



IMMEDIATE STRATEGY DEVELOPMENT

Focused Investment Strategy

January 12, 2009

This report provides an overview of the implementation of the Focused Investment Strategy (FIS). It includes the organizational structure, partnerships, implementation activities to date, a summary of the immediate strategies that will be applied for each of the FIS areas, and next steps.

Organizational Structure:

Advisory Committee: Includes representation from each City department. This committee provides an opportunity for feedback and assures coordination between all City departments. The group meets as needed, approximately once a quarter.

Policy Team: Responsible for providing overall direction, management and policy development recommendations for the FIS Teams and the administration. The team meets biweekly as needed. The Policy Team includes:

<u>Name</u>	<u>Bureau</u>
• Bret Garwood, Director of Development Services	Housing & Project Development
• Carol Wheeler, Manager of Housing	Housing and Project Development
• Charles Thomas, Director of Planning	Bureau of Planning
• Marguerite Parrino, Senior Planner	Bureau of Planning

Team Leaders: The FIS team leaders are responsible for the day to day activities of FIS, meeting with community stakeholders and other City staff to develop and implement strategies for each area. The team leaders meet with the Policy Team biweekly as needed. The team leaders for each area are:

<u>Name</u>	<u>FIS Area</u>
• Anne DaSilva Tella, Community Housing Planner	Northeast—Marketview Heights
• Conrad Floss, Sr. Community Housing Planner	Southeast—Beechwood
• Susan Frykholm, Sr. Community Housing Planner	Northwest—Dewey Driving Park
• Linda Hedden, Sr. Community Housing Planner	Southwest—Jefferson Avenue

FIS Teams: Each team is lead by the Team Leader and has representation from each of the City departments to ensure coordination. While every department is involved, Neighborhood Service Centers, Economic Development, and Community Development meet more frequently. In addition, community stakeholders are a part of each FIS Team.



FIS Implementation Activities To Date:

- Selection of Focused Investment Strategy Areas and Target Blocks
- Advisory/Coordination Meeting to Announce the Start of the FIS
- Selection of Team Leaders
- Policy Team Meetings
- Team Leader Meetings
- Team Meetings including Community Stakeholders
- Development of Immediate Strategies for All FIS Areas
- Development of Immediate Strategies Specific to Each FIS Area
- Developed Scope of Work FIS Consultant
- Approval of FIS Consultant Anticipated at the January 20, 2009 City Council Meeting

Immediate Strategies: These are strategies that will be developed and implemented for all FIS areas beginning in January 2009.

Residential Property Renovation and Reinvestment:

- Development and implementation of a property improvement program for owner occupants.
- Development and implementation of a property improvement program for investor owners.
- Development of a repair and improvement program for seniors that promotes aging in place.

Commercial Property Reinvestment

- Development and implementation of a program for commercial building façade improvements.
- Outreach and support to local and potential new business owners.

Home Ownership:

- Identification of opportunities for acquisition/rehabilitation of vacant and underutilized properties for home buyers, including identification of blocks and/or developments suitable for middle income, market rate or mixed income developments.
- Development of a program for middle/upper-income property owners that encourages investment and owner occupancy including identification of blocks and/or developments suitable for middle income, market rate or mixed income developments.
- Outreach to home owners to help prevent foreclosure.

Public Safety and Blight Removal:

- Identification of properties suitable for demolition and development of strategies to demolish each property, and identification of blocks and/or development sites resulting from demolition program that would be suitable for middle income, market rate or mixed income developments.

- Identification of problem properties and development of strategies to address each property.
- Develop means to acquire properties for reinvestment opportunities.

Planning:

- Secure designation from HUD as Neighborhood Stabilization Areas.
- Engage FIS consultant
- Begin the creation of individual FIS Area Implementation Plans to be implemented beginning in July 2009.

Public Improvements:

- Coordinate with projects that are planned or underway in each FIS area (i.e. street or sidewalk improvement projects, greening strategies for vacant lots).
- Work with Police and NSC to address public safety issues.

MARKETVIEW HEIGHTS

Immediate Strategy Development and Implementation

FIS Team Members:

City Staff:

- Anne Da-Silva Tella, Community Housing Planner, Bureau of Housing and Project Development
- Roberto Burgos, Sr. Community Program Planner, Bureau of Planning
- Daisy Algarin-Rivera, Sr. Marketing Specialist, Economic Development
- Marisol Lopez, Administrator, Neighborhood Service Center-Norton Street
- Jim Farr, Manager, Department of Environmental Services - Public Market
- Jason Haremza, Sr. Planner/Urban Design, Bureau of Building and Zoning
- Erik Frisch, Transportation Specialist, Department of Environmental Services/Administration
- Wil Johnson, Lieutenant, Rochester Police Department
- Julie Beckley, Sr. Community Program Planner, Bureau of Housing and Project Development

Community Stakeholders:

- | | |
|--|--------------------------------|
| • Theo Finn, Program Manager | Enterprise Community Partners |
| • Anne Babcock-Stiner, Real Estate Developer | Pathstone (formerly HOP/ROI) |
| • Pamela Reese Smith, Comm. Project Manager | Pathstone (formerly HOP/ROI) |
| • Francisco Rivera, Executive Director | Marketview Heights Association |
| • Amy Robbins, Housing Director | Marketview Heights Association |
| • Iris Banister, Executive Director | Rochester Surround Care |
| • Rev. Glenn Alexander, Co-Chair | Sector 10 |

Update on Team Activities: The first joint stakeholder and City staff meeting was held on October 24th where the goals of FIS and the Marketview Heights FIS area were described. There have been a total of three such meetings. A list of existing plans and resources for the area was compiled; current investment opportunities were also listed. The group agreed to adopt the July 2008 North Union Street Community Vision Plan for a gateway project to be incorporated into FIS planning. Further brainstorming resulted in a list of area issues to be tackled. City staff were invited to participate in the monthly Marketview Heights Collective Action Plan resident group meetings; this forum will be used to provide FIS updates to the residents, and to receive their feedback and input.

The North Union Street Gateway project will resurface the street and create stamped intersections to reflect the Public Market image and provide safer crossings for pedestrians; bumpouts will create dedicated on-street parking and slow down the traffic; better street and pedestrian lighting will further enhance safety; and public art and banners will celebrate the

Public Market and create the image. Talks are underway with Dick LeCroix to develop a logo/theme for the Public Market area.

Neighborhood housing providers committed to seeking funding to reach a higher income group, up to 120% of area median income, for rehabilitation grants. Mixed income housing projects will be considered. The neighborhood's historically significant houses were inventoried.

The area has many vacant lots which cause further blighting and safety issues. The group brainstormed solutions that include changing the bollard design and adding easy beautification effects to improve their look and foster neighborhood participation. The group also talked about engaging area businesses through participation in FIS meetings, possibly engaging a street manager, supporting new, smaller businesses and engaging them with youth programs and neighborhood commercial walks. A meeting is planned with the management of Ametek Power Instruments on North Union Street to engage them more in the neighborhood planning process.

Area Realtors were asked for their suggestions on how to jumpstart the stagnant real estate market. They suggested a very large housing development to include one-bedroom units for seniors as well as attached town houses for younger people and families; development must incorporate sensitive safety features to encourage new residents to buy/rent in the neighborhood.

Owing to public safety issues particularly on Lewis, a City NSC Project Uplift was conducted, as well as a RPD Checkpoint; both were conducted on different days. There are plans to stay active on public safety issues in the area.

Finally, City staff assisted stakeholders in submitting a \$400,000 grant application to NYS for grants to leverage private market investment in economic development, facade upgrades and streetscape improvements. Nine area businesses partnered to make the application possible. The group is also awaiting notice of a Healthy Eating and Active Living by Design grant from NYS DOH for the creation of active living programs and incentives for the FIS area residents.

Immediate Strategies:

Public Safety:

- Request street lighting survey by Water & Lighting Bureau for FIS streets west of Union; Work with DES/Street Design to incorporate pedestrian & street lighting upgrades.
- Create banners that advertise the City's FIS plans and that brand the Public Market area, to generate a sense of anticipation in the City's intent to focus on this neighborhood.
- Work with law enforcement and other agencies to counteract loitering on corner of Weld/Union and on Lewis Street where public safety is a crucial issue affecting all residents in the area.

Commercial Property and Businesses:

- Support FIS area businesses in the event that NYS Main Street Grant application is successful, for facade upgrades and streetscape improvements; Ensure planned upgrades are consistent with overall plans for the area; Pursue other sources of facade grants.
- Make direct contact with area businesses to engage them in the FIS process, beautification, and youth and employment programs for the neighborhood; Encourage their participation in City's Employer Assistance Housing Initiative (EAHI).

- Develop recommendations for RFPs related to the redevelopment of vacant lots adjacent to the Public Market for commercial use.
- Facilitate sale of building formerly owned by GRUB to a thriving business.

Human Services:

- Attend more neighborhood meetings to bring residents up to date and to receive resident input on FIS; consider creation of FIS newsletter to engage the residents.
- Create a marketing/branding campaign for the Public Market neighborhood.
- Discuss with developers the benefit of hiring less skilled labor from within the community in any City-funded project.
- Engage Ethiopian Church on Lewis Street to seek engagement with the community and create eyes on the street.
- Renew community relationship with Freddie Thomas School to create access to the school facilities for the community.
- Support community in implementing a Healthy Eating & Active Living by Design program in the event that grant application is successful.

Residential Properties:

- Expedite sale of unbuildable vacant lots (lots less than 40 ft. wide) to neighboring property owners; ensure speedy administrative lot combinations following sale.
- Pursue beautification measures and funding sources for modifications to bollards on existing vacant lots; engage youth in a beautification / public art project.
- Support neighborhood-based association(s) in rehabilitation program that will allow grants to residents earning up to 120% area median income.
- Pursue alternative funding sources to assist owners of historically significant structures in rehabilitation work.
- Pursue demolition, acquisition and land banking to create a site large enough for a Home Expo or Cityscape type of mixed-income housing development; Home Expo will provide housing for up to 120% AMI; Cityscape will create market rate housing.

Public Works:

- Upgrade the planned 2011 North Union Street resurfacing project to a full-blown Gateway project to enhance the North Union Street as it leads to the Public Market between Main and Central – see Community Vision Plan for details; Consider renaming street to reflect market theme.
- Beautify railroad underpass.
- Talk to DES-Transportation about traffic-calming measures on Weld Street.
- Support residents and Jim Farr as they engage with CSX to acquire disused rail bed to create a walking trail expanded pedestrian access to the Public Market.

Other:

- Make inquiries and pursue steps to have area declared an Urban Renewal District.
- Pursue designation as HUD Neighborhood Revitalization Strategy Area; this will allow City more flexibility on income guidelines when using CDBG funds.

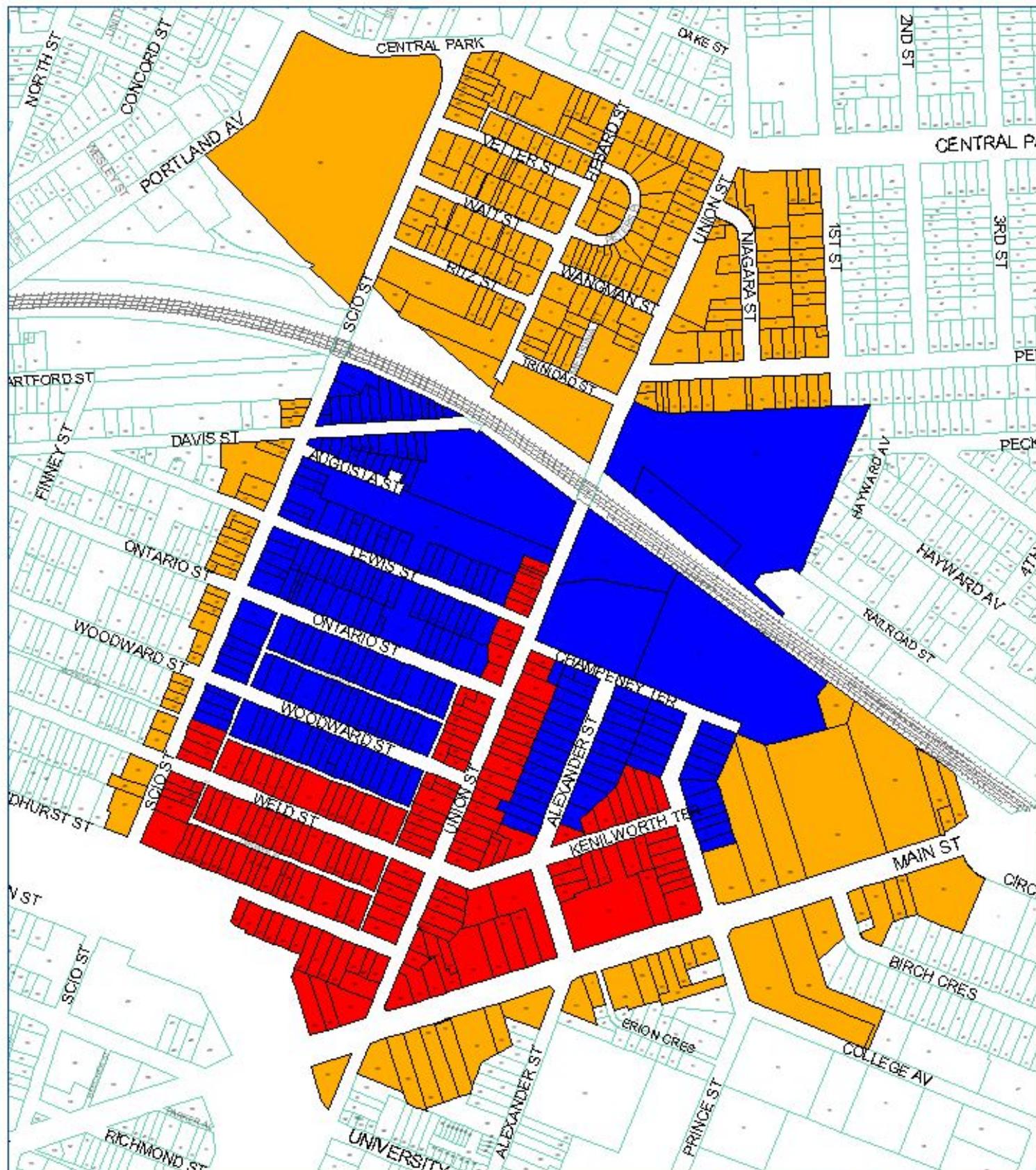
Next Steps:

- City staff and stakeholder team will meet to assign immediate strategies amongst team members for information gathering and further research.
- Continue planning and implementation of immediate strategies listed above.



CITY OF ROCHESTER
DCD - PLANNING

S. MARKETVIEW HEIGHTS FIS AREA



LEGEND

FIS AREA - red and blue parcels
High Priority Streets - red parcels
IMPACT AREA - gold parcels

Finalized: August 21, 2008

TOTAL SIZE OF FIS AREA =
395 parcels or 72 acres
red parcels = 178 or 25 acres
blue parcels = 217 or 47 acres

BEECHWOOD

Immediate Strategy Development and Implementation

FIS Team Members:

City Staff:

- Matt McCarthy, Community program Planner, Bureau of Planning and Neighborhood Initiatives
- Conrad Floss, Sr. Community Housing Planner, Bureau of Housing and Project Development
- Pete Saxe, NSC Administrator, Southeast Neighborhood Service Center
- Thad Schofield, Economic Development Manager, Economic Development Department
- Anthony Jordan, Department of Recreation and Youth Services

Community Stakeholders:

- | | |
|-------------------------------------|--------------------------------------|
| • Andy Burke, Broker Associate | ReMax Realty Group, Community Place |
| • Kyle Crandall, President | Beechwood Neighborhood Association |
| • Sue Davin, Executive Director | Community Place of Greater Rochester |
| • Theo Finn, Program Manager | Enterprise Community Partners |
| • Scott Fisk, AIA, Vice President | Pardi Architects |
| • Evan Green, Community Coordinator | Community Place of Greater Rochester |
| • George Moses, Community Organizer | Northeast Area Development |
| • John Page, Executive Director | Northeast Area Development |

Update on Team Activities:

The Beechwood FIS Team met for the first time on October 8th and City staff introduced the concept and goals of the Focused Investment Strategy. The Team identified priority needs in the neighborhood including: improving neighborhood appearance and beautification; identifying investment areas; addressing problem properties; assisting small business on Webster Avenue; improvements to corner of Melville and Webster, a key neighborhood gateway; pedestrian improvements to Ryan Center approaches. Other concerns were identified, but were viewed as a lower priority or required additional time to develop effective strategies. The team met on further occasions, and then broke into sub-committees in which more project-specific planning took place. A full report of proposed priority activities was assembled to reflect the year one projects and initiatives to be undertaken. A summary of these activities includes:

Immediate Strategies:

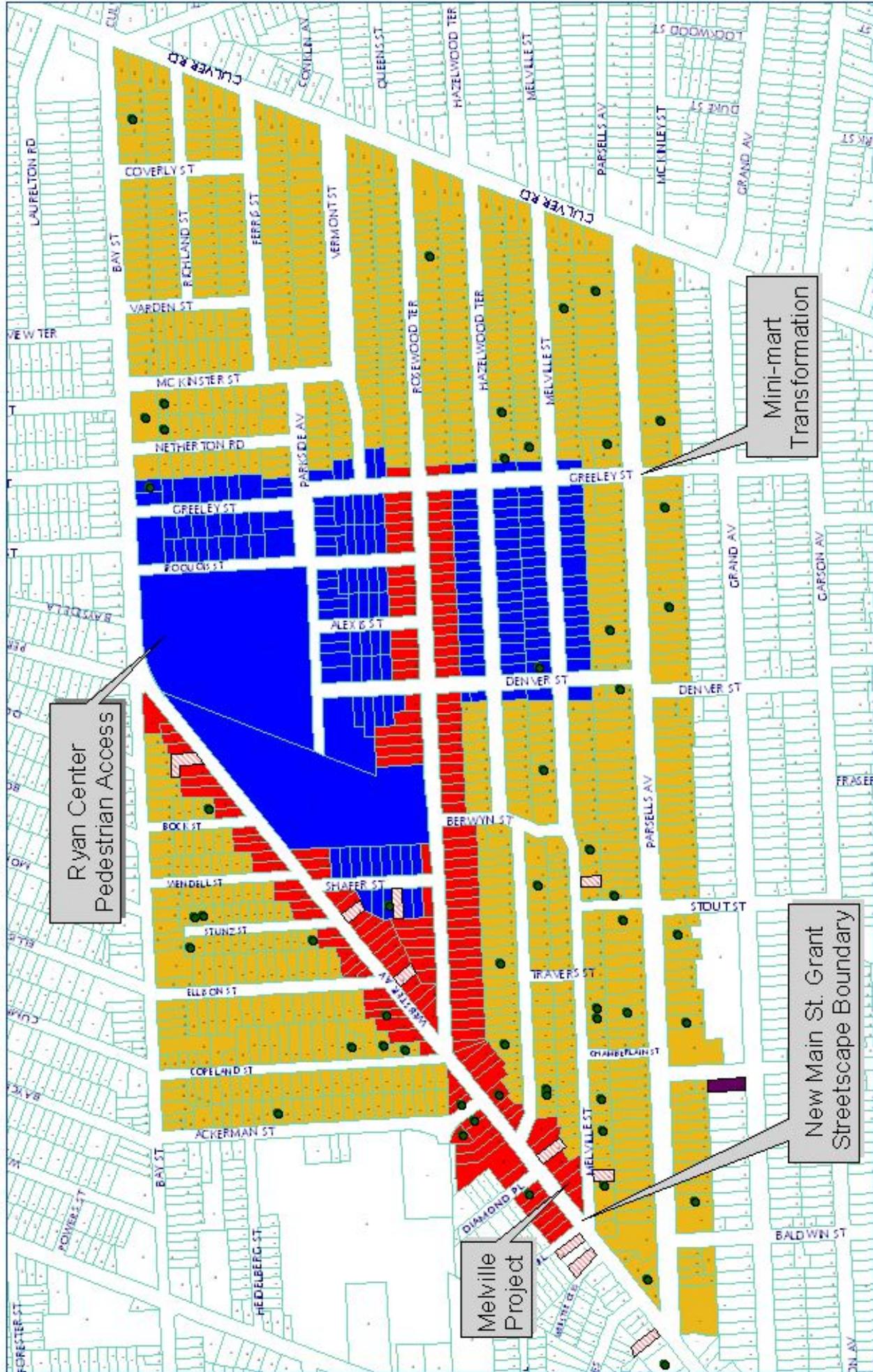
- Work with NEAD to rehabilitate 256 Webster Avenue, a single-story commercial building.
- Work with the owner of 262 Webster Avenue, a 2-family structure, for renovation.
- Present 264-268 Webster Avenue, a derelict commercial building, to a demolition hearing.

- Work with DES to create a pedestrian-friendly access along Webster Avenue, recruit DES to design a sidewalk plan.
- Work with DES to install new curbs along Netherton Street to prevent vehicular access to fields.
- Work with owners of 452 and 386 Parsells Avenue (Mini-Marts) to stop loitering and other negative behaviors.
- 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.
- Develop housing programs for acquisition/rehabilitation, owner-occupied rehabilitation and a specific and measurable focused investment strategy for Rosewood Avenue.
- Develop a façade program for businesses along Webster Avenue.

Next Steps:

- Follow the plans set forth in the detailed report.

BEECHWOOD FIS PROJECTS



Ryan Center
Pedestrian Access

Melville
Project

Mini-mart
Transformation

New Main St. Grant
Streetscape Boundary

LEGEND

- Indicates Top Ten Priority Properties
- Current Mini-mart Renovation
- Indicates Potential Tractor Project Sites
- Indicates Mini-mart Transformation

Revised: December 17, 2008

Immediate Strategies:

Public Safety

- Work with Street Design to incorporate improved pedestrian signals, sidewalk lighting and cross walk indicators as part of the Dewey Avenue re-surfacing project scheduled for late 2009.
- Improve pedestrian lighting along Dewey and Driving Park Avenues.
- Develop a residential security grant program that can assist residents with the purchase of home alarm systems, glass block windows, exterior lighting and entry door locks.

Commercial Property and Businesses

- Implement a façade grant program to improve the appearance of commercial structures on Dewey and Driving Park Avenues.
- Identify properties that can be acquired to expand existing successful businesses.
- Develop a pool of financing and a mechanism that can be used to acquire properties in the soon to be developed Urban Renewal District on Dewey Avenue near Price Rite.

Human Services

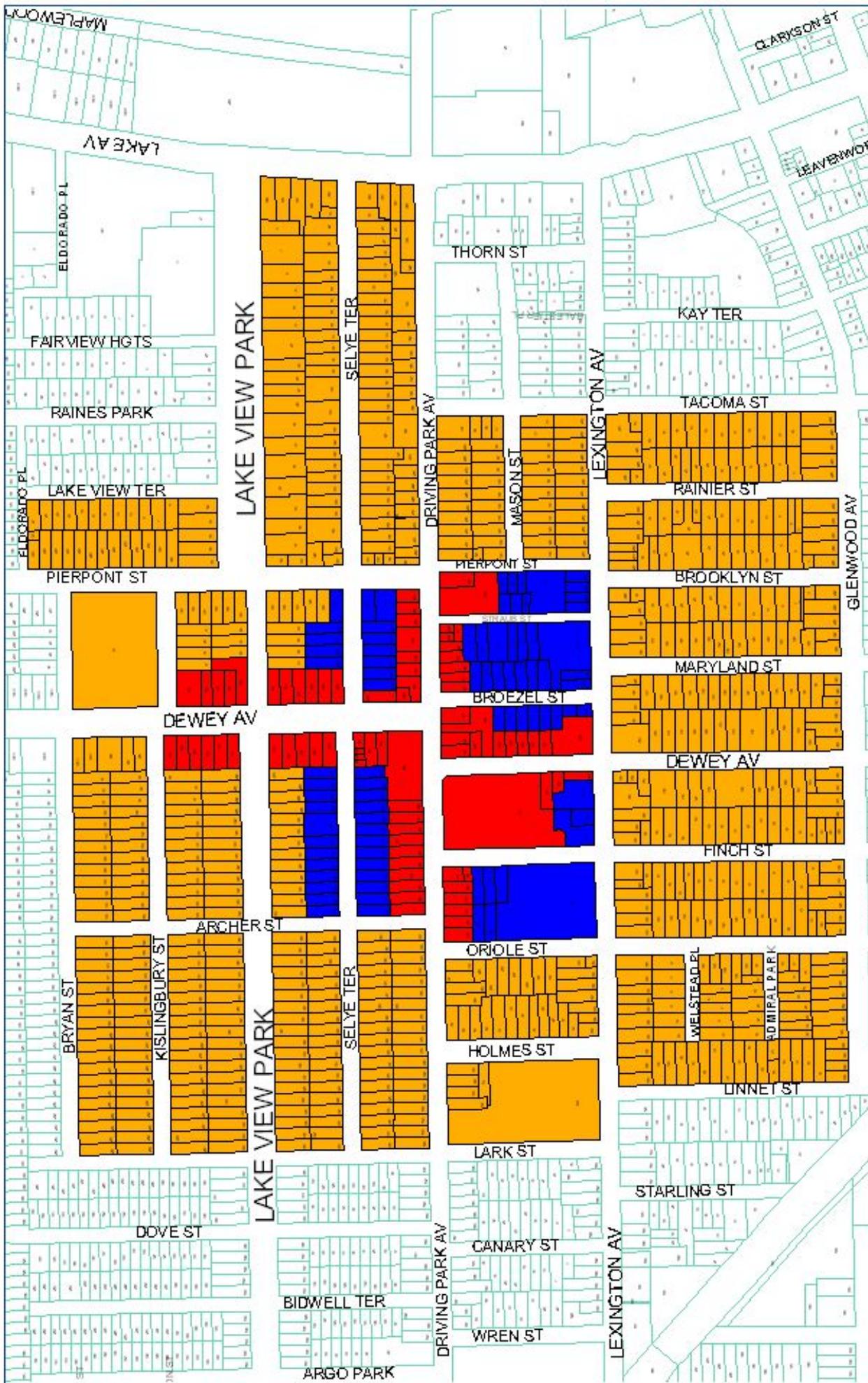
- Develop a method to tie human services and support to families in the neighborhood to ensure that the FIS impact goes beyond the improvement of neighborhood appearance.
- Develop a neighborhood survey to be distributed through the schools to determine services or assistance that would be most utilized.
- Develop a means to market FIS in the area and across the City and create a button on the City's website to provide updated FIS information and links to community services.

Residential Properties:

- Develop a vetting system or a request for qualification process for property management providers so absentee property owners can be referred to high quality property management servicers and require these entities to maintain regular contact with NSC offices.
- Identify vacant properties that can be acquired rehabilitated and sold through Home Rochester.
- Develop property improvement programs to address the appearance of occupied residential homes that allows the participation of all types of property owners .
- Develop partnerships with NeighborWorks and the Housing Council to leverage resources and concentrate services in this FIS area.



DEWEY / DRIVING PARK FIS AREA



TOTAL SIZE OF FIS AREA =
162 parcels or 23.5 acres

red parcels = 80 or 12 acres
blue parcels = 82 or 11.5 acres

Finalized: August 21, 2008

LEGEND

FIS AREA - red and blue parcels
High Priority Streets - red parcels

IMPACT AREA - gold parcels

JEFFERSON AVENUE

Immediate Strategy Development and Implementation

FIS Team Members

City Staff:

- Linda Hedden, Sr. Community Housing Planner, Housing & Project Development
- Tymothi Davis-Howard, Assistant Planner, Planning and Neighborhood Initiatives
- Rick Rynski, Sr. Economic Development Specialist, Economic Development
- David Hawkes, Administrator, SW Neighborhood Service Center

Community Stake Holders:

- | | |
|---|--|
| • Pat Jackson, Director | South West Area Neighborhood Association |
| • Willie Joe Lightfoot, County Legislator | Jefferson Avenue Business Association |
| • Gladys Royster, Resident | Mayors Heights/Changing of the Scenes |
| • Mason and Ethel Dix, Residents | Adams Street Block Club |
| • Calvin Lee, Executive Director | Montgomery Neighborhood Center |
| • Barbara Sullivan, President | 19th Ward Community Association |
| • Dorothy Hall, President
Association | Plymouth Exchange Neighborhood |
| • Dorothy Johnson, Member
Association | Plymouth Exchange Neighborhood |
| • Paul Jones, Chairperson | South West Common Council |
| • Susan Ottenweller | PathStone Development |
| • Anne Babcock-Stiner | PathStone Development |

Update on Team Activities:

City staff began meeting in early October to begin process of coordinating on Jefferson Avenue FIS and identified planning activities underway, including the Jefferson Avenue “Revive” four part planning process through the City’s Economic Development and Neighborhood Initiatives offices and the South West/Sector Four Visioning Process. Reports from these processes will be reference documents for the FIS plan to be prepared with the consultants in early 2009. The first community stakeholder meeting was held on 10/20/08, where the FIS goals and Jefferson Avenue FIS were described. Information from the June 2008 walking tour and May 2008 community stakeholder meetings were reviewed and confirmed. There have been a total of three meetings to date.

A staff walking tour of the priority streets resulted in identification of a number of properties that would fit into categories identified for immediate strategies, including owner-occupied and landlord owned rehabilitation program. Sidewalks were identified as an immediate hazard to address, as broken, uneven or cracked surfaces limit or deter pedestrian traffic. Seventy-nine

concrete “flag” sections were identified and included in the 2009 repair schedule. Lighting along these streets was reviewed and determined to need attention to enhance safety and security. Street lights were inspected, and lenses were cleaned where needed. Some lights have been refocused in assist with public safety issues. Pictures were taken of all properties along priority streets to assist with ongoing planning and strategy development. The park at 210 Troup Street was identified as a critical community amenity, however it currently presents public safety and security issues due to illegal activity under cover of darkness.

A meeting to discuss concerns and opportunities regarding the Troup Street Park was held, with participation from DES, DRYS and Jefferson Avenue FIS staff. Park redesign plans created in 2006 were reviewed, and reconsidered due to the security issues mentioned above as well as a recently filed easement at 431 W. Main Street. This easement will facilitate the installation of a walkway to the park to create a connection to the Susan B. Anthony Neighborhood to the north of W. Main Street and increase pedestrian access to the neighborhood. A neighbor who lives directly across from the park was identified as a resource to participate in ongoing park enhancement discussions.

A public safety forum organized by the Jefferson Avenue Business Association was held November 25th. Information and action items identified through this process will be incorporated into FIS in all ways appropriate and feasible.

Properties have been identified for blight removal and subsequent potential redevelopment through reviews of vacant structures, tax delinquency status and general property condition. To date two residential properties have been identified for potential redevelopment for homeownership, five properties in the FIS and Impact areas have been designated for demolition and one multifamily structure sale may be facilitated to assist an unsuccessful out-of-state investor to sell a property to a well regarded investor. Properties where tax liens have been sold will be monitored to determine the suitability of City redemption of properties for FIS purposes.

Immediate Strategies:

Public Safety

- Request street lighting survey by Water and Lighting Bureau for the remainder of the FIS neighborhood; Pursue talks with RG&E to improve lighting quality.
- Work to increase monitoring of alleys and identify ways to improve safety and security, including trimming of trees, inspecting lighting and research ability to install cameras.
- Work with law enforcement and other agencies to counteract loitering and drug trafficking activities in the park on Troup Street and the neighborhood in general; Consider enforcing park security by installing signs that define park hours of operation.
- Work closely with the Jefferson Avenue Business Association on the results of their Public Safety Forum and incorporate their efforts into the FIS planning and implementation.
- Determine why mail boxes have been removed from the area; consider putting cameras near mail boxes to diminish incidence of fires around mail boxes.

Commercial Property and Businesses

- Continue talks with the community about the types of businesses that proliferate the area; begin talks with Zoning staff to request an overlay to allow for better control of business types in the area; Consider In Place Zoning for Jefferson Avenue – as was done on Hudson Avenue.

- Support NSC in its investigation of how zoning changes have affected the community.
- Consider the possibility of using NYS licensing laws as a means to regulate the types of businesses that go into one neighborhood; there are concerns about too many businesses of one type in the neighborhood.
- Pursue talks to determine how a Price Rite may be attracted to this neighborhood.

Human Services

- Determine process by which more residents can be updated on FIS activities and their comments and input could be better captured.
- Create signs and banners that advertise the City's FIS plans so as to inform the public that the City is focusing efforts on this neighborhood.
- Engage area businesses and future project developers to consider hiring less skilled labor from within the community, especially youth.
- Research and engage community service providers in discussion about concentration of poverty on Jefferson Avenue.

Residential Properties:

- Identify residential properties that would be immediately available for acquisition and rehabilitation under the Urban League's NYS funded Acquisition and Rehabilitation program.
- Expedite sale of unbuildable vacant lots to neighboring property owners; ensure speedy administrative lot combinations following sale.
- Identify specific types of rehabilitation needs among residential properties and research ways to coordinate work and/or explore grant/loan resources to increase participation or affordability.

Public Works

- Work with DES/Street maintenance to eradicate tripping hazards identified during street survey.
- Work with Recreation and Youth Services Department to identify additional recreation activities desired in the park on Troup Street and assist with a plan to improve lighting.
- Determine ability to add street lighting on Troup Street in front of Park.
- Support DES CIP Fund Request of \$350,000 to establish a walkway and lighting through the park to the Susan B. Anthony Voting Memorial on W. Main Street.
- Identify streets to be reconstructed and sidewalks to be replaced.
- Monitor plans to install speed bumps on Troup street to decrease cut-through traffic and improve pedestrian safety.

Other

- Research ability to provide additional incentives and /or requirements to provide work opportunities for community residents in all types of City projects, including development of commercial, residential and public works. There is a critical need to use the City's resources and partnerships to find ways to connect community residents to the most basic economic opportunity – access to wage-paying jobs.
- For all areas cited above, as appropriate, integrate and support strategies identified in the Montgomery Neighborhood Center provided document, in the following categories:

Housing & Community Development, Public Safety, Economic Development, Social & Cultural.

- Coordinate with the Hamm House Legacy project to determine how FIS can support their efforts to memorialize local residents' life-long community service activities at 301 Adams Street, or other appropriate site.
- Consider establishing an Urban Renewal district that would allow for the acquisition and disposition of property to further FIS goals and activities.

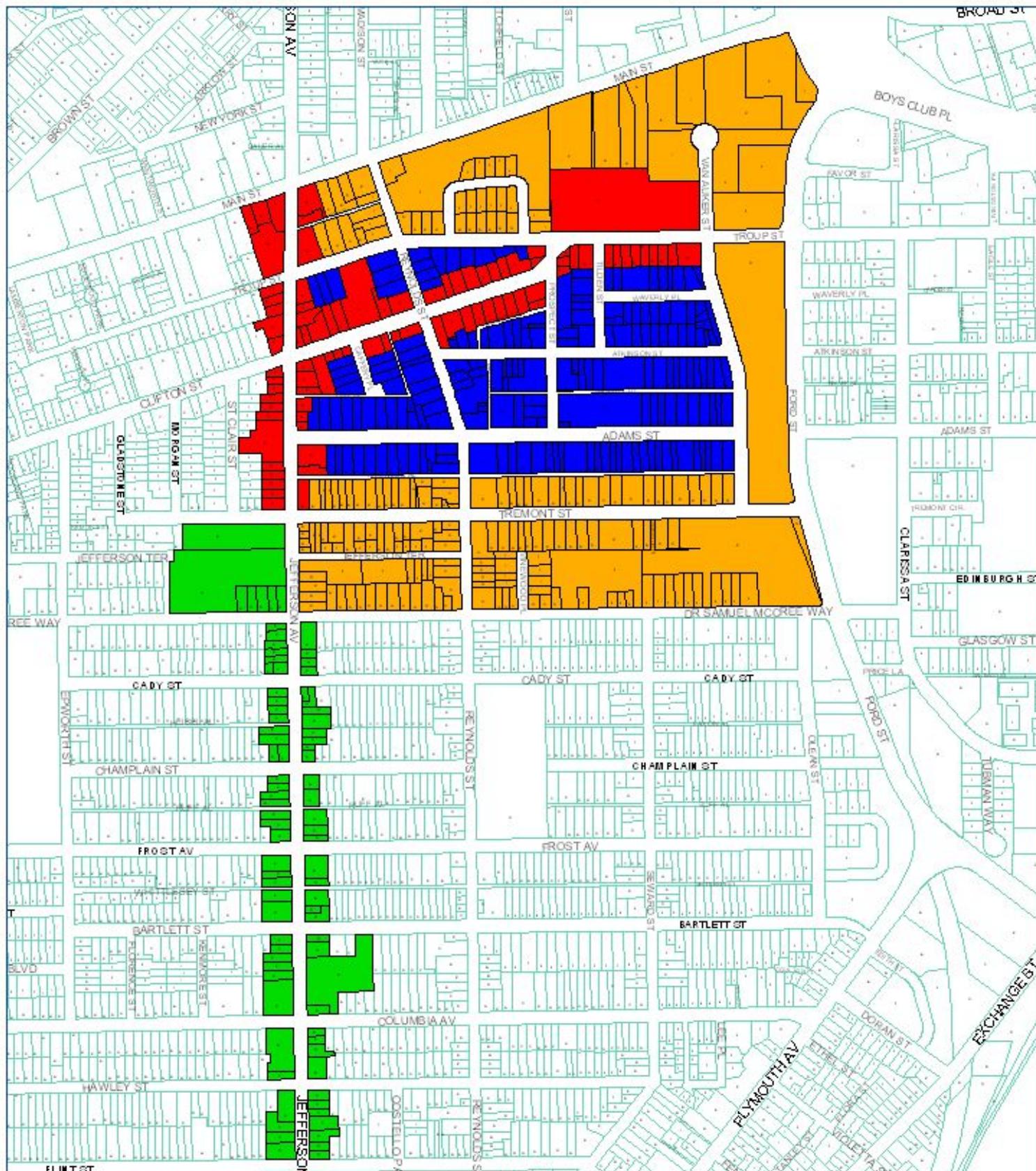
Next Steps:

- City staff and stakeholder team will meet to assign immediate strategies amongst team members for information gathering and further research.
- Continue planning and implementation of immediate strategies listed above.



CITY OF ROCHESTER
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JEFFERSON AVENUE FIS AREA



LEGEND	FIS AREA - red and blue parcels
	High Priority Streets - red parcels
	IMPACT AREA - gold parcels
	FOUR PART PLANNING INITIATIVE - green parcels

Finalized: August 21, 2008

TOTAL SIZE OF FIS AREA = 279 parcels or 41 acres
red parcels = 87 or 16 acres
blue parcels = 192 or 25 acres

FUNDS AVAILABLE

Focused Investment Strategy

<u>Year</u>	<u>Source</u>	<u>Amount</u>	<u>Uses</u>
2007-2008	CDBG	\$1,000,000	CDBG Eligible
2008-2009	CDBG	\$2,084,300	CDBG Eligible
2007-2008	Section 108	\$2,000,000	CDBG Eligible
2008-2009	CIP	\$1,000,000	FIS Public Improvements
2008-2009	CIP	\$500,000	Jefferson Avenue Public Improvements
2008-2009	CDF	\$120,000	Flexible
2009-2010*	CDBG	\$2,000,000	CDBG Eligible
2010-2011*	CDBG	\$2,000,000	CDBG Eligible
2011-2012*	CDBG	\$2,000,000	CDBG Eligible
2012-2013*	CDBG	\$2,000,000	CDBG Eligible
2008-2010	Urban League HOME	\$600,000	Acquisition/Rehab in FIS Areas
Available	Wegman's Funding	\$400,000	Dewey/Driving Park Commercial Improvements
Proposal Submitted	HEALD	\$75,000 annually for five years	Access to Food
Under Discussion	Enterprise	\$50,000-\$100,000	Technical Assistance to Non-profit Developers and Capacity Building
Ongoing	Lead Grants	TBD	Lead Hazard Control
Ongoing	HOME Funds	TBD	Affordable Housing Development Support
Ongoing	Acquisition and Market Rate Housing	TBD	Development Support

* Projected based on existing level of funding.

NEXT STEPS

Focused Investment Strategy

The development and implementation of the immediate strategies described in this report will begin in January 2009 along with the development of a five year plan for each FIS area. Below are the next steps for the implementation of the FIS:

- Update Senior Management Team—January 2009
- Update City Council—January 2009
- Distribute Immediate Strategy Development Update to Community Stakeholders—January 2009
- Engage Consultant—January 2009
- Prioritize Immediate Strategies—January 2009
- Engage Additional Partners—January through June 2009
- Develop Program Descriptions and Guidelines for Immediate Strategies—January through March 2009
- Appropriate Funding for Immediate Strategies—March through June 2009
- Identify and Apply for Leveraging Resources—Ongoing
- Begin Development of Five Year Action Plans Plans for Each FIS Area—January through June 2009