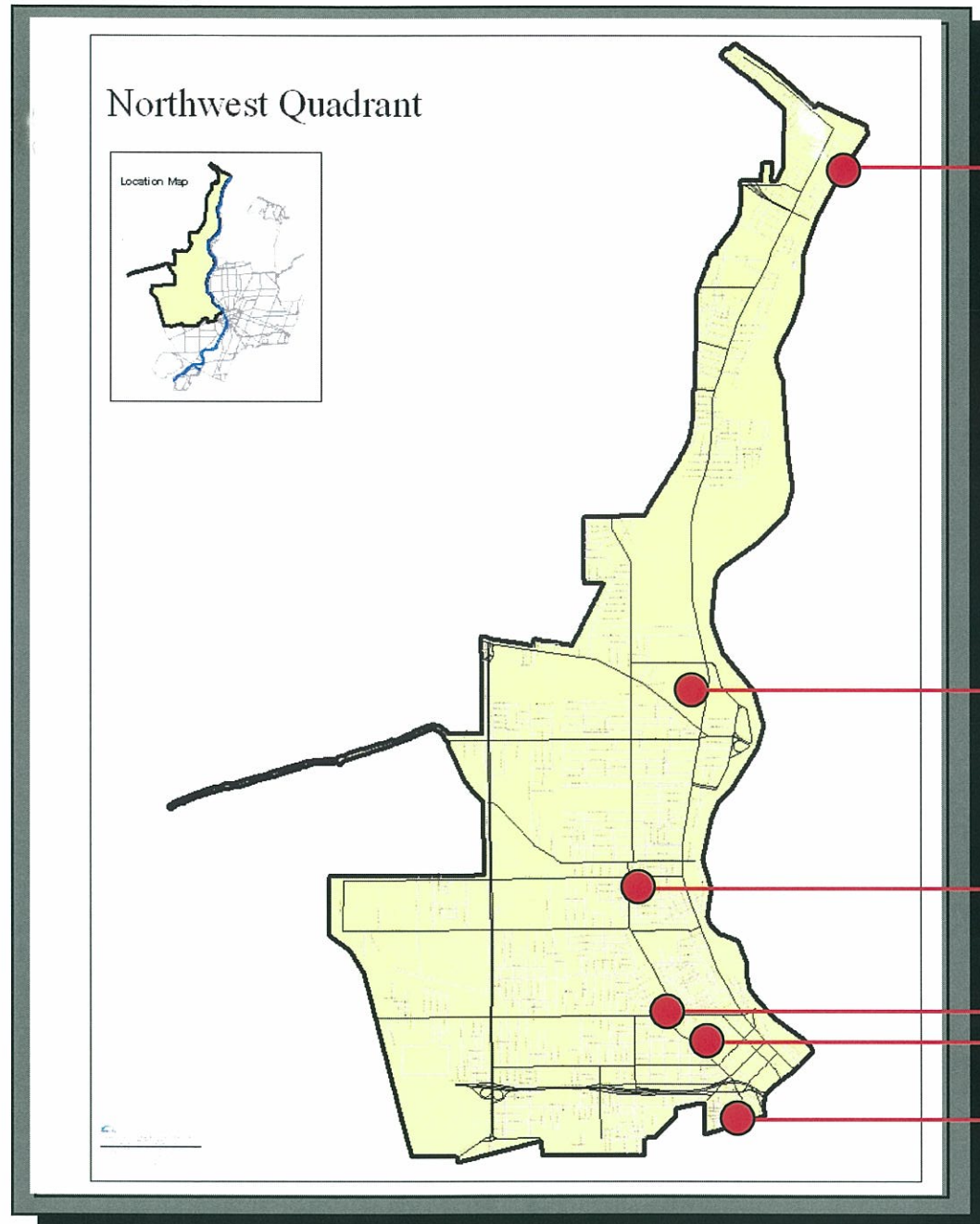
Strategies

- ✓ Facilitate Port Site / River Street redevelopment
- ✓ Encourage growth of businesses / tourism
- ✓ Facilitate special event programming

Action Items

- ✓ Complete LWRP amendment and update
- ✓ Assist in port redevelopment activities
- ✓ Assist in business relocations, expansions and Improvements
- ✓ Assist in special event planning / management

Northwest Quadrant Focus Areas



Northwest Quadrant Focus Areas

FA #6 - Port of Rochester / River Street

FA #5 - Eastman Business Park Planned District (PD)

FA #4 - Dewey Avenue Corridor / FIS Area

FA #3 - Lyell Ave. Brownfield Opportunity Area

FA #2 - Brown's Square Neighborhood

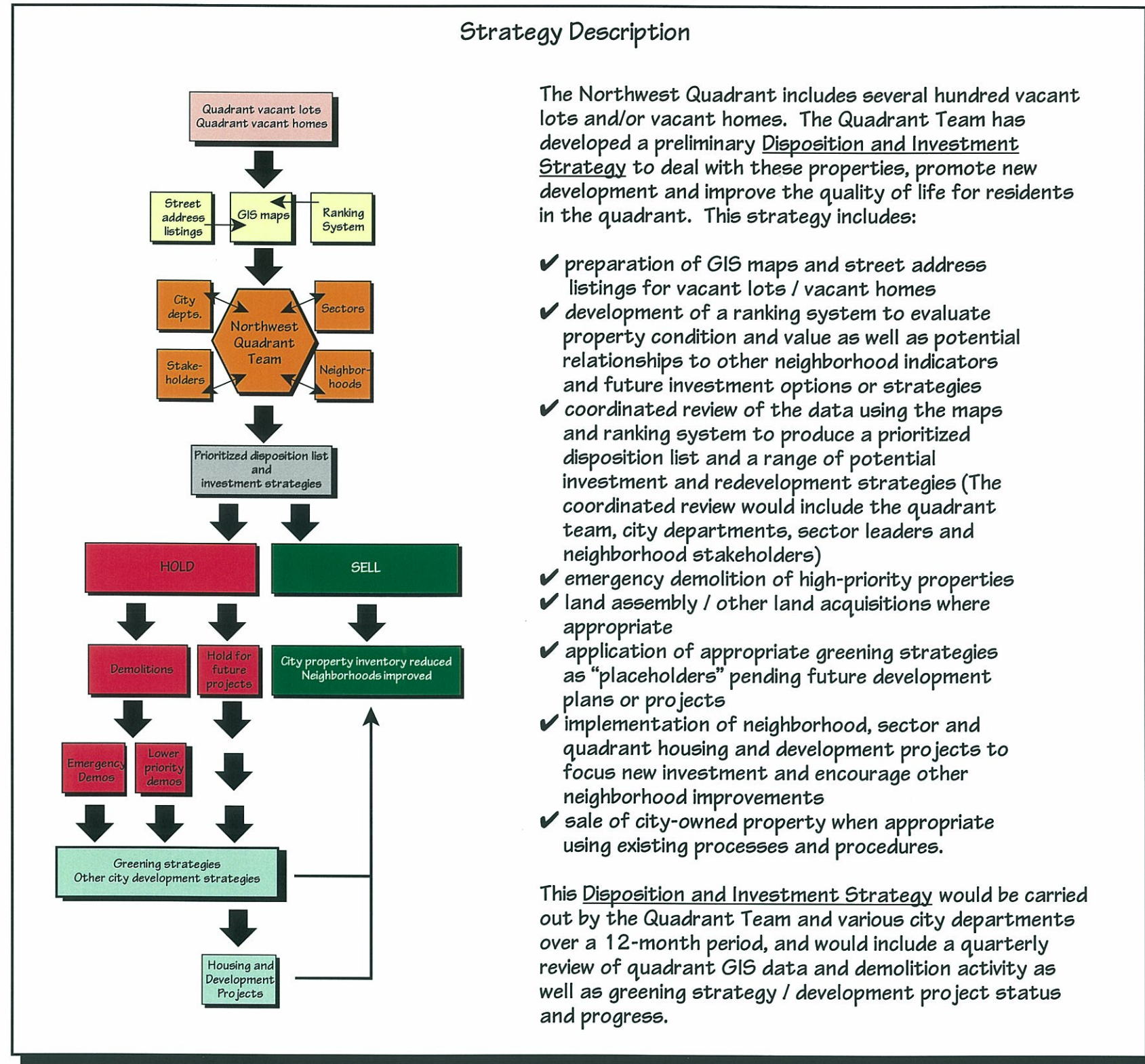
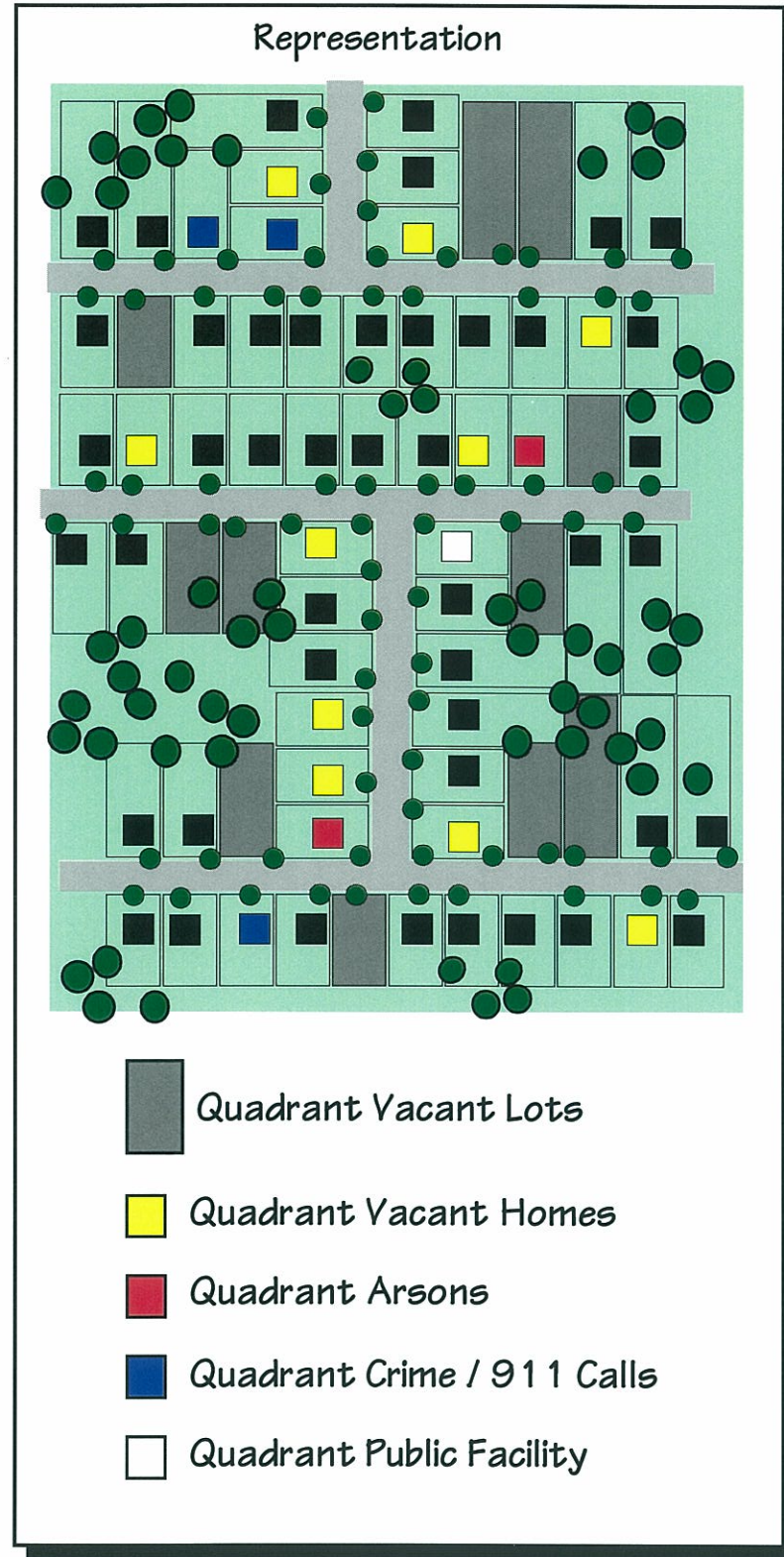
FA #1 - Susan B. Anthony Neighborhood

Northwest Quadrant Focus Areas

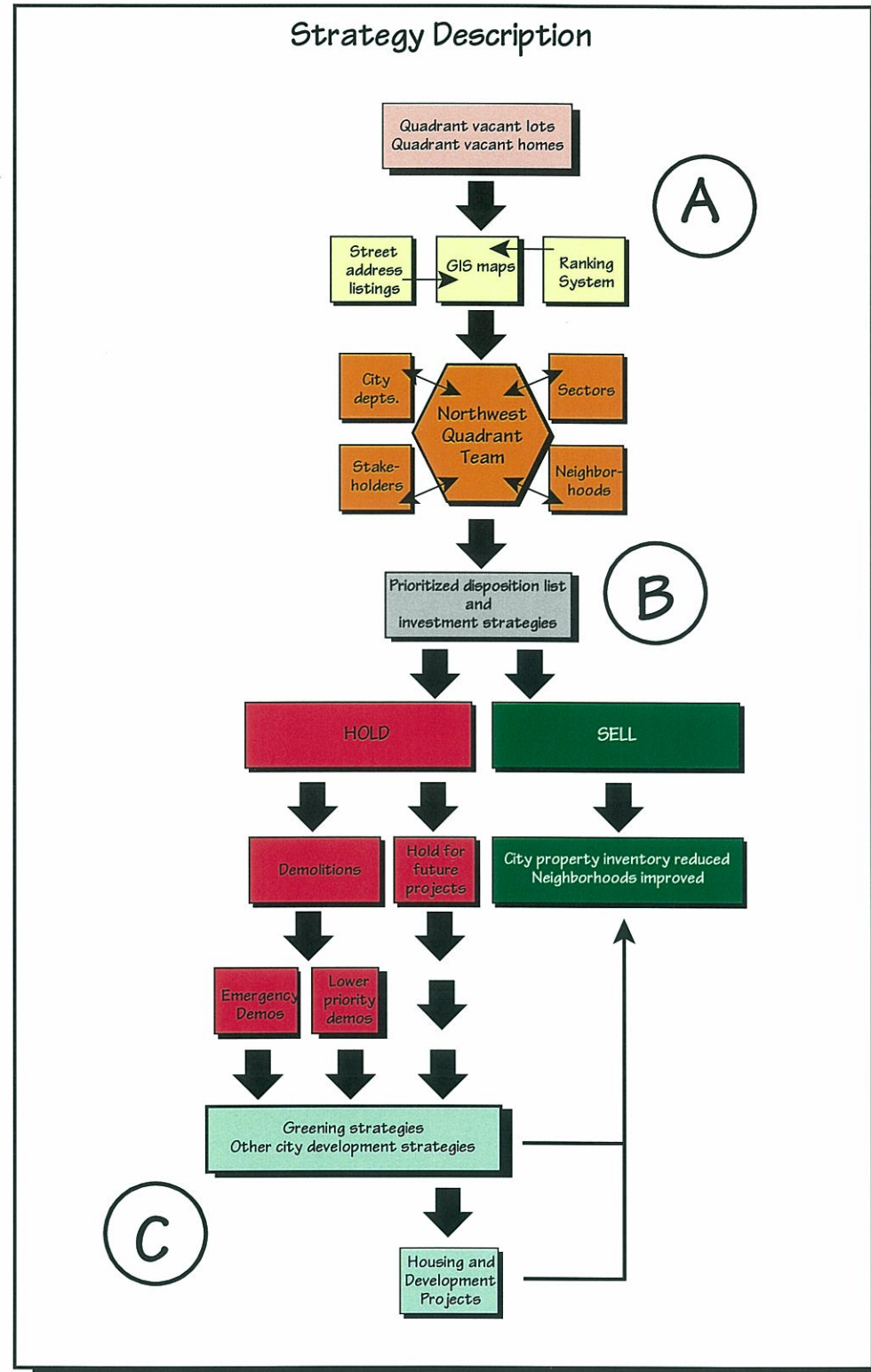
Six Focus Areas have been identified within the Northwest Quadrant. Each Focus Area includes important quadrant resources, assets and infrastructure. Specific strategies and action steps have been identified for each of these areas.

The Northwest Quadrant Team will work with residents, sector and neighborhood leaders, other community stakeholders and city departments to complete those action steps and improve the overall quality of life within each of these neighborhoods. The Focus Areas represent a unique opportunity to leverage new public and private investment, strengthen the quadrant team service delivery model and facilitate community partnerships.

Northwest Quadrant Vacant Lots / Vacant Homes Disposition and Investment Strategy

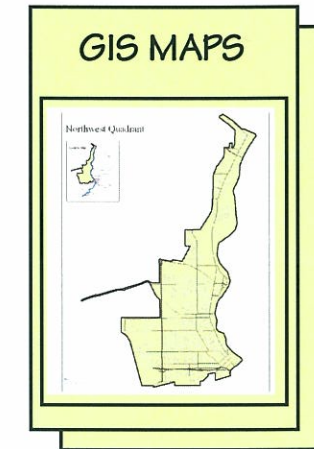


Northwest Quadrant Vacant Lots / Vacant Homes Disposition and Investment Strategy



A Property Ranking System Example

Vacant Lots	Property A	
Size / Configuration	5	
Neighborhood Stability	4	
Zoning Pattern	5	
Development / Acquisition Interest	5	
Vacant Homes		
Structural Safety / Stability		2
Repair / Investment Cost		3
Relationship to Neighborhood Blight		3
Marketability		2
Score	19	10



B Property Disposition List Example

50 Smith Street	HOLD	Emergency Demolition
37 Jones Street	HOLD	Housing Project
39 Jones Street	HOLD	Housing Project
72 Baker Street	SELL	
99 Main Street	HOLD	Demolition
57 Archer Street	HOLD	Land Bank / Urban Garden

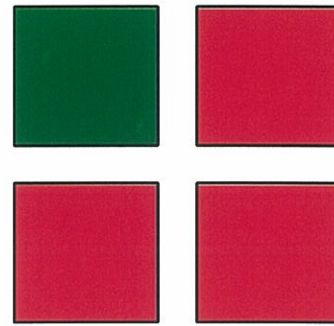


C Greening Strategy / Development Project Examples

- ✓ Urban Agriculture / Urban Gardens
- ✓ Parks / Playgrounds / Town Square
- ✓ Trails / Green Corridor
- ✓ Urban Forest / Forever Wild
- ✓ Land Bank for Future Housing Project
- ✓ Land Bank for Future Development Project



Northwest Quadrant Strategic Plan



Action Agendas, Action Calendar, Benchmarks / Indicators of Success

*Public Safety
Neighborhood and Business Development
Education, Training and Literacy
Customer Service / Citizen Involvement*

Public Safety (PS) Action Agenda

PS	Public Safety						
	Task/Action Item (Theme #)	Staff or Team	Months	Timeline Started	Completed	Funding Needed?	Other Involved Departments / Entities
Quadrant Wide	1	Distribute sector and quadrant crime statistics from Rochester Police Department to sector and neighborhood leaders on a routine basis and discuss for implications (#14)	Team-Lt. G	On-going	11/09	None	Rochester Police Department
	16	Identify / implement street light improvements throughout quadrant (#4, #14)	Team-TH	6 mos.	1 / 2010	TBD	DES, RG&E
Sector 1							
Sector 2							
Sector 3							

Neighborhood and Business Development (NBD) Action Agenda

NBD	Neighborhood and Business Development							
	Task/Action Item (Theme #)	Staff or Team	Months	Timeline Started	Completed	Funding Needed?	Other Involved Departments / Entities	
Quadrant Wide	2	Complete an update of the city's LWRP that identifies waterfront policies and projects for the quadrant; involve sector/neighborhood leaders and citizens in the process (#6, #10, #11, #12, #13)	Staff-DB	18 mos.	3/2010		NYSDOS grant	NBD, DES, DPRHS, Monroe County, ACE, US Coast Guard, NYSDEC
	3	Create GIS maps and listings of vacant land/houses for each sector in quadrant, develop proposed remediation plans in cooperation with city team and sector leadership (#1, #6)	Team-JS	6 mos.	4/2010		TBD	Sector and neighborhood leadership
	9	Complete neighborhood conditions survey for selected commercial and residential areas in each sector (#6)	Team-SMc	6 mos.	5/10		TBD	Sector volunteers
	13	Coordinate/facilitate business expansions, relocations and grants (#10, #11)	Staff-TN	12 mos.	11/09		Facade grants	
	15	Develop a quadrant business council (#10, #11)	Team-JC	9 mos.	2/2010		None	Quadrant Business Associations
	18	Facilitate, in cooperation with sectors, specific neighborhood stabilization / improvement projects throughout quadrant (#6)	Team-ADT	On-going			TBD	TBD
Sector 1	4	Complete an amendment to city LWRP for public marina at Port Site; solicit resident and sector input regarding plan (#10, #12)	Staff-DB	6 mos.	11/09		None	New York State Department of State
Sector 2	5	Implement FIS plan for Dewey/Driving Park in cooperation with residents and sector leadership (#6, #10, #11, #12, #14)	Team-??	9 mos.	2/2010		TBD	Consultants
Sector 3	10	Prepare plan for Lyell Ave. Brownfield Opportunity Area (BOA) (#12, #13)	Staff-DB	18 mos.	3/2010		BOA Grant	TBD
	11	Prepare a plan for the JOSANA neighborhood (#1, #6)	Staff-ADT	12 mos.	12/09		RHA, ECP, UW	RHA, ECP, United Way, CSH
	19	Review/evaluate "Project Green" strategy with sector leadership and create implementation plan(s) (#1, #6, #13, #18)	Team-DB	6 mos.	12/09		TBD	TBD
	20	Complete various neighborhood plans / studies (#2, #5, #6, #10)	Staff-DB	6 mos.	11/09		GTC grants	GTC, Monroe County, consultants

Education, Training and Literacy (ETL) Action Agenda

ETL	Education, Training and Literacy						
	Task/Action Item (Theme #)	Staff or Team	Months	Timeline Started	Completed	Funding Needed?	Other Involved Departments / Entities
Quadrant Wide	14	Promote literacy and GED classes at quadrant libraries (#8, #9, #20)	Staff-SM	12 mos.	11/09		RCSD / RPL grant Rochester Public Libraries Rochester City School District
	17	Develop a quadrant-wide anti-litter campaign (#3, #7, #13)	Team-SM	12 mos.	2/2010	TBD	Rochester Public Libraries Rochester City School District Rochester Recreation Centers Local Media Outlets
Sector 1							
Sector 2							
Sector 3							

Customer Service and Citizen Involvement (CS/CI) Action Agenda

CS/CI	Customer Service and Citizen Involvement							
	Task/Action Item (Theme #)	Staff or Team	Months	Timeline Started	Completed	Funding Needed?	Other Involved Departments / Entities	
Quadrant Wide	6	Publish a quadrant-based quarterly newsletter that provides information to citizens and sector, neighborhood and block club leaders about quadrant issues, team projects and activities and community events and provides citizen feedback through surveys (#7, #8, #19)	Team-SM/ MYM	On-going	11/09		None	Rochester Public Libraries Rochester Recreation Centers
	7	Undertake monthly meetings with sector/community leaders and stakeholders to gather feedback on quadrant issues and priorities and team activities (#7, #15, #18, #19)	Team-JC	On-going	11/09		None	Sector/community leaders, stakeholders
	8	Investigate options for a quadrant web page / web site for information sharing and community feedback (#7, #15, #18, #19)	Team-JC	6 mos.	1 / 2010		TBD	City IT Department
	12	Redesign business permit process to improve customer service (#11, #15, #19)	Staff-SMc	2 mos.	11/09	12/09	None	City Law Department / Permit Office
Sector 1								
Sector 2								
Sector 3								

Northwest Quadrant Strategic Plan Action Calendar

TASK NUMBER	TASK / ACTION ITEM	STAFF or TEAM	NOV '09	DEC	JAN '10	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	SECTOR or QUADRANT	PRIORITY AREA	NOTES
1	Provide crime statistics to stakeholders	Team	●	●	●	●	●	●	●	●	●	●	●	●	Quadrant	PS	1
2	Complete LWRP update	Staff					●	●	●	●	●	●	●	●	Quadrant	NBD	2, 4
3	Create GIS maps / plan for vacant lots/homes	Team						●	●	●	●	●	●		Quadrant	NBD	3, 19, 9
4	Complete LWRP amendment	Staff	●	●	●	●	●								Sector	NBD	4, 2
5	Implement FIS plan for Dewey / Driving Park	Team				●	●	●	●	●	●	●	●	●	Sector	NBD	5
6	Publish quadrant quarterly newsletter	Team	●				●				●				Quadrant	CS/CI	6
7	Meet with sector / community leaders	Team					●			●			●		Quadrant	CS/CI	7
8	Investigate options for quadrant web page	Team			●	●	●	●	●	●					Quadrant	CS/CI	8
9	Complete conditions survey in identified areas	Team							●	●	●	●	●	●	Quadrant	NBD	9, 3, 20
10	Prepare a plan for the Lyell Avenue Brownfield Opportunity Area (BOA)	Staff					●	●	●	●	●	●	●	●	Sector	NBD	10, 11, 19, 20
11	Prepare a plan for the JOSANA neighborhood	Staff		●	●	●	●	●	●	●	●	●	●	●	Sector	NBD	11, 10, 19, 20
12	Redesign business permit process	Staff	●	●											Quadrant	CS/CI	12
13	Coordinate/facilitate business expansions, relocations and grants	Staff	●	●	●	●	●	●	●	●	●	●	●	●	Quadrant	NBD	13, 18
14	Promote literacy and GED classes at libraries	Staff	●	●	●	●	●	●	●	●	●	●	●	●	Quadrant	ETL	14
15	Develop a quadrant business council	Team				●	●	●	●	●	●	●	●	●	Quadrant	NBD	15
16	Identify / implement street light improvements	Team			●	●	●	●	●	●	●	●	●	●	Quadrant	PS	16
17	Develop a quadrant-wide anti-litter campaign	Team				●	●	●	●	●	●	●	●	●	Quadrant	ETL	17
18	Facilitate neighborhood stabilization / improvement projects in quadrant	Team				●	●	●	●	●	●	●	●	●	Quadrant	NBD	18, 13
19	Review / evaluate "Project Green" strategy	Team		●	●	●	●	●	●						Sector	NBD	19, 3, 10, 11
20	Complete various neighborhood plans/studies	Staff	●	●	●	●	●	●	●	●					Sector	NBD	20, 11, 9, 10

Strategic Plan Task / Action Item Notes

Team Action Items

- (1) Distribute crime statistics to sector leaders, neighborhood presidents and other community stakeholders on a monthly basis and create a mechanism or process for discussion and feedback with police officers in order to identify problem areas and community concerns and to develop appropriate targeted enforcement strategies.
- (3) Create / evaluate a series of GIS maps for the quadrant that show the locations of city and privately-owned vacant lots and vacant homes along with other neighborhood indicators. Distribute those maps to sector leaders, neighborhood groups and community stakeholders and discuss the implications of the data at appropriate public meetings. Review the final report from the Vacant Property Demolition and Green Implementation Team and develop a plan to reduce the number of vacant lots and vacant homes within the quadrant through a variety of strategies and action steps. (RELATED TO TASK / ACTION ITEM #19, #9)
- (5) Implement, in partnership with sector leaders, neighborhood organizations and other community stakeholders, a "focused investment strategy" (FIS) plan for the Dewey Avenue / Driving Park Area.
- (6) Create and publish a quadrant newsletter on a quarterly basis and distribute it to sector leaders, neighborhood associations and quadrant stakeholders. Use the newsletter as a mechanism for providing information and updates about quadrant issues, quadrant team activities and specific city projects. Use the newsletter as a feedback or "survey" mechanism for community input and customer satisfaction response.
- (7) Conduct regular/periodic meetings (at a variety of convenient locations) with sector leaders, neighborhood associations, community stakeholders and residents in the quadrant to share information, provide a venue for feedback on areas of mutual concern and discuss quadrant issues, quadrant team activities and other priorities,
- (8) Investigate options for the development of a quadrant web page or web presence (i.e., Facebook) to share news and information about quadrant issues and quadrant team activities and to provide a mechanism for public comment and feedback on areas of concern for quadrant residents, businesses and stakeholders.
- (9) Complete a conditions survey for key areas or districts within the quadrant, in partnership with sectors, neighborhoods, and other community stakeholders. Use the conditions survey to inventory and identify problems / issues associated with commercial structures, residences, public facilities and streetscapes (the public realm). Solicit help from neighborhood groups and residents to complete the surveys and compile results. Use the survey results to develop new strategies and programs to deal with neighborhood blight, aesthetic issues, housing stock deterioration and commercial vacancies. (RELATED TO TASK / ACTION ITEM #3, #20)
- (15) Create a quadrant business council to include small, medium and large businesses as well as industrial / manufacturing companies. Meet regularly with the quadrant business council to discuss issues, complaints and concerns, share information and "success stories", market city grant programs and provide other funding/technical assistance.
- (16) Identify and assist in completion of various street lighting improvements throughout the quadrant. Work with sector leaders, neighborhood associations and residents to identify priority areas and desired improvements.
- (17) Develop a quadrant-wide, multi-media, anti-litter and anti-graffiti campaign with assistance from the Rochester Public Libraries, Rochester School District and local media outlets.
- (18) Coordinate, facilitate and implement, through team and stakeholder partnerships, various neighborhood stabilization / improvement projects throughout the quadrant. These projects include but are not limited to Eastman Commons on Dewey Avenue, The Mills (Phase II) on State Street, Frederick Douglass Apartments on Main Street and the Holy Rosary Church Campus mixed-income housing development. Coordinate development of these projects with other quadrant enhancement activities. (RELATED TO TASK / ACTION ITEM #13)
- (19) Review and evaluate the "Project Green" Report and develop quadrant-wide implementation strategies for dealing with "green" issues. Work with sectors, neighborhoods, residents and community stakeholders to develop a plan that incorporates appropriate greening strategies as they relate to quadrant issues and priorities and other development plans or projects. (RELATED TO TASK / ACTION ITEM #3, #10, #11)

Staff Action Items

- (2) Complete an update of the city's Local Waterfront Revitalization Program (LWRP) utilizing a grant from the New York State Department of State. Engage residents, sector leaders, neighborhood groups and community stakeholders in the plan development process through a steering committee, focus groups and a variety of public meetings. (RELATED TO TASK / ACTION ITEM #4)
- (4) Complete an amendment to the city's 1990 Local Waterfront Revitalization Program (LWRP) that addresses a conceptual development plan for a new marina at the Port of Rochester site and identifies appropriate land-side development objectives and design principles for the remainder of the site. Review the amendment with residents, business owners and other community stakeholders and submit the document to Rochester City Council and the New York State Department of State for final approval. Use the amendment as part of the overall update of the entire LWRP to be undertaken in 2010. (RELATED TO TASK / ACTION ITEM #2)
- (10) Coordinate and assist in the preparation of a plan for the Lyell Avenue Brownfield Opportunity Area (BOA) that identifies and analyzes environmental remediation issues and reclaims brownfield areas for potential new development. Coordinate this activity with other related planning and development projects in the quadrant. (RELATED TO TASK / ACTION ITEM #11)
- (11) Prepare a plan for the JOSANA neighborhood that analyzes the housing stock and housing market conditions and proposes strategies for construction of new housing, public infrastructure and neighborhood amenities, the removal of vacant homes and the redevelopment of vacant lots. Coordinate this activity with other related planning and development projects in the quadrant. (RELATED TO TASK / ACTION ITEMS #10, #19 and #20))
- (12) Redesign the city's business permit process to improve review procedures, ensure review consistency, better control license approvals and ensure that permit conditions are implemented and adhered to by applicants. (COMPLETED)
- (13) Coordinate and facilitate various business expansions, relocations and improvement grant applications within the quadrant including but not limited to relocation of the D. M. Williams Funeral Home, expansion of Lakeview Lawn and Landscaping and the relocation and expansion of Certified Document Destruction and Recycling Company. Coordinate these activities with other appropriate quadrant team tasks and priorities. RELATED TO TASK / ACTION ITEM #18)
- (14) Develop, promote and implement a series of "Literacy Zone" strategies and GED classes at quadrant libraries and/or other appropriate community venues to provide additional educational / training opportunities to residents. Develop a fund raising activity to support literacy projects within the "Literacy Zone".
- (20) Complete a circulation, access and parking (CAP) study for the Brown's Square neighborhood that addresses parking issues related to Frontier Field and the soccer stadium and improves pedestrian circulation through the neighborhood to High Falls, Center City and the Genesee River Gorge. Complete a circulation, access and parking (CAP) study for the Susan B. Anthony neighborhood that addresses parking issues related to the Susan B. Anthony House and improves pedestrian circulation through the neighborhood to Center City and surrounding areas. Complete a feasibility study of a potential neighborhood festival site at Brown's Square Park. Coordinate these plans and studies with other related planning activities and development projects within the quadrant. (RELATED TO TASK / ACTION ITEM #11, #9, #10)

NOTE: Completion of Quadrant Team Action Items will be monitored and coordinated through the preparation of a quarterly work plan or work program. Progress on Action Items will be reported at bi-weekly Quadrant Team meetings and quarterly community meetings or other community/stakeholder venues, as needed. Funding of appropriate Action Items will be identified in an annual Quadrant Team Funding Plan that will include specific proposals for the \$200,000 Project Implementation Fund.

Proposed Benchmarks / Indicators of Success

Benchmarks

Indicators of Success (measurements)

 Reduced Crime and Code Violations	→	Misdemeanors ▼ Felonies ▼ Property Code Violations ▼
 Improved Housing Stock	→	Homes Improved / Homes Built ▲ Percentage of Home Owners ▲ Vacant Homes / Vacant Lots Removed ▲
Increased Business Activity	→	Businesses Assisted ▲ New Businesses Opened ▲ Jobs Created ▲
 Improved Education / Training Opportunities	→	Graduation Rates ▲ Training Opportunities ▲ GED Class Enrollments / GED Completions ▲
 Increased Citizen Participation	→	Citizen Participation / Meeting Attendance ▲
Increased Customer Satisfaction	→	Citizen Complaints Resolved ▲

The Quadrant Team will investigate various data sources and other means of measurement in order to monitor and track the proposed (or modified) benchmarks and will then develop a process to evaluate those indicators of success and report relevant trends to quadrant stakeholders.

Northwest Quadrant Community Stakeholders

SECTOR ONE:

Charlotte Community Association (CCA)
 NBN Sector 1 Planning Committee
 Team Charlotte

Charlotte Community Development Corporation

Charlotte / Genesee Lighthouse

Ontario Beach Park Program Committee

Charlotte Youth Athletic Association

Harbor Merchants Association
 Community Business Advantage (CBA)

Charlotte High School
 School #42

Holy Cross Early Childhood Center

Abundant Grace Church
 Holy Cross Church
 Tabernacle of Joyful Praise
 Lake United Methodist Church
 Islamic Association
 Lakeside Presbyterian Church

Charlotte Beautification Committee

Charlotte Social Club

SECTOR TWO:

Maplewood Neighborhood Association
 NBN Sector 2 Planning Committee

Maplewood YMCA

Maplewood Business Association (MBA)
 Ridge Road Business Association

Eastman Kodak Company
 Holleder Technology Park

Aquinas Institute

John Marshall High School
 School #7, #34 and #41

Nazareth Academy

Wesley United Methodist Church
 Grace United Methodist Church
 Sacred Heart Cathedral
 Rochester Baptist Church
 Grace Urban Ministries
 Most Precious Blood
 Greek Orthodox Church of the Holy Spirit
 Church of the Ascension
 Redeemer Lutheran Church
 Emanuel Temple
 New Beginnings Apostolic Faith Church

SECTOR THREE:

Charles House Neighbors in Action
 Edgerton Neighborhood Association
 Lyell-Otis Neighborhood Association
 People of Dutchtown
 Brown Square Neighborhood Association
 NIMROD
 Susan B. Anthony Neighborhood Association
 PCIC

Susan B. Anthony House
 Frederick Douglass Museum

West Main Street Business Association
 Falls District Business Association
 Lyell Avenue Business Association

Eastman Kodak Company

Holy Rosary School

Jefferson High School
 Edison Tech
 School #5, #17, #30, #43 and #56

Grace United Methodist Church
 Holy Apostles Church
 People's Ministry in Christ
 Lake Avenue Baptist Church
 First Zion Tabernacle Church

Charles Settlement House

OTHER:

City of Rochester Departments
 Quadrant Teams / Neighborhood Service Centers
 Rochester Recreation / Community Centers
 Rochester Public Libraries
 Rochester City School District
 Rochester City Council

Rochester Housing Authority
 Rochester Housing Council
 Habitat for Humanity

Monroe County Departments
 Monroe County Legislature

Rochester / Regional Community Design Center
 Landmark Society

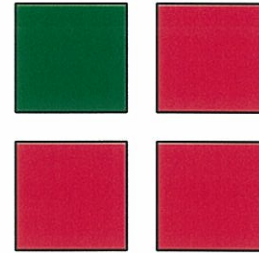
PAC TAC

Rochester Rotary Club

Greater Rochester Enterprise
 Rochester Area Community Foundation
 Catholic Family Center
 Action for a Better Community
 Center for Youth Services
 "NeighborWorks" Rochester
 Volunteers of America
 Salvation Army

Block Clubs
 Tenant Associations

Northwest Quadrant Strategic Plan



Acknowledgments

Mayor Robert J. Duffy

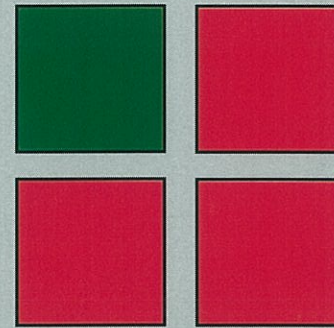
R. Carlos Carballada, Commissioner / Department of Business and Neighborhood Development

Jose Cruz, Northwest Quadrant Team Leader
Northwest Quadrant Team

Doug Benson, A.I.C.P., Associate City Planner
(planning document concept, format and design)

Sector One Planning Committee
Sector Two Planning Committee
Sector Three Planning Committee





Northwest Quadrant