



# City of Rochester Focused Investment Strategy Interim Progress Report

City Council Session  
March 21, 2013

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## EXECUTIVE SUMMARY

### **FOCUSED INVESTMENT STRATEGY INITIATIVE OVERALL**

In 2008, the Rochester City Administration and City Council adopted the Focused Investment Strategy (FIS) as a new approach to investing resources in City neighborhoods. The FIS approach of investing more resources in a few neighborhoods, rather than spreading them throughout the City, is aimed at achieving positive change at the neighborhood level in a shorter period of time (three to five years) than could otherwise be realized.

The FIS began with a planning process in 2009 for four selected neighborhoods, one in each quadrant of the City:

- Northeast Quadrant—Marketview Heights
- Northwest Quadrant—Dewey Driving Park
- Southeast Quadrant—Beechwood
- Southwest Quadrant—Jefferson

Concurrent with and following the planning process, programs were developed that utilized City funds (20% of Community Development Block Grant resources were set aside for FIS), dedicated City Cash Capital, and leveraged funds from other City departments/programs, outside agencies, and private sources to address key neighborhood needs identified through the planning processes.

Now, nearly four years into FIS program implementation, this document serves as an interim assessment of the FIS including:

- Accomplishments
- Impact on Neighborhood Health Indicators
- Stakeholder Team Feedback/Perceptions
- Challenges
- Next Steps/Recommendations

The goals of FIS that were identified at the outset are to:

- Invest funds in a way that will improve local housing markets and neighborhood vitality
- Increase property values, thereby increasing the amount of resources available for services and investments
- Maximize the impact of Federal funds
- Empower neighborhood stakeholders by allocating the resources necessary to implement their neighborhood-based plans
- Maximize the number of low and moderate-income residents who benefit from the housing policy initiatives beyond the direct recipients

To date, a substantial number of projects and accomplishments have occurred in each of the four FIS Areas. Over 14 programs/initiatives have been created and deployed in the FIS neighborhoods addressing a comprehensive range of issues from residential and commercial rehab, vacant properties, new housing development, public works, beautification, employment and training and community engagement.

Since FIS was launched, approximately **\$14.7 million** in City FIS resources (cash capital, CDF, and CDBG) has been allocated and/or invested in projects and programs in the four FIS areas (See FIS funding chart through fiscal year 2012-13 below). These FIS funds have not, to date, been distributed equally among the four FIS areas. This is due in large part to opportunities to fund large projects (like Voters' Block Community) in some areas.

#### **FIS Funds Allocated to All Four FIS Areas Through Fiscal Year 2012-13**

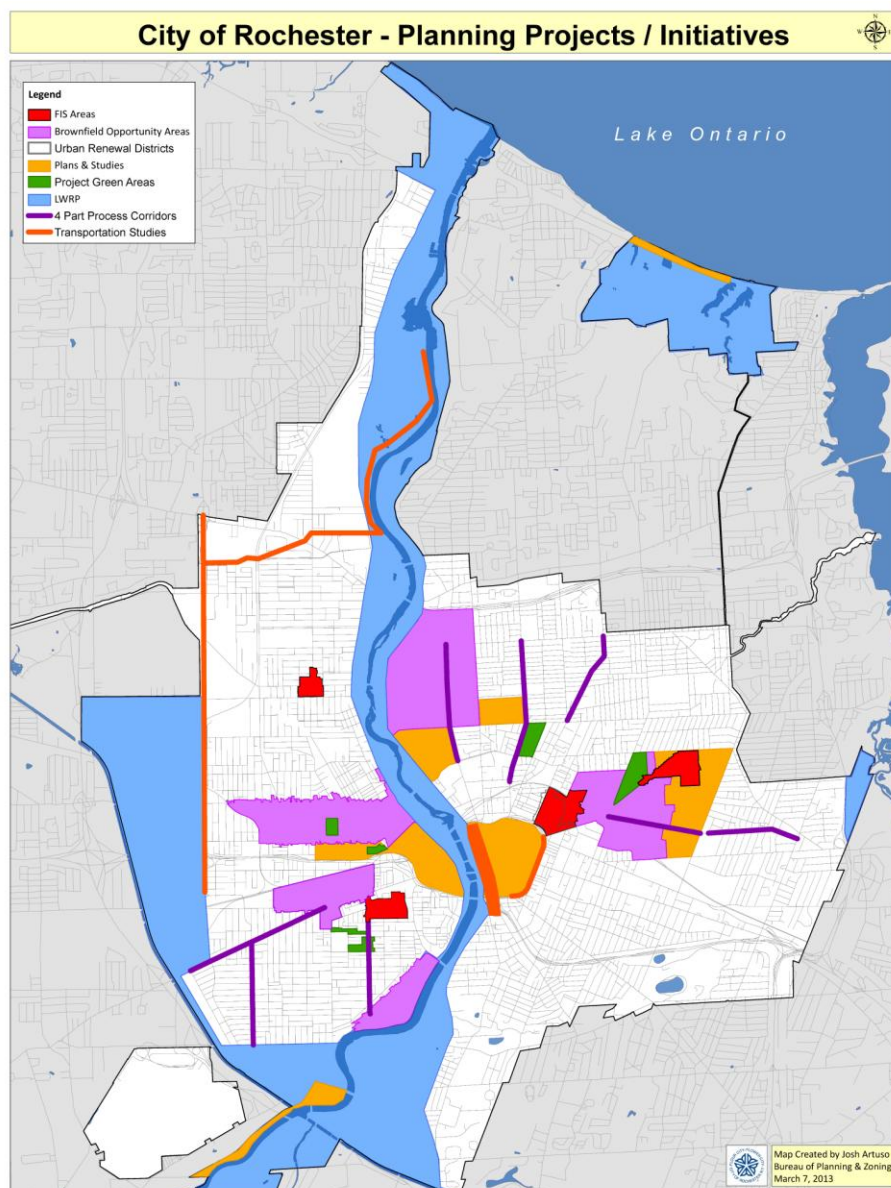
	Marketview Heights	Beechwood	Dewey Driving Park	Jefferson	Total All Areas
USE	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
Planning	\$84,000	\$15,000	\$15,000	\$15,000	\$129,000
Housing Rehab Programs	\$2,003,259	\$2,303,372	\$2,039,422	\$1,820,641	\$8,166,694
Special Projects	\$320,000	\$42,880	\$635,000	\$1,252,213	\$2,250,093
Community Building/Engagement	\$52,500	\$160,500	\$52,500	\$110,500	\$376,000
Demolition (Private Structures)	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
Economic Development	\$198,650	\$251,150	\$431,150	\$31,150	\$912,100
Public Works	\$920,000	\$250,000	\$50,000	\$500,000	\$1,720,000
Other	\$197,500	\$197,500	\$197,500	\$197,500	\$790,000
<b>Total Used/Committed:</b>	<b>\$3,875,909</b>	<b>\$3,320,402</b>	<b>\$3,520,572</b>	<b>\$4,027,004</b>	<b>\$14,743,887</b>

The goal when FIS is complete is to have spent similar amounts of FIS funds in each area. While an equitable distribution is not true from one year to the next, the goal is that it will be upon completion. Planning is underway to fund projects in 2013-14 that will help make FIS investments in the four areas more equitable. These plans include investing a greater portion of rehab funds in Beechwood and Dewey Driving Park and undertaking streetscape improvements on main corridors in those two neighborhoods.

FIS funds have leveraged approximately **\$56.5 million** from other sources (See attached leverage chart on page 68 for specifics).

	Marketview Heights	Beechwood	Dewey Driving Park	Jefferson	Total All Funds
<b>FIS Allocation Through FY 2013</b>	\$3,875,909	\$3,320,357	\$3,520,572	\$4,027,004	\$14,743,843
<b>Total FIS Planned FY 13-14</b>	\$706,500	\$1,256,500	\$1,056,500	\$831,500	\$3,851,000
<b>Anticipated Total FIS Through FY 2014</b>	<b>\$4,582,409</b>	<b>\$4,576,857</b>	<b>\$4,577,072</b>	<b>\$4,858,504</b>	<b>\$18,594,843</b>

It should be noted that, while the FIS does dedicate a portion of the City's resources to four areas, City resources are still being allocated in a way to maintain a high level of activity throughout the City and in other neighborhoods. The map below shows the location of these various initiatives throughout the City.

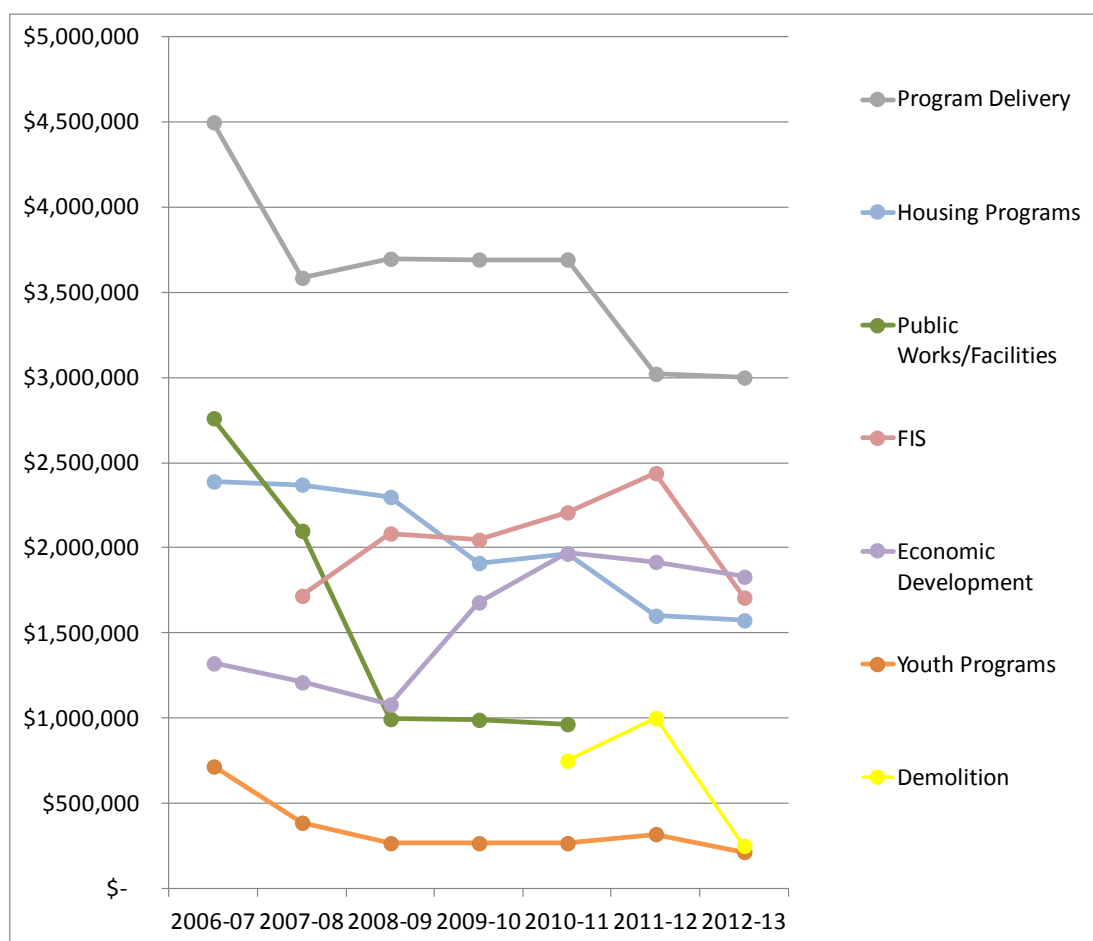


In addition, the graph below shows how the allocation of funding to FIS was accomplished as well as the impact of the reduction in CDBG funding on City programs for years before and during the implementation of FIS. In general, the allocation of 20% of FIS funding and weathering the substantial reduction in funding from HUD over time was accomplished through:

- Elimination of funding for Public Works/Facilities (funded instead by City Cash Capital and Bonds)
- Substantial reduction in the amount of CDBG allocated for Program Delivery (City staff)
- Reduction in certain Housing Programs and elimination of some housing contracts
- Reduction in funding for certain Youth Programs

At the same time, additional funding has been allocated for priorities of Economic Development and funding of Demolition and Fire Prevention began throughout these years.

It should be noted that CDBG funding is just one resource that provides assistance from the City for these activities. Changes to the level of CDBG funding may only reflect a change in how (or from what source) funding is provided rather than an overall policy or priority statement.



## **Activities and Accomplishments**

Activities and accomplishments for all 4 FIS areas are provided below. Note: Most of the figures for completed projects are for the time period July 1, 2009-June 30, 2012.

- **Planning:** FIS implementation plans were completed for all four areas. Additional planning has been completed or begun, such as the Jefferson Avenue Revive Plan and the Marketview Heights Urban Renewal District.
- **Community Engagement:** City staff has met regularly with Stakeholder Teams in each of the FIS areas to guide individual area priorities. 4 community engagement events have been held in the Dewey Driving Park FIS area. The Beechwood FIS has initiated a community building PILOT with North East Area Development (NEAD). Similar community building initiatives are intended to be launched in all other FIS areas.
- **Real Estate Development:** Two large-scale affordable rental projects (Voters Block Community and Holy Rosary Apartments) secured millions of dollars in funding to develop 152 units of high-quality units. Two additional projects are in process (Hardy Park Apartments will soon be underway and Corpus Christi is seeking financing through New York State).
- **Residential Property Improvements:** 101 residential properties were rehabbed through the Exterior Security Rehabilitation Program (ESRP). An additional 36 are underway.
- **Commercial Property Improvements and Business Development:** 14 commercial properties were rehabilitated with façade improvements. 1 additional project is underway, 2 additional projects have received financial commitments, and 1 more is pending.
- **Vacant Property Acquisition/Rehab:** 7 vacant, two-family properties were rehabilitated as well-managed rental units.
- **Demolition:** 18 blighted vacant structures were demolished. 26 are underway or in the demolition pipeline.
- **Home Ownership:** Two new construction home ownership projects were initiated, that include a total of 9 owner occupied properties. In addition, 7 vacant single-family homes were acquired, rehabilitated to a very high standard, and sold to first-time homebuyers.
- **Employment and Training:** 10 individuals were trained and placed in employment as Building Performance Indicator-trained professionals.
- **Youth:** 23 youth were trained through the Citizens Explorers Program and 10 youth were hired and trained to develop public arts projects in the FIS areas.
- **Utility Upgrades:** 959 households received rear yard utility upgrades through RGE.

- **Public Works:** Two street projects (Dewey Avenue and Jefferson Avenue) including FIS-driven enhancements were substantially completed. FIS funds were also used to help develop an attractive new parking lot across the street from the Public Market on N. Union Street. In addition, improvements were made to the North Union Street Public Market entrance and a parking area within the Market gates as well as to develop the railroad trestle on N. Union street as a pedestrian bridge. Planning is underway by the Department of Environmental Services to improve Union Street from Central Park to University Avenue. Features will include a gateway feature at Central Park, decorative crosswalks at all intersections, installation of 13 pedestrian level-light poles, new street bump outs at seven locations, and planters and benches. Additional public works are being planned for Webster Park and N. Union Street. Discussion continues and funding is being sought for the realignment of Dewey Avenue.
- **Other Activities:**
  - 1 vacant lot was beautified and transformed into a neighborhood asset.
  - 4 community projects were funded with mini-grants.
  - 2 special projects (including one that aimed at revitalizing an entire small block and one that turned a vacant, dilapidated commercial structure into a viable reuse) were substantially completed.
  - 56 households participated in a landscaping workshop and a planting initiative. Community groups also received plants for community spaces in the FIS areas.
  - Rochester Walks! developed walking routes and established walking groups for all four FIS neighborhoods.
  - Neighborhood Service Centers conducted targeted code enforcement, numerous uplifts, and addressed multiple problem properties in the FIS areas.
  - Neighborhood branding concepts were developed for one FIS area.
  - A public safety planning process was initiated in one FIS area. Public safety initiatives have also occurred in the other three areas.

### **Neighborhood Health Indicators**

In order to assess whether or not all of these activities/projects are having an impact on the FIS areas, a handful of key neighborhood health indicators/secondary data measures were analyzed:

- Tenure Status
- Real Estate Sales
- Assessment Data
- Crime Rates
- Vacant Buildings

While it was determined too soon to assess the impact of some of the FIS projects on these measures, at this time the secondary data does seem to suggest that the FIS areas are seeing

signs of improvement in their overall health. Large reductions in property crime and violent crime have been the most positive trend within the different geographies, along with a promising decline in the number of vacant structures in many of the FIS Priority areas. Some other indicators including real estate sales values and assessed values do not demonstrate improvement, but are not yet able to provide insight into the impact of FIS accomplishments due to data lags, measurement techniques and the timing of the completion of many projects. This is not surprising as a majority of the FIS projects included in this report, while many were initiated in 2009, were not completed until 2011 and 2012. Data on real estate sales and assessed values are expected to better measure results as properties improved through the program are sold and/or reassessed. Property assessment impacts will not be seen until the next citywide reassessment is completed in 2016.

Even with some positive indications and trends, the measurements of neighborhood health also demonstrate some of the substantial challenges and the distressed nature of the FIS areas. As described further in the challenges section of this report, the distressed nature of these neighborhoods makes it difficult to achieve results quickly. FIS areas combined median sale price in 2012 was \$46,125. This is \$22,775 less, or 69% of the citywide median of \$66,900. The same was true for assessment values, which ended 2012 at a median of \$44,000, 75% of the citywide statistic of \$58,000. Crime is also noteworthy with violent crime rates in FIS areas 67% higher than citywide at 48.4 crimes per 1000 people as compared to a rate of 32 per 1000. Property crime rates were 43% higher in FIS areas at 228.1 as compared to the citywide statistic of 160. The tenure data show an 18.8% higher renter rate in FIS areas with 60.4% renter as compared to 41.6% renter citywide. This translated to a 39.6% homeownership rate, 18.8% lower than the 58.4% statistic citywide. 8.69% of FIS area residential structures are vacant, as compared to 5.25% of citywide residential structures.

### **Stakeholder Feedback**

Stakeholder team members reflect positive views of the impact of FIS while acknowledging that numerous neighborhood challenges still exist. Across the four FIS areas, stakeholders consistently expressed that visible physical change is a notable success. Other perceived successes included a difference in how residents feel about their neighborhoods and improvements in civic engagement and public safety. Continued perceived challenges include unemployment and underemployment, commercial development, rental property management, resident engagement, and public safety concerns particularly those related to drugs and prostitution. Some frustration on the difficulty and pace of the implementation of strategies and projects has also been described.

### **Challenges**

Neighborhood and Business Development staff members working on the FIS have also identified a number of challenges including:

- Distressed Nature of Selected Neighborhoods
- Public safety
- Problem properties contributed to by:
  - Mortgage foreclosure
  - Property tax default/liens
  - Owners who are not locally based
  - Large and poorly maintained/managed residential structures
- Vacant and underutilized commercial properties
- High rehabilitation costs
- Lack of up and running community building activities
- Difficulty managing many competing priorities
- Staff capacity
- Lack of a communications and/or marketing strategy

These challenges are discussed in detail in the FIS Challenges section of this report.

### **Recommendations/Next Steps**

The FIS has had many accomplishments and its impact is beginning to be visible. Neighborhood and Business Development recommends a continuation of the FIS over at least the next two years. As we move forward, the following need to be considered as next steps for the FIS initiative overall:

- **Emphasizing the City commitment to FIS as a continued priority.** As discussed at the time of selection of these four neighborhoods, while the initial timeline proposed hoped to realize the goals of FIS in three to five years, because of the distressed nature of the neighborhoods selected the desired outcomes are likely to take longer to be seen. With the recognition that achieving the desired outcomes of FIS will take at least five years, the City voicing the initiative as a continued priority would help in future program planning and implementation. It would be helpful to encourage each department (particularly DES, DRYS, RPD) to make an effort to further commit some of their staff resources and programs in these areas to complement the other City investment.
- **Working toward an equitable distribution of FIS funds across all 4 areas. For the next two years, a funding plan has been drafted to achieve this (see Next Steps section of this report).**
- **Focusing more on community engagement and community building so that neighborhood residents can become more involved in buttressing the investments and improving the image of their neighborhoods.**
- **Identifying and implementing ways to address concerns with public safety.**

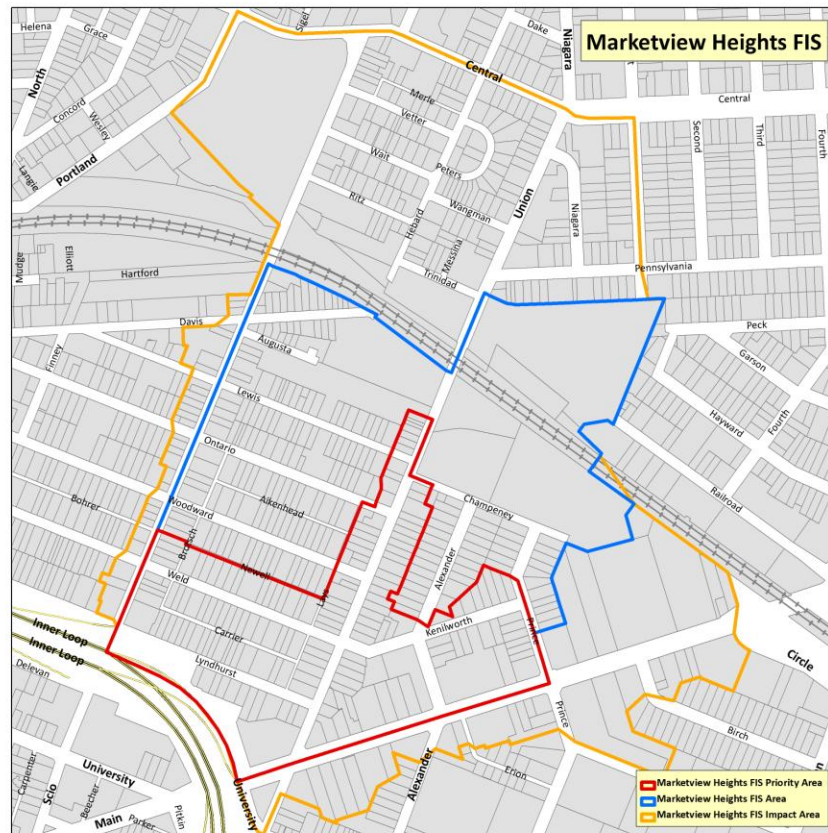
- **Continuing to administer current rehabilitation programs and expand them to include properties that are hard to serve, such as those that are five to ten units.** Encourage owners to play a more active role financially and in terms of neighborhood involvement if receiving a grant. Create a palette of colors to be used by each area to provide more assistance to homeowners in color selections and coordination of colors on a given street to maximize the visual impact of the investments.
- **Identifying or developing a training program for property owners who have taken advantage of the FIS rehab grant programs to educate them about ongoing maintenance.**
- **Focusing on high profile properties such as corner properties or large residential commercial properties that would have a high impact if rehabilitated.**
- **Expanding homeownership opportunities.** Host a homeownership event specifically for the FIS highlighting FIS programs. Meet with realtors who work in the areas to inform them of the various programs so that they can be advocates for the program. Encourage local employers to consider these areas for EAH. Encourage lenders to become more involved in developing financing mechanisms to help spur home ownership opportunities.
- **Developing better communications about the status and accomplishments of FIS.** This could possibly include using the City's website to include a monthly trailer about FIS.
- **Celebrating the successes along with the residents in these areas.** This would include hosting events, including those that attract the media and bring attention to the accomplishments of each area.
- **Focusing on job opportunities for local residents and continue youth development initiatives.**
- **Creating programs that help change the detrimental behaviors of some residents upon the neighborhood and help them be good neighbors.**
- **Identifying other sponsors to fund activities not suitable for City funding, including community building activities that include food.**
- **Engaging a consultant to update the property condition survey (Building Conditions and Land Use survey or BCLU) for each area to quantify the impact of FIS programs on property conditions.**
- **Convening the original FIS Committee made up of City Staff and Neighborhood Stakeholders to share the results to date and determine next steps for FIS.**



## **INDIVIDUAL FIS AREA SUMMARIES – MARKETVIEW HEIGHTS, NORTHEAST QUADRANT**

### **Geography**

The Marketview Heights FIS Area (Blue and Red areas indicated on the map below) encompasses the Public Market as an anchoring asset and is bounded by East Main Street to the South, Scio to the west, Railroad Street and Pennsylvania Avenue to the North, and Prince Street to the east. To date, the N. Union Street Corridor has been a priority for the FIS as has Weld Street.



### **Accomplishments**

Note: Most of the figures for completed projects are for the time period June 1, 2009-July 31, 2012.

- **Planning:** An FIS Implementation Plan was completed. Marketview Heights Urban Renewal District boundaries were developed. City Council voted to begin process to establish the district. A consultant was selected to develop a plan to address the Urban Renewal District, which is encompassed by the Marketview Heights FIS area. A Master Plan for the Public Market is nearing completion.

- **Community Engagement:** City staff has met regularly with a committee of the Marketview Heights Collective Action Project that serves as a Stakeholder Team for the Marketview Heights FIS.
- **Real Estate Development:** Conifer Development is seeking financing for the \$9 million redevelopment of the Corpus Christi School on Main Street into 42 senior apartments.
- **Residential Property Improvements:** 25 residential properties were rehabbed through the FIS Exterior Security Rehabilitation Program (ESRP). 12 residential rehab grants underway.
- **Commercial Property Improvements and Business Development:** 11 commercial façade grants were completed through a New York Main Street grant secured by Marketview Heights Association. In addition, through the City's FIS Business Assistance grant program, a financial commitment was secured for one business assistance grant (Big Apple Deli) and one is pending (Auto Sound Solutions).
- **Vacant Property Acquisition/Rehab:** 2 vacant, two-family properties were rehabilitated as well-managed rental units.
- **Demolition:** 1 vacant, blighted structure was demolished. An additional 12 properties are in the demolition pipeline.
- **Home Ownership:** 1 new construction home ownership project with 4 new construction units and one acquisition-rehab-resale unit was initiated and partially completed. In addition, 2 vacant, single family homes were acquired, rehabilitated to a very high standard, and sold to first time homebuyers.
- **Employment and Training:** 4 individuals were trained and placed in employment as Building Performance Indicator-trained professionals.
- **Youth:** 4 youth were hired to be trained and develop public art projects in the FIS area.
- **Utility Upgrades:** 162 households received rear yard utility upgrades through RGE.
- **Public Works:** FIS funds were used to help develop an attractive new parking lot across the street from the Public Market on N. Union Street. In addition, improvements were made to the North Union Street Public Market entrance and a parking area within the Market gates. Planning is underway by the Department of Environmental Services to improve Union Street from Central Park to University Avenue. Features will include a gateway feature at Central Park, decorative crosswalks at all intersections, installation of 13 pedestrian level-light poles, new street bump outs at seven locations, and planters and benches.
- **Other Activities:**
  - 10 households participated in a landscaping workshop and a planting initiative.
  - Rochester Walks! developed walking routes, established a walking group, and installed signage for two walking routes in the Marketview Heights FIS area.

## **FIS Funds Allocated**

Total FIS Funds Allocated to Marketview Heights FIS Through Fiscal Year 2012-13

<b>USE</b>	<b>AMOUNT</b>
<b>Planning:</b>	
FIS Planning Assistance – Enterprise	\$15,000
Urban Renewal District Planning	\$69,000
<b>Housing Rehab Programs:</b>	
Owner Occupant and Investor Rehab Programs I & II	\$1,474,259
Owner Occupant and Investor Rehab Programs III	\$529,000
<b>Special Projects:</b>	
N. Union GRHP Homeownership Project	\$20,000
Corpus Christi School	\$300,000
<b>Community Building/Engagement:</b>	
FIS Flower City Looking Good I	\$2,500
Youth Public Arts Project I	\$50,000
<b>Demolition:</b>	
Demolition Private Structures I & II	\$100,000
<b>Economic Development:</b>	
FIS Commercial Business Assistance	80,000
Main Street Grant - MHA	\$87,500
PRIME - BPI Certification Training	\$31,150
<b>Public Works:</b>	
N. Union Streetscape and Lighting	\$500,000
Railroad Overpass Trail	\$180,000
Scio Street and Market Parking Enhancements	\$240,000
<b>Other:</b>	
Mini Grant I	\$5,000
Mini Grant II	\$5,000
Acquisition Fund	\$100,000
Landscaping I	\$25,000
Streetscape Design	\$12,500
Vacant Lot Beautification Program I	\$50,000
<b>Total Used/Committed:</b>	<b>\$3,875,909</b>

## **Neighborhood Health Indicators/Secondary Data Analysis**

- **Residential Tenure – Change in Owner & Renter Occupied Properties:** Between 2008 and 2012, change in Marketview Heights' residential tenure compared favorably to both citywide and comparable block group trends. The City saw an increase in renter occupied properties of 10.92% and a decrease in owner occupied properties of 6.14%. Comparable block groups saw an increase in renter occupied properties of 5.3% and a decrease in owner occupied properties of 5.6%. Marketview Heights saw a decrease in renter occupied properties of 3.5% and an increase in owner occupied properties of 11%. Much of the increase of homeownership in Marketview Heights can be attributed to three properties targeted through FIS programs.
- **Real Estate Sales:** At this time, real estate sales data is not sufficient to capture and evaluate the impact of the investments made in FIS neighborhoods. Therefore, the real estate sales data will not be reported at this time. It is expected that real estate sales data will be included in future reports when the data can be more reasonably linked to FIS efforts. However, in Marketview Heights the sale price of on the first new home sold on Weld Street for \$71,900 (higher than the Citywide median sale price of \$66,900) is seen as a promising sign.
- **Assessment:** The 2012 assessment data is based on 2011 real estate sales data that would not have reflected investments in properties through FIS and therefore there is a timing issue that undermines the link between this data and the FIS at this time. This measure should prove more useful in a future report.
- **Crime:** Marketview Heights FIS area saw overall promising crime trends (July 1, 2009-June 30, 2012 compared to July 1, 2006-June 30, 2009). Both violent crime (-14.55%) and property crime (-8.8%) decreased when crime per thousand people were measured. These compared favorably to citywide statistics (-9.76% in violent crime and -1.27% in property crime) as well as statistics for comparable block groups (-10.8% violent crime and -1.4% in property crime).
- **Vacant Residential Structures:** Marketview Heights FIS area had a 26.7% decrease in vacant structures between 2006 and 2012. This compared favorably to citywide measures (5.8% increase) and to those for comparable block groups (1.8% increase).

**Neighborhood Health Indicators**  
**Marketview Heights FIS Compared to City and to Comparable Neighborhoods**

	Compared to City		Compared to Comparable Neighborhoods	
	Performed Better	Performed Worse	Performed Better	Performed Worse
Residential Tenure: Rental	•		•	
Residential Tenure: Owner	•		•	
Violent Crime	•		•	
Property Crime	•		•	
Vacant Residential Structures	•		•	

**Stakeholder Feedback**

The Marketview Heights Collective Action Project (“CAP”) committee surveyed residents in the FIS area regarding the impact of the Marketview Heights FIS program on their quality of life and neighborhood. A summary follows:

- **Successes:** Overall, the FIS program appears to be a positive visible force within the community. The physical improvements have made a great difference in how residents feel about their neighborhood, yet there is acknowledgement that work must continue in order to support the positive changes. Residents also noted an improvement in public safety observing a decrease in crime.
- **Challenges:** Continued challenges in the Marketview Heights FIS Area include the need for employment opportunities, small business development and youth programs and addressing drug houses, drug use, loitering and vacant lots.
- **Desired Next Steps:** More outreach to residents and more direct information to all residents; marketing the neighborhood to prospective homeowners and businesses; engaging realtors to market the area and available programs to homebuyers; expanding rehabilitation opportunities to more homeowners/a wider geography; collaborate with Rochester General to offer incentives to employees to move into Marketview Heights FIS; continue to enhance rental properties by educating landlords and engaging renters; address poor image of corner stores; inventory and document all remaining vacant houses.

**Proposed Next Steps**

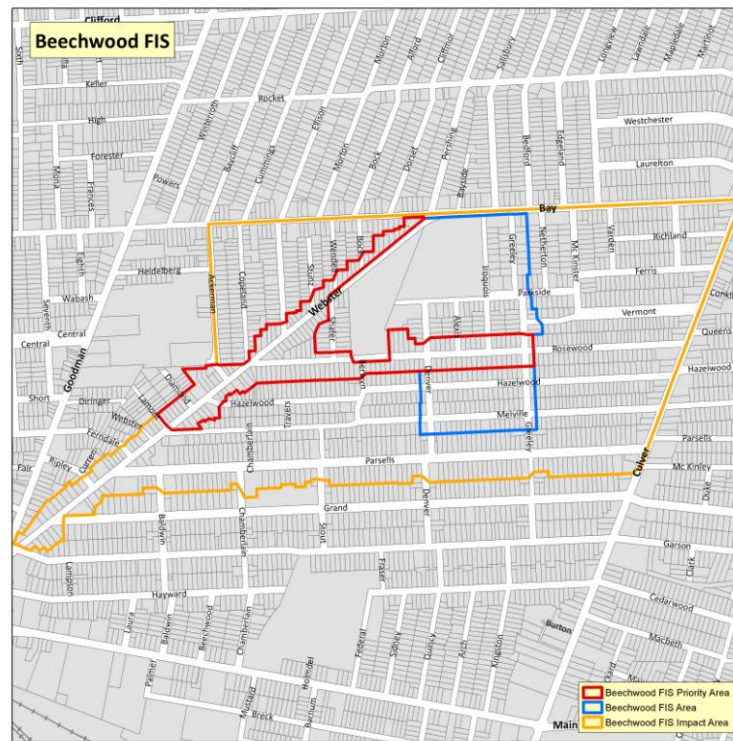
- Continue Residential Rehabilitation Programs.

- Develop a communication/marketing plan to reach current and prospective residents to educate them about Marketview Heights FIS. This would include:
  - Strategies for image improvement to attract new homeowners and businesses.
  - Strategy for positively marketing the neighborhood to prospective homeowners and businesses.
  - Connecting with area realtors, emphasizing first time home buyers.
- Pursuing collaboration with Rochester General to offer incentives to employees to move into Marketview Heights FIS.
- A community effort to educate private landlords as to management of properties:
  - Improve upkeep of rental properties.
  - Get renters involved in the neighborhood community.
- Coordination with the Marketview Heights Urban Renewal District planning process and the Union Street Improvement project.
- Coordination with the Public Market Master Plan implementation.
- Securing financing for the Corpus Christi School project.
- Identify redevelopment scenario for the Dental Dispensary.
- Implement Community Building Program.

## INDIVIDUAL FIS AREA SUMMARIES – BEECHWOOD, SOUTHEAST QUADRANT

### Geography

The Beechwood FIS area's boundaries are Bay Street (northern), Greely (eastern), Webster (western) and its southern boundary reaches to a portion of Melville Avenue. Webster Avenue and Rosewood Terrace have been the main target areas for funding within the Beechwood FIS.



### Accomplishments

Note: Most of the figures for completed projects are for the time period June 1, 2009-July 31, 2012.

- **Planning:** An FIS Implementation Plan was completed. In addition, the FIS Area has benefitted from the planning and data analysis activities as part of the Beechwood Neighborhood Association.
- **Community Engagement:** City staff met regularly with a stakeholder team for the Beechwood FIS that includes representation from the Beechwood Neighborhood Association, North East Area Development (NEAD), Southeast Neighborhood Service Center, The Finger Lakes Health System and business owners. A community building pilot has been approved with North East Area Development (NEAD). Similar community building initiatives are intended to be launched in all other FIS areas.

- **Real Estate Development:** A substantial real estate development initiative has not been initiated due to the substantially built out nature and lack of large scale vacant structures in the Beechwood FIS area.
- **Residential Property Improvements:** 29 residential properties were rehabbed through the FIS Exterior Security Rehabilitation Program (ESRP). 7 residential rehab grants underway.
- **Commercial Property Improvements and Business Development:** 1 commercial property (256 Webster Avenue) was rehabbed using FIS special projects funds. Another project (The Freedom Market which entails the renovation by NEAD of the corner store at 359 Webster Avenue into a market that better serves the community) is underway.
- **Vacant Property Acquisition/Rehab:** 2 vacant, single family homes were acquired, rehabilitated to a very high standard and sold to first time homebuyers in the FIS areas. 1 vacant, two-family property was rehabilitated as well-managed rental units.
- **Demolition:** A 2-story commercial structure at 268-270 Webster Avenue was demolished to make way for new development opportunities. No new demolitions are underway.
- **Home Ownership:** 2 vacant, single family homes were acquired, rehabilitated to a very high standard, and sold to first time homebuyers.
- **Employment and Training:** 3 individuals were trained and placed in employment as Building Performance Indicator-trained professionals.
- **Youth:** 10 youth were trained through the Citizens Explorers initiative
- **Utility Upgrades:** 365 households received rear yard utility upgrades through RGE.
- **Public Works:** Funding has been allocated and planning is underway to improve Webster Park and its playing fields.
- **Other Activities:**
  - 1 vacant lot was beautified and transformed into a neighborhood asset.
  - 1 community project was funded with an FIS mini-grant.
  - 8 households participated in a landscaping workshop and a planting initiative.
  - Rochester Walks! developed walking routes, established a walking group, and plans to install signage for two walking routes in the Beechwood FIS area.

## **Funds Allocated**

Total FIS Funds Allocated to Beechwood FIS Through Fiscal Year 2012-13

<b>USE</b>	<b>AMOUNT</b>
<b>Planning:</b>	
FIS Planning Assistance – Enterprise	\$15,000
<b>Housing Rehab Programs:</b>	
Owner Occupant and Investor Rehab Programs I & II	\$1,524,372
Owner Occupant and Investor Rehab Programs III	\$779,000
<b>Special Projects:</b>	
256 Webster	\$42,880
<b>Community Building/Engagement:</b>	
FIS Flower City Looking Good I	\$2,500
Youth Employment I	\$52,000
Youth Employment II	\$56,000
Community Building and Engagement Pilot	\$50,000
<b>Demolition:</b>	
Demolition Private Structures I & II	\$100,000
<b>Economic Development:</b>	
FIS Commercial Business Assistance	\$80,000
Freedom Market	\$140,000
PRIME - BPI Certification Training	\$31,150
<b>Public Works</b>	
Webster Park Improvements	\$250,000
<b>Other:</b>	
Mini Grant I	\$5,000
Mini Grant II	\$5,000
Acquisition Fund	\$100,000
Landscaping I	\$25,000
Streetscape Design	\$12,500
Vacant Lot Beautification Program I	\$50,000
<b>Total Used/Committed:</b>	<b>\$3,320,402</b>

## **Neighborhood Health Indicators/Secondary Data Analysis**

- **Residential Tenure – Change in Owner & Renter Occupied Properties:** The Beechwood FIS saw an increase in renter occupied properties of 8.3% and a decrease in owner occupied properties of 8.6%. The rental change compared favorably to citywide trends (increase in renter occupied properties of 10.92%) but the homeownership trends were worse than those experienced Citywide (a decrease in owner occupied properties of 6.14%). Comparable block groups which experienced an increase in renter occupied properties of 5.3% and a decrease in owner occupied properties of 5.6% did better than both Beechwood and the City. Recognizing these trends, Beechwood Stakeholders have expressed that a key area of focus is to help make the growing rental community as healthy as possible by encouraging responsible landlords and tenants.
- **Real Estate Sales:** At this time, real estate sales data is not sufficient to capture and evaluate the impact of the investments made in FIS neighborhoods. Therefore, the real estate sales data will not be reported at this time. It is expected that real estate sales data will be included in future reports when the data can be more reasonably linked to FIS efforts.
- **Assessment:** The 2012 assessment data is based on 2011 real estate sales data that would not have reflected investments in properties through FIS and therefore there is a timing issue that undermines the link between this data and the FIS at this time. This measure should prove more useful in future reports.
- **Crime:** While the Beechwood FIS area has had some significant decreases in violent crime, the neighborhood has struggled with property crime (July 1, 2009-June 30, 2012 compared to July 1, 2006-June 30, 2009). Beechwood saw a reduction in violent crime (-27.69) that was better than citywide trends (-9.76% in violent crime) as well as comparable block groups (-10.8% violent crime). The reduction in violent crime in Beechwood was experienced along the Webster Avenue corridor where significant FIS investments occurred.

Property crime in Beechwood increased by 10.6% when crime per thousand people were measured. Citywide trends were better than the Beechwood FIS (-1.27% in property crime) as were those in comparable block groups (-1.4% in property crime). Stakeholders from the Beechwood FIS area believe that the increase in crime is related to improved resident engagement resulting in increased reporting.

- **Vacant Residential Structures:** Beechwood FIS area had an increase in vacant structures (25%) between 2006 and 2012. This compared unfavorably to citywide measures (5.8% increase) and to those for comparable block groups (1.8% increase). Beechwood Stakeholders believe that deconversions of multiple-family structures to single-family structures, compelled by City Zoning code, have contributed to these vacancy rates.

**Neighborhood Health Indicators**  
**Beechwood FIS Compared to City and to Comparable Neighborhoods**

	Compared to City		Compared to Comparable Neighborhoods	
	Performed Better	Performed Worse	Performed Better	Performed Worse
Residential Tenure: Rental	•			•
Residential Tenure: Owner		•		•
Violent Crime	•		•	
Property Crime		•		•
Vacant Residential Structures		•		•

**Stakeholder Feedback**

Northeast Area Development (NEAD) distributed a community survey from their Freedom Market located at 361 Webster Avenue. The survey ran from December 20, 2012 – January 20, 2013, with 125 total surveys completed. A summary of the survey responses follows:

- **Successes:** Overall, FIS appears to be a visible program within the community with 82% of the respondents reporting that the neighborhood is looking better. The residential rehab programs and the community-owned store were cited as specific successes.
- **Challenges:** When asked what challenges the neighborhood faces, 74% responded that jobs and youth employment was the most important. Engaging schools, parents, youth and renters was also a key challenge as was public safety.
- **Desired Next Steps:** Addressing employment was a key next step as was engaging residents including renters.

**Proposed Next Steps**

- Continue Residential Rehabilitation Programs.
- Plan and implement improvements to Webster Park.
- Implement community building pilot.

- Address problem properties and the negative impact of some corner stores.
- Stabilize and improve 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.
- Produce community defined evidence of neighborhood development activities to expand knowledge of resources and constraints.
- Focus approaches for Webster Avenue and Rosewood Terrace that address problem properties and businesses.
- Create a marketing and promotional strategy for the FIS area that celebrates successes within the targeted areas.
- Provide support to responsible and viable businesses that are willing to participate in FIS area activities.
- Develop a neighborhood based “community school” model that engages residents and families in the educational process.

## Geography

[illegible]

Note: Most of the figures for completed projects are for the time period June 1, 2009-July 31, 2012.

- 25

- **Real Estate Development:** Providence Housing Development Corporation secured financing for the Holy Rosary Apartments project. This project is underway and on track for a July 2013 completion date.
- **Residential Property Improvements:** 29 residential properties were rehabbed through the FIS Exterior Security Rehabilitation Program (ESRP). 11 residential rehab grants underway.
- **Commercial Property Improvements and Business Development:** 3 commercial properties were rehabilitated with façade improvements and 1 is underway. In addition, in response to the City's invitation to engage in the FIS, Frontier invested \$8,000 to enhance the exterior of the switching station it owns on Straub Street.
- **Vacant Property Acquisition/Rehab:** 1 vacant, two-family property was rehabilitated as well-managed rental units.
- **Demolition:** 2 blighted vacant structures were demolished. An additional 6 properties are in the demolition pipeline.
- **Home Ownership:** 1 new construction home ownership project with 4 new construction units has been initiated and is expected to break ground in the summer 2013. In addition, 3 vacant, single family homes were acquired, rehabilitated to a very high standard, and sold to first time homebuyers.
- **Employment and Training:** 1 individual was trained and placed in employment as a Building Performance Indicator-trained professional.
- **Youth:** 5 youth were hired to be trained and develop public art projects in the FIS area.
- **Utility Upgrades:** 284 households received rear yard utility upgrades through RGE.
- **Public Works:** The Dewey Avenue Milling and Resurfacing project was completed and included FIS-funded enhancements (crosswalks, bike racks, greening and a bench). The area is awaiting notification of whether the planned Dewey Avenue Realignment project will receive funding to move forward.
- **Other Activities:**
  - 1 special project (aimed at revitalizing an entire small block of Straub Street) was substantially completed.
  - City acquired 4 Straub Street, a vacant, blighted, non-conforming warehouse building, from the US Department of Justice. UNICON, a job training program for high school students, will develop four infill owner occupant units on the site (mentioned under homeownership above).
  - 26 households participated in a landscaping workshop and a planting initiative.
  - Rochester Walks! developed walking routes, established a walking group, and plans to install signage for two walking routes in the Dewey Driving Park FIS area.
  - 2 community projects were funded with mini-grants

- 5 neighborhood branding concepts were developed by SUNY Geneseo's Advanced Public Relations class.
- A public safety planning process was initiated.
- The Northwest Neighborhood Service Center (NSC) conducted targeted code enforcement and has vacated six problem properties in the Dewey Driving Park FIS Area. The NSC also secured WEP workers for the FIS area who are dedicated to regular neighborhood cleanup. NSC has conducted four uplifts in the FIS area.

## **Funds Allocated**

Total FIS Funds Allocated to Dewey Driving Park FIS Through Fiscal Year 2012-13

USE	AMOUNT
<b>Planning:</b>	
FIS Planning Assistance – Enterprise	\$15,000
<b>Housing Rehab Programs:</b>	
Owner Occupant and Investor Rehab Programs I & II	\$1,260,422
Owner Occupant and Investor Rehab Programs III	\$779,000
<b>Special Projects:</b>	
Holy Rosary Apartments	\$500,000
Straub Street Acquisition	\$42,000
Straub Street Development	\$93,000
<b>Community Building/Engagement:</b>	
FIS Flower City Looking Good I	\$2,500
Youth Public Arts Project I	\$50,000
<b>Demolition:</b>	
Demolition Private Structures I & II	\$100,000
<b>Economic Development:</b>	
Wegmans DDP Urban Renewal	\$400,000
PRIME - BPI Certification Training	\$31,150
<b>Public Works:</b>	
Dewey Avenue Enhancements	\$50,000
<b>Other:</b>	
Mini Grant I	\$5,000
Mini Grant II	\$5,000
Acquisition Fund	\$100,000
Landscaping I	\$25,000
Streetscape Design	\$12,500
Vacant Lot Beautification Program I	\$50,000
<b>Total Used/Committed:</b>	<b>\$3,520,572</b>

### **Neighborhood Health Indicators/Secondary Data Analysis**

- **Residential Tenure – Change in Owner & Renter Occupied Properties:** Between 2008 and 2012, change in Dewey Driving Park's residential tenure compared favorably to both citywide and comparable block group trends. The City saw an increase in renter occupied properties of 10.92% and a decrease in owner occupied properties of 6.14%. Dewey Driving Park saw an increase in renter occupied properties of 3.5% and a decrease in owner occupied properties of 4.8%. Comparable block groups saw an increase in renter occupied properties of 5.3% and a decrease in owner occupied properties of 5.6%.
- **Real Estate Sales:** At this time, real estate sales data is not sufficient to capture and evaluate the impact of the investments made in FIS neighborhoods. Therefore, the real estate sales data will not be reported at this time. It is expected that real estate sales data will be included in future reports when the data can be more reasonably linked to FIS efforts.
- **Assessment:** The 2012 assessment data is based on 2011 real estate sales data that would not have reflected investments in properties through FIS and therefore there is a timing issue that undermines the link between this data and the FIS at this time. This measure should prove more useful in future reports.
- **Crime:** Dewey Driving Park FIS area saw overall promising crime trends (July 1, 2009-June 30, 2012 compared to July 1, 2006-June 30, 2009). Both violent crime (-27.1%) and property crime (-10.2%) decreased when crime per thousand people were measured. These compared favorably to citywide statistics (-9.76% in violent crime and -1.27% in property crime) as well as statistics for comparable block groups (-10.8% violent crime and -1.4% in property crime).
- **Vacant Residential Structures:** Dewey Driving Park FIS area had a 0% change in vacant structures between 2006 and 2012. This compared favorable to citywide measures (5.8% increase) and to those for comparable block groups (1.8% increase).

**Neighborhood Health Indicators**  
**Dewey Driving Park FIS Compared to City and to Comparable Neighborhoods**

	Compared to City		Compared to Comparable Neighborhoods	
	Performed Better	Performed Worse	Performed Better	Performed Worse
Residential Tenure: Rental	•		•	
Residential Tenure: Owner	•		•	
Violent Crime	•		•	
Property Crime	•		•	
Vacant Residential Structures	•		•	

**Stakeholder Feedback**

- **Successes:** FIS Stakeholders attributed visible, physical change in Dewey Driving Park to the FIS. They also expressed that the overall attitude of the neighborhood is improving. They feel that the FIS has helped to elevate issues in their neighborhood as a priority to be addressed by City government in partnership with neighborhood residents.
- **Challenges:** Continued challenges in the Dewey Driving Park FIS Area include commercial vacancies and a lack of a mix of services that would attract residents to the commercial area; beautification of the public realm in the commercial corridor; drug sales and prostitution; resident involvement/neighborhood self-management.
- **Desired Next Steps:** Developing the business corridor; building social capital; public safety; making the area more pedestrian friendly; maintaining homes that have been invested in through FIS; developing a strategy for holding landlords more responsible for property condition and tenant behavior; developing a procedural manual for Stakeholders outlining the FIS process, roles of agencies, developers, committees.

**Next Steps**

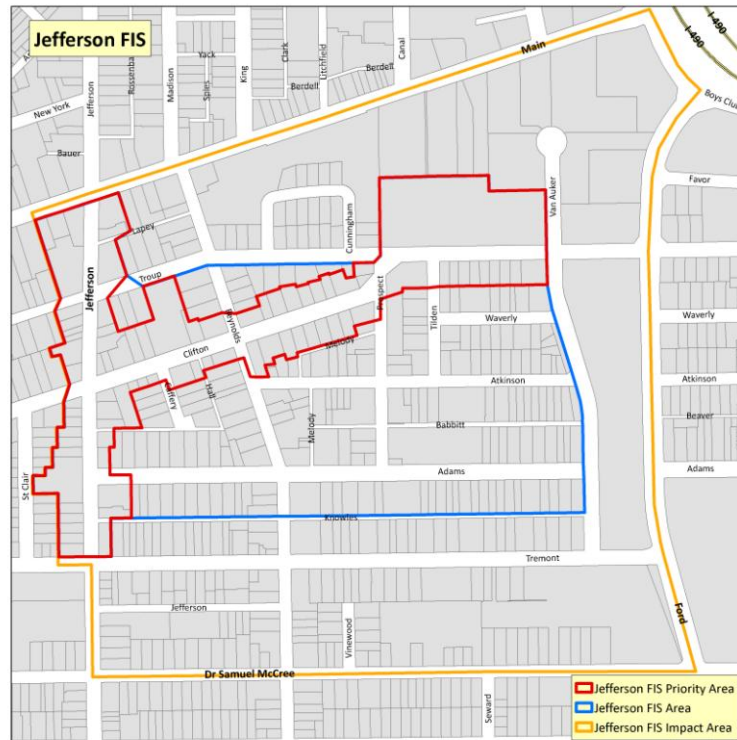
- Continue Residential Rehabilitation Programs.
- Continue to focus on problem properties and seek opportunities for additional acquisition/rehab resale projects.
- Complete Holy Rosary Apartments project and engage the project's property manager, Mary's place, and residential tenants in the FIS and neighborhood revitalization activities.

- Complete Straub Street projects including the development of 4 Straub and the planned public art and garden projects on that street.
- Finalize public safety strategy and continue to engage RPD and neighborhood residents in its implementation.
- Develop a procedural manual for the area's FIS and focus on communication strategies as more projects are completed.
- Work with DES to determine if Dewey Avenue Realignment project will be funded and, if funded, to engage a consultant and the community in developing the project's plan. If the project is not funded, work with DES to develop a plan for streetscape enhancements, parking enhancements and other amenities that are needed to strengthen the commercial corridor including the node at Dewey and Driving Park.
- Develop a commercial revitalization plan for the commercial node at Dewey and Driving Park.
- Implement a neighborhood branding concept.

## **INDIVIDUAL FIS AREA SUMMARIES – JEFFERSON, SOUTHWEST QUADRANT**

### **Geography**

The boundaries of the Jefferson FIS are Troup (northern), Van Auker (eastern), Knowles (southern), and Jefferson (western). Troup Street, Clifton Street and Jefferson Avenue were the initial focus areas for FIS investments with Reynolds added as a focus in the past year.



### **Accomplishments**

Note: Most of the figures for completed projects are for the time period June 1, 2009-July 31, 2012.

- **Planning:** An FIS Implementation Plan was completed. In addition, this area benefited from the Jefferson Avenue Revive planning process.
- **Community Engagement:** City staff met regularly with the Jefferson FIS Stakeholder Team which is made up of area neighborhood associations and block clubs, representatives from the faith community, SWAN, Montgomery Center, Hamm Legacy House, Voters Walk, ABC/Rochester Walks, and residents.
- **Real Estate Development:** 1 large-scale affordable/market rental project (Voters Block Community) was funded and substantially developed). In addition, the visible 10-unit Hardy Park project received funding approval by City Council and is underway.

- **Residential Property Improvements:** 18 residential properties were rehabbed through the FIS Exterior Security Rehabilitation Program (ESRP). 6 residential rehab grants underway.
- **Commercial Property Improvements and Business Development:** There are few commercial properties in the boundaries of the Jefferson Avenue FIS Area, but the Voters Box Café opened as part of Voters Block Community and the 8 retail spaces redeveloped as part of the Frederick Douglas project have been fully leased.
- **Vacant Property Acquisition/Rehab:** 3 vacant, two-family properties were rehabilitated as well-managed rental units.
- **Demolition:** 15 blighted vacant structures were demolished. An additional 8 properties are in the demolition pipeline.
- **Home Ownership:** Not applicable, no projects in Jefferson at this time.
- **Employment and Training:** 2 individuals were trained and placed in employment as Building Performance Indicator-trained professionals.
- **Youth:** 13 youth were trained through the Citizens Explorers initiative
- **Utility Upgrades:** 148 households received rear yard utility upgrades through RGE.
- **Public Works:** 1 street project including FIS-driven enhancements was substantially completed
- **Other Activities:**
  - 3 community projects were funded with mini-grants
  - 12 households participated in a landscaping workshop and a planting initiative
  - Rochester Walks! developed walking routes and established a walking group
  - Neighborhood Service Centers conducted targeted code enforcement, numerous uplifts, and addressed multiple problem properties in the FIS areas

## **Funds Allocated**

Total FIS Funds Allocated to Jefferson FIS Through Fiscal Year 2012-13

<b>USE</b>	<b>AMOUNT</b>
<b>Planning:</b>	
FIS Planning Assistance – Enterprise	\$15,000
<b>Housing Rehab Programs:</b>	
Owner Occupant and Investor Rehab Programs I & II	\$1,291,641
Owner Occupant and Investor Rehab Programs III	\$529,000
<b>Special Projects:</b>	
Voters Block Community	\$500,000
Hardy Park	\$752,213
<b>Community Building/Engagement:</b>	
FIS Flower City Looking Good I	\$2,500
Youth Engagement I	\$52,000
Youth Engagement II	\$56,000
<b>Demolition:</b>	
Demolition Private Structures I & II	\$100,000
<b>Economic Development:</b>	
PRIME - BPI Certification Training	\$31,150
<b>Public Works:</b>	
Jefferson Avenue Revitalization	\$500,000
<b>Other:</b>	
Mini Grant I	\$5,000
Mini Grant II	\$5,000
Acquisition Fund	\$100,000
Landscaping I	\$25,000
Streetscape Design	\$12,500
Vacant Lot Beautification Program I	\$50,000
<b>Total Used/Committed:</b>	<b>\$4,027,004</b>

## **Neighborhood Health Indicators/Secondary Data Analysis**

- **Residential Tenure – Change in Owner & Renter Occupied Properties:** Between 2008 and 2012, Jefferson FIS area saw an increase in rental properties of 10% and a decrease in owner properties of 11%. Rental change was slightly better than the City (increase in renter occupied properties of 10.92%) but homeownership trends were worse (decrease in owner occupied properties of 6.14%). Comparable block groups did better than Jefferson FIS on both measures (increase in renter occupied properties of 5.3% and a decrease in owner occupied properties of 5.6%).
- **Real Estate Sales:** At this time, real estate sales data is not sufficient to capture and evaluate the impact of the investments made in FIS neighborhoods. Therefore, the real estate sales data will not be reported at this time. It is expected that real estate sales data will be included in future reports when the data can be more reasonably linked to FIS efforts.
- **Assessment:** The 2012 assessment data is based on 2011 real estate sales data that would not have reflected investments in properties through FIS and therefore there is a timing issue that undermines the link between this data and the FIS at this time. This measure should prove more useful in future reports.
- **Crime:** Jefferson FIS had significant decreases in violent crime while struggling with increases in property crime (July 1, 2009-June 30, 2012 compared to July 1, 2006-June 30, 2009). The FIS area had a reduction in violent crime of 21.6% while property crime increased by 10.6% when crime per thousand people were measured. Citywide violent crime decreased by 9.76% and property crime decreased by 1.27%; in comparable block groups violent crime decreased by 10.8% and property crime decreased by 1.4%.
- **Vacant Residential Structures:** Jefferson FIS area's vacant structures statistics were positive with an 8.7% decline in vacant residential structures between 2006 and 2012. This compared favorably to citywide measures (5.8% increase) and to those for comparable block groups (1.8% increase).

**Neighborhood Health Indicators**  
**Jefferson FIS Compared to City and to Comparable Neighborhoods**

	Compared to City		Compared to Comparable Neighborhoods	
	Performed Better	Performed Worse	Performed Better	Performed Worse
<b>Residential Tenure: Rental</b>	•			•
<b>Residential Tenure: Owner</b>		•		•
<b>Violent Crime</b>	•		•	
<b>Property Crime</b>		•		•
<b>Vacant Residential Structures</b>	•		•	

**Proposed Next Steps**

- Expand FIS ESRP rehabilitation programs onto Adams Street, working from Jefferson Avenue east to Reynolds Street /south end of Melody Street, depending on resources. This will connect to and build on the areas already addressed by the ESRP Owner-Occupant and Landlord programs.
- Support the implementation of the Youth Engagement Network of education and enrichment for FIS youth and their families, as integral community members
- Identify and implement additional positive uses for the Troup Street Park to create ongoing community utilization of the space, including possible increased availability of “Rec on the Move”.
- Identify additional amenities and enhancements to the Troup Street Park and work with DES/DRYS toward their installation and implementation.
- Explore the possibility of enhancing home ownership opportunities, including the feasibility of new construction on suitably sized lots and/or acquisition/rehabilitation of existing single family homes.

## **BACKGROUND ON FIS**

### **Goals**

The City of Rochester initiated the Focused Investment Strategy (FIS) in August 2008 with the goal of markedly improving neighborhoods in the City within a three to five year timeframe by focusing CDBG funding and leveraging other available resources.

Specifically, FIS aims to:

- Invest funds in a way that will improve local housing markets and neighborhood vitality;
- Increase property values, thereby increasing the amount of resources available for services and investments;
- Maximize the impact of Federal funds;
- Empower neighborhood stakeholders by allocating the resources necessary to implement their neighborhood-based plans;
- Maximize the number of low and moderate-income residents who benefit from the housing policy initiatives beyond the direct recipients.

### **Neighborhood Selection**

In 2008, seventeen areas were initially identified by City Council and the Departments of Community Development, Economic Development and Environmental Services as potential neighborhoods for the FIS. Although the selection of more than four FIS areas was possible, the number of areas that could be ultimately selected was limited to four, one per quadrant, due to the amount of resources available for implementation, including funding and staffing.

Selection criteria for the four FIS neighborhoods agreed to by City Council and the Administration were developed by a team of community stakeholders and included:

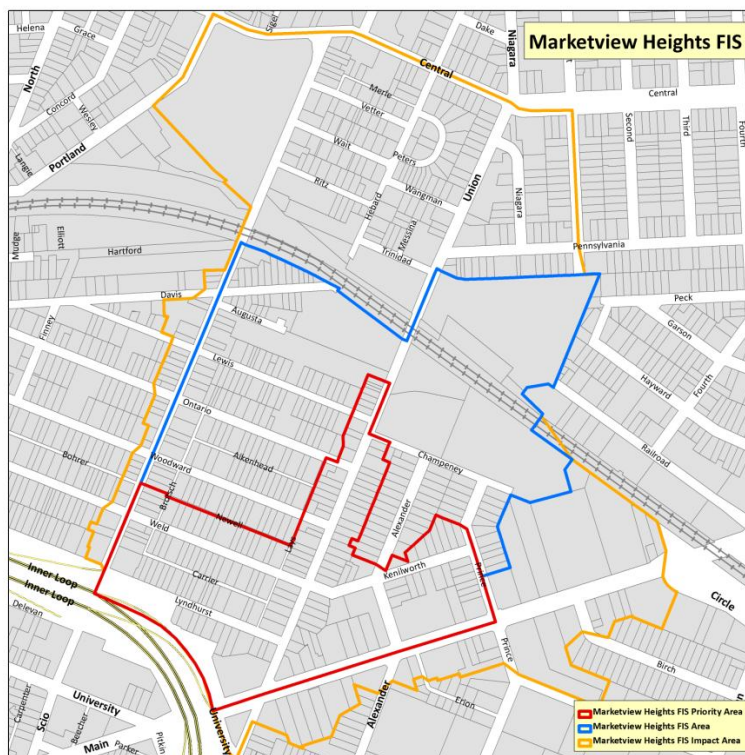
- All areas selected must need public-sector assistance to jump start or stabilize the market.
- All areas should be selected only from Transitional High, Transitional Low or Depreciated neighborhoods (as shown in the Housing Market Study Recommendations).
- At least one area per quadrant or City Council District in the city.
- An area that currently is experiencing public and/or private investment or where investment is planned for the immediate future.
- An area that builds off of existing initiatives.
- An area that offers an opportunity for surgical improvement of a troubled street in an otherwise stable area.
- Small individual areas where success can be relatively assured.

- Blocks that are less successful than the surrounding area and that threaten to “pull down” the areas around them.
- An area that borders significant investment.
- An area that borders stable neighborhoods.
- An area that demonstrates neighborhood-based capacity and commitment of residents.
- An area that has an existing plan that is ready for implementation.
- An area with assets that can act as a catalyst to attract or retain residents and commercial enterprises.
- An area that provides an opportunity to leverage past or planned investments.
- A neighborhood with capacity (including active organizations, residents, an existing neighborhood plan) to undertake an FIS initiative.
- A neighborhood with potential to become high visibility where FIS impact can be seen or felt by residents in the rest of the City of region.

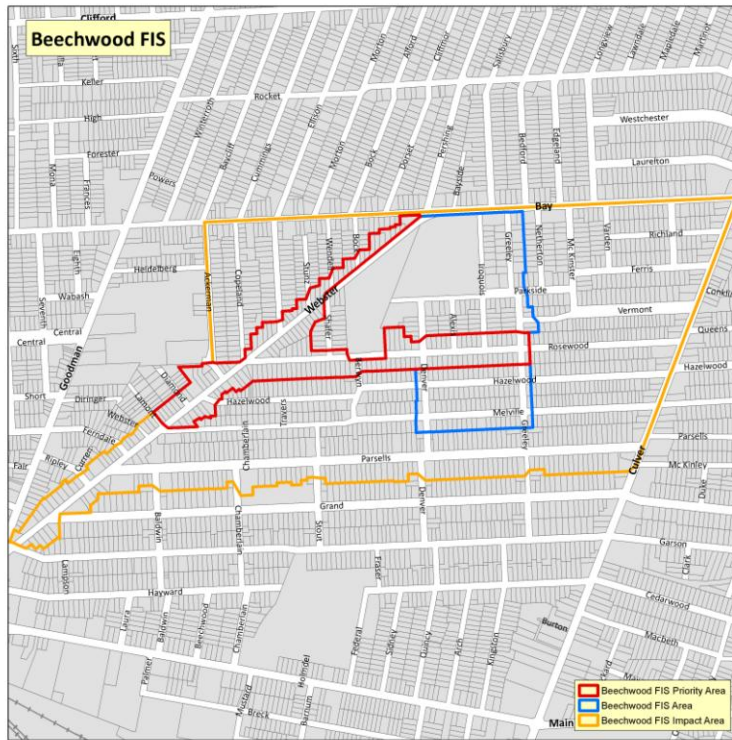
Final FIS areas within the four selected neighborhoods were determined through a block-by-block analysis. Each FIS area could be as few as two blocks (odd and even side of the street) but not more than eight blocks. The land use could either be residential or commercial or a combination of the two. The blocks must be CDBG eligible areas.

Ultimately, the following four neighborhoods were selected:

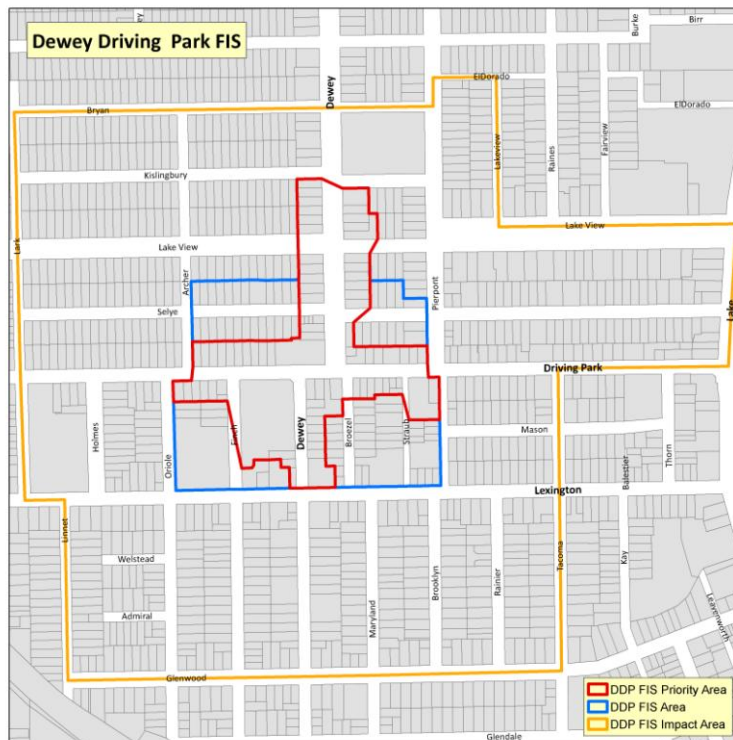
### 1) Marketview Heights (Northeast Quadrant)



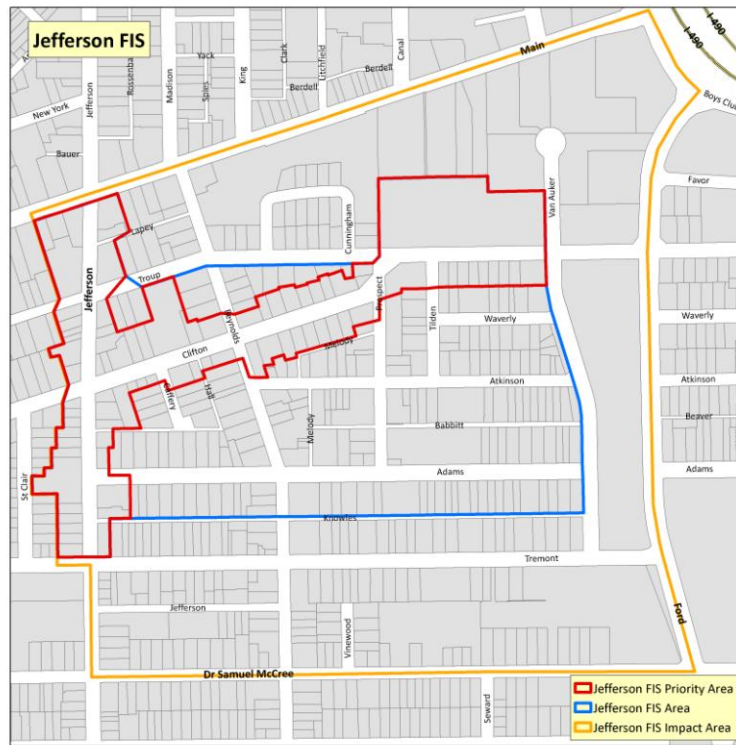
## 2) Beechwood (Southeast Quadrant)



### 3) Dewey Driving Park (Northwest Quadrant)



#### 4) Jefferson (Southwest Quadrant)



#### Implementation

The process by which FIS is implemented is guided by the following geographic area designations:

- **FIS Area (Red and Blue Parcels)** – areas eligible for FIS funds. FIS implementation in this area includes: developing programs to address a high proportion of the properties; working to identify opportunities for future funding; and addressing problem properties as they arise.
- **High Priority Streets (Red Parcels)** – the specific streets within the FIS Area within which: every parcel will be addressed in the early years of FIS according to its needs; the streets will be viewed as priority for funding; and the streets will be priority for public infrastructure upgrades and improvements.
- **Impact Area (Gold Parcels)** – an area immediately adjacent to the FIS Area, within which data will be collected and monitored for benchmarking and future decision-making.

Each FIS area has a team of stakeholders charged with the responsibility of identifying the area's immediate needs, conceptualizing its long-term development strategies, and planning for the allocation of FIS resources.

Implementation began in 2009 with a planning process resulting in a revitalization plan for each area. Following the creation of these plans, the following programs were developed that could be implemented in all four areas to address common needs across the four neighborhoods:

**Residential Rehab Programs (funds authorized in April and August 2009):** A deferred loan program for rental and owner-occupied one to four-family residential properties with the goal of increasing curb appeal and security.

**Targeted Demolition (funds authorized in August 2009):** Eliminating blighted vacant properties through prioritizing FIS locations of City-owned demolitions and private demolitions.

**Business Assistance (funds authorized by City Council in Nov. 2009):** Financial assistance to businesses and commercial property owners to promote investment, job creation and retention and neighborhood revitalization.

**Vacant Lot Program (funds authorized by City Council in August 2009):** Funding to green and beautify blighted and neglected vacant city and privately-owned lots in the FIS areas.

**Mini Grant Program (funds authorized by City Council in July 2009):** Small grants to community-based partners to undertake small projects and initiatives that cannot be funded with current programs.

**Special Projects Funding:** A set aside of FIS funds to pursue projects that do not fit into one of the FIS programs and address a key opportunity or need in the FIS area.

**Neighborhood Stabilization Program (NSP 1) Two Family (funds authorized by City Council in August 2010)** – Funding from New York State Housing Finance Agency to rehabilitate 7 vacant two-family structures in the FIS areas as affordable well-managed rental units.

**Housing Development** – Large scale rental projects receiving City resources as gap financing and new construction infill home ownership projects.

**Housing Acquisition Rehab/Resale** – A program run by the Urban League of Rochester to acquire/rehab single-family vacant properties and sell them to first-time homeowners.

**Public Works** – Coordination with City DES to implement and enhance street projects in the FIS areas.

**Job Training and Employment Programs** – Programs funded by FIS and implemented by Department of Youth and Recreational Services to enhance training and employment opportunities for adults and youth in the FIS areas.

**FIS Looking Good** – A beautification and community engagement effort to encourage property owners to enhance the curb appeal of their properties with attractive plantings.

**Rochester Walks** – A New York State –funded healthy living project aimed at increasing walking in the FIS areas.

**RGE Rear Lot Initiative** – The replacement of rear yard utility poles and an upgrade of services in portions of the FIS areas.

**Neighborhood Service Center Programs** – Consistent participation of NSC staff to address problem properties, conduct code enforcement, and coordinate with RPD, community stakeholders and property owners to advance the goals of FIS.

An overview of accomplishments in each of these programs as well as the projects unique to each FIS area follows.

## PROJECT SUMMARIES AND ACCOMPLISHMENTS

The following programs/initiatives have been implemented in the FIS Areas since 2009. Most of the numbers provided for projects completed are for the time period of July 1, 2009-June 30, 2012. See appendix for maps showing project locations in each FIS area.

### 1) Establishment of Stakeholder Teams

Each FIS area established a stakeholder team during the planning phase. These teams include representation from neighborhood organizations, agencies serving the areas, residents and businesses. These teams have continued to meet regularly, participation has grown, members have assisted with projects, and have guided decisions for the FIS areas.

### 2) Residential Rehab Programs

The Exterior and Security Rehabilitation Program (ESRP) is a deferred loan program for rental or owner-occupied one to four-family residential properties located in one of the four Focused Investment Strategy areas. The purpose of the ESRP is to improve the overall appearance and security of each FIS neighborhood through providing a financial resource to property owners. For the first two phases of this program, owner-occupants must have incomes at or below 80% AMI. Tenants must have incomes at or below 50% AMI. The program is guided by a set of Design Standards created for the FIS neighborhoods.

Generally, the funding is to be used for:

- *Facade-related improvements* (porch repairs, roofs, siding or paint, gutters, windows, doors, railings, driveways, sidewalks outside of the right of way, landscaping, demolition of small garages or small exterior structures, or power washing of structures on parcel) to enhance the curbside appeal of properties in the FIS neighborhoods.
- *Security improvements* (door locks, door bells, fences, security doors, alarm systems, exterior lighting, glass block windows, and removal of barriers (hiding places)) are also eligible costs.
- *Lead-related* issues have also been addressed on the interiors of some participating properties.

### Accomplishments July 1, 2009-June 30, 2012:

- 101 properties (137 Units) were completed
- \$3,160,277 in City funds was invested (including \$1,618,759 of CDBG for FIS, \$84,129 of cash capital for FIS, \$1,457,389 of lead funding). Owner occupants were required to

contribute a match amount between \$0-\$500 according to income. Landlords were required to contribute a 10% match, which was attributed to only the exterior work not including the lead hazard control work. A total of \$89,587 was contributed by property owners.

- Average per unit cost was \$24,000

**Summary by FIS area:**

**Beechwood**

Rental Properties	Owner Properties	M/WBE Contractors	Cash	CDBG	Lead Hazard Control	Owner Contribution	Total Project Cost
13	16	3	\$0	\$515,386	\$390,115	\$21,269	\$926,770

**Marketview**

Rental Properties	Owner Properties	M/WBE Contractors	Cash	CDBG	Lead Hazard Control	Owner Contribution	Total Project Cost
16	9	3	\$46,209	\$385,385	\$351,213	\$25,820	\$808,627

**Jefferson**

Rental Properties	Owner Properties	M/WBE Contractors	Cash	CDBG	Lead Hazard Control	Owner Contribution	Total Project Cost
9	9	2	\$37,920	\$329,784	\$232,596	\$15,151	\$615,451

**Dewey-Driving Park**

Rental Properties	Owner Properties	M/WBE Contractors	Cash	CDBG	Lead Hazard Control	Owner Contribution	Total Project Cost
13	16	4	\$0	\$388,204	\$483,465	\$27,347	\$899,016

**Total**

Rental Properties	Owner Properties	M/WBE Contractors	Cash	CDBG	Lead Hazard Control	Owner Contribution	Total Project Cost
51	50	12	\$84,129	\$1,618,759	\$1,457,389	\$89,587	\$3,249,864

Since June 30, 2012, an additional 36 units were completed or are underway through these programs.

**Sample Before and After Pictures:**

**12 Broezel – Dewey Driving Park FIS**

**BEFORE**



**AFTER**



**117 Weld – Marketview Heights FIS**

**BEFORE**



**AFTER**



**270 Jefferson – Jefferson FIS**

**BEFORE**



**AFTER**



### **293 Jefferson – Jefferson FIS**

**BEFORE**



**AFTER**



### **247 Webster – Beechwood FIS**

**BEFORE**



**AFTER**



### **3) Targeted Demolition**

To address blight, demolition of both City-owned and privately-owned vacant structures in the FIS areas has been a priority of Neighborhood and Business Development since the inception of FIS. City-owned vacant structures that do not have rehab potential in the FIS areas have been enrolled in the City's demolition program and prioritized by the various Quadrant Teams who are charged with that responsibility.

In addition, the City's Private Housing Demolition Program which allows for the removal of vacant and blighted privately-held residential structures has been allocated FIS funds for implementation in the FIS areas. Eligible properties under the Private Housing Demolition Program are those that are identified as unsafe, dangerous or a public nuisance per the guidelines of Statute 47-A16 of the City Charter. Identified properties are subject to the City's private demolition hearing process to determine if the structure should be demolished.

**Accomplishments July 1, 2009 and June 30, 2012:**

- 18 properties were demolished in the FIS areas
- Total investment of \$256,612.66

**Summary Demolitions by FIS Area July 1, 2009-June 30, 2012**

Address	FIS Area	Private or City-owned	Investment \$
117 Reynolds	Jefferson	City	\$7,759.39
123 Reynolds	Jefferson	City	\$5,568.67
277 Jefferson	Jefferson	City	\$9,741.58
281-283 Jefferson	Jefferson	City	\$11,662.29
301 Adams	Jefferson	City	\$17,115.32
325 Troup	Jefferson	City	\$11,330.95
329 Jefferson	Jefferson	Private	\$26,215.77
339 Jefferson	Jefferson	City	\$10,214.88
353 Tremont	Jefferson	City	\$11,284.69
410-422 Tremont	Jefferson	City	\$24,803.73
51 Clifton	Jefferson	City	\$28,410.28
53-55 Reynolds	Jefferson	City	\$25,269.36
60 Waverly Pl	Jefferson	City	\$6,006
19 Tilden St	Jefferson	City	\$4,861.46
307-315 Adams St	Jefferson	City	\$21,674.39
		<b>TOTAL Investment Jefferson FIS</b>	<b>\$221,918.76</b>

Address	FIS Area	Private or City-owned	Investment \$
115 Weld	Marketview	Private	\$10,273.69
		<b>TOTAL Investment Marketview FIS</b>	<b>\$10,273.69</b>

Address	FIS Area	Private or City-owned	Investment \$
134 Mason	Dewey Driving Park	Private	\$17,324.90
17 Straub	Dewey Driving Park	Private	\$7,095.31
		<b>TOTAL Investment Dewey Driving Park FIS</b>	<b>\$24,420.21</b>

Since June 30, 2012, an additional 26 demolitions have been completed or are underway.

**Sample Demolitions:**

**17 Straub – Dewey Driving Park FIS**



**329 Jefferson – Jefferson FIS**



**360 Waverly – Jefferson FIS**



#### **4) Business Assistance**

The City provides financial assistance to businesses and property owners in the designated FIS areas. The goal of the program is to promote investment, job creation and retention, and neighborhood revitalization in the Focused Investment Strategy (FIS) areas.

##### Eligible Activities

- Acquisition of property for development
- Facade improvements and building renovation (interior and/or exterior)
- Purchase of furniture, fixtures and equipment

##### Eligible Applicants

- The applicant may be the building owner or tenant. If the applicant is the tenant the owner's permission is required for all building modifications.
- The business must be a permitted or specially permitted use in the property's zoning district. Properties, uses or individuals which are in violation of Federal, State, County or City codes, ordinances or laws are ineligible for the loan program
- The applicant may be a corporation, partnership, sole proprietorship or individual
- The applicant must be current on all taxes, PILOT agreements and City loans

Certain businesses including adult book stores and pawn shops are ineligible for assistance. Property uses which are non-tax paying are also ineligible.

The Maximum grant amount is \$40,000. The grantee must provide a match of \$1.00 per \$1.00 received in grant funds. For building renovation/façade improvement projects, the grantee's match will be required to pay for an architect to prepare the drawings, obtain City Zoning and Building approval, and bid the project. The City grant will be used to fund the building improvements.

All of the properties/owners in the FIS Areas were contacted between March and May of 2012. This follows similar outreach efforts that were undertaken in 2010-2011. Business Division staff contacted each of the business owners by call, site visit, or letter. Only a small number of the properties in the FIS area contain for profit businesses. An even smaller number of properties contain businesses that are eligible to receive financial assistance based on business type, current taxes, code compliance. There are a total of 71 parcels eligible for this program, including a total of 27 eligible businesses; 20 of the 27 businesses are both eligible and have current taxes and are code compliant. Four of these were recipients of financial assistance through the Dewey/Driving Park Financial Assistance Program in the NW FIS Area , including 308 Driving Park, 320 Driving Park, 321 Driving Park, and 828-830 Driving Park. This program is easier for applicants to take advantage of in that there is no requirement for Davis-Bacon Wage Rates to be paid to contractors for façade improvement projects. That leaves 16 eligible businesses for possible assistance through the FIS Commercial Business Assistance Program.

Of the 16 remaining eligible businesses, two have received financial commitments through the program and one application is pending. Big Apple Deli Products in Marketview Heights, and the Freedom Market in Beechwood have received commitments (of \$13,670 and \$140,000 respectively) and Big Apple completed its project. An application is pending from Auto Sound Solutions, also in Marketview Heights. In Marketview Heights, most of the parcels are owned by Delta Sonic, Fast Trac and Wendy's.

The challenges are several. First, the areas are not home to a significant number of businesses. Many of the eligible properties are occupied by not-for-profits (11%), or are parking lots or vacant lots (22% of the eligible properties are vacant lots and/or parking lots.) Three percent of the businesses are ineligible because they are liquor stores. In the Northwest there is a competitive source of grant funds which is easier to use because it is not CDBG funds.

In addition to the projects enrolled under the City of Rochester's Business Assistance program and those enrolled through the Wegmans funds dedicated to the Dewey Driving Park area, 11 commercial façade grants were completed through the New York Main Street grant secured by Marketview Heights Association. This New York Main Street award leveraged City and private funding. The City contributed \$75,000 and six (6) business owners contributed a total of \$108,050 to leverage \$180,000 in New York Main Street grant awards.

#### **Sample Before and After Pictures (Wegmans Grant-funded projects)**

##### **830 Dewey Avenue**

**BEFORE**



**AFTER**



**308 Driving Park Before**  
**BEFORE**



**AFTER**



**321 Driving Park Before**  
**BEFORE**



**AFTER**



**5) Vacant Lot Program**

The FIS Vacant Lot Program is designed to address blighted and neglected scattered-site vacant city or privately-owned lots that could be enhanced by greening and beautification services. Funding has been made available for professional services to enable projects to be developed. Examples of potential projects include, but are not be limited to: parking lots; community gardens; improvements to public easements/rights of way; signage; architectural/engineering services; and the purchase of landscaping materials.

Between July 1, 2009 and June 30, 2012, one project was completed under this program. This was a community garden located at the corner of N. Goodman and Webster that was developed by Museum for Kids Art in the fall of 2011. Trees and shrubs were planted, mulch was spread and gravel pathways were built.

#### **6) FIS Mini Grant**

The FIS Mini-Grant Program is intended to offer eligible organizations a resource to undertake small projects and initiatives. The idea is to identify a neighborhood need to be addressed that cannot be funded with current resources. The program does not seek to support traditional or “mainstream” programs and projects. Rather, the goal is to undertake small and unique projects that can be completed in a short time-frame.

Projects to be funded include, but may not be limited to: neighborhood clean-ups; planters/flowers; construction materials (wood, wrought iron, hardware); tools; garden supplies; purchase/lease of equipment; stipends for volunteers; community events; and/or other project or initiatives presented to the City.

#### **Beechwood -- FIS Mini Grant**

Between June 2009 and July 2012, a tractor was leased by Northeast Area Development to maintain vacant lots located in the FIS area and to support neighborhood clean-up events.

#### **Jefferson FIS -- FIS Mini Grant**

In 2010, FIS Mini Grant Funds were used to upgrade the Community Rock Garden sculptural features, and enhance plantings and landscaping at the site.

In 2012 FIS Mini Grant Funds were awarded to undertake community activities and neighborhood improvements. Funds were used to sponsor professionally led Zumba classes and community youth soccer activities in the Troup Street Park, bringing positive and healthful uses to a FIS located community amenity. Improvements to the neighborhood will include plantings and hardscape features for the Hamm Memorial Site at 301 Adams Street, and artwork to enhance utility boxes on the south side of W. Main Street, which are likely to be completed in spring 2013.

#### **Dewey Driving Park -- FIS Mini Grant**

The Maplewood Neighborhood Association (MNA) was provided and FIS mini grant to attempt to improve the image of the Dewey Driving Park Focused Investment Strategy Area by facilitating positive events in spaces that may have a negative image (in the right of way at the intersection of Dewey and Driving Park and/or on vacant lots in the FIS Area). MNA held three pop-up concerts at the corner of Dewey and Driving Park with the use of FIS mini grant funds. A second mini grant was awarded to NCS for public art work on Straub Street.

## **7) Special Projects**

Within the City's allocation of funds to FIS, dollars have been set aside for each area to pursue "Special Projects" – those that do not fit into one of the existing programs established for FIS but address a key issue or opportunity in the FIS area. Between July 1, 2009 and June 30, 2012, the City funded "Special Projects" in two of the FIS areas – Dewey Driving Park and Beechwood. These projects are described below.

### **Dewey Driving Park FIS – Straub Street Revitalization**

The City of Rochester provided \$93,000 to NCS Community Development Corporation (NCS) to design and implement improvements to properties on Straub Street in the Dewey Driving Park Focused Investment Strategy Area (DDP FIS). These improvements are part of a comprehensive effort to revitalize Straub Street (Straub Street Revitalization Project), an area of focus within the Dewey Driving Park FIS.

This was the first initiative within the FIS to work with a local development corporation to comprehensively address a single block and fill gaps in existing FIS programs. The agreement with NCS is meant to complement existing efforts (including marketing FIS programs for exterior residential rehabilitation to all property owners; using the City's private demolition process to address blighted properties; and conducting targeted code enforcement).

Funds provided to NCS were used for:

- Demolition of the structure at 23 Straub Street and the redevelopment of this lot as attractive greenspace.
- Architectural services to design streetscape and individual property enhancements to all 16 properties in the Straub Street Revitalization area.
- Rehabilitation of 289 Driving Park, a vacant structure that is being renovated as commercial space to house NCS staff.
- Landscaping and other improvements to the parking lot at 275 Driving Park, the current NCS office building.

NCS pledged \$120,240 to this project in New York State grant sources and private equity.

### **Beechwood FIS – 256 Webster Avenue**

Northeast Area Development (NEAD) was offered financial assistance in August 2009 to rehabilitate a vacant dilapidated commercial structure at 256 Webster Avenue. The total project cost was \$85,000 where the city contributed \$40,000 (\$39,240 was actually spent). The building is completely rehabilitated and offers two commercial spaces and a parking lot. Attractive fencing was included which has added significant curb-side appeal. One unit is currently being used as a tool library and plans are underway to locate a bakery in the second unit. The project adds tremendous value to Webster Avenue given the significant amount of residential rehabilitation that has taken place and contributes to the commercial health of the neighborhood.

#### **256 Webster**

##### **BEFORE**



##### **AFTER**



### **8) Neighborhood Stabilization Program Two-Family Properties**

The City received \$900,000 in Neighborhood Stabilization Program (NSP) funds through the New York State Housing Finance Agency to develop vacant, foreclosed two-family properties in the FIS areas. These funds were used by Ibero American Development Corporation and Marketview Heights Association to purchase and rehab seven City-owned vacant two-family properties in the FIS areas. Due to the condition of these properties, the project development costs were relatively high. These properties remain owned and managed by Ibero American Development Corporation and Marketview Heights Association for rent to very low-income families (less than 50% AMI). A number of these properties are located in the FIS Impact areas as that was where available properties existed at the time NSP funds were required to be committed.

Address	FIS Area	City Investment (NSP, HOME & Lead Funds)
54-56 Waverly Place	Jefferson	\$226,525
273 Troup Street	Jefferson	\$207,381
332 Tremont Street	Jefferson	\$171,449
27 Rainier Street	Dewey Driving Park	\$156,302
99 Copeland	Beechwood	\$132,338
136-138 Woodward	Marketview Heights	\$183,655
7.5 Vetter Street	Marketview Heights	\$119,555

**136-138 Woodward  
BEFORE**



**AFTER**



## **9) Housing Development Projects**

The City issues an annual Request for Proposals (RFP) for gap financing for affordable housing development projects funded through New York State's annual tax credit financing round. Project location in the FIS areas has been one of the selection criteria for the City's funding. Since July 2009, two projects have been selected for City and New York State financing in the FIS areas: Voters Block Community in the Jefferson FIS Area and Holy Rosary Apartments in the Dewey Driving Park FIS Area. The Frederick Douglas Apartments project, located adjacent to the Jefferson FIS Area, was also funded. These are high impact projects in terms of the number of rental units they produce and these projects leverage significant state and private resources.

In addition to these affordable rental housing projects, the City has partnered with local organizations on two new construction homeownership projects in the FIS Areas – The Greater Rochester Housing Partnership on the Weld Street Sustainable Neighborhoods project in the Marketview Heights FIS and UNICON on the 4 Straub Homeownership Infill project in the Dewey Driving Park FIS.

These housing development projects are described below.

### **Dewey Driving Park FIS -- Holy Rosary Apartments**

Providence Housing Development Corporation is redeveloping the vacant Holy Rosary campus (which includes the church, school, rectory, convent, and garage) into a residential community of 35 rental units and community space, and will construct new rental houses on 25 nearby vacant lots. The Holy Rosary campus and several of the infill sites are located in the Dewey Driving Park Focused Investment Strategy (FIS) neighborhood and the project is designed to support prior and ongoing investment in the FIS area. The infill housing will be bolstered by rehabilitation programs aimed at improving adjacent and nearby owner-occupied and investor-owned residential properties. Demolition and targeted code enforcement for adjacent and nearby properties is also being pursued.

The Holy Rosary campus portion of the project includes historic rehabilitation of the church, rectory and convent, and all three buildings have been listed on the State and National Registries of Historic Places. The apartments will be affordable to individuals with income less than 50% of the area median income.

Providence Housing Development Corporation has received New York State Housing Trust Fund/HOME funds, Federal Low Income Housing Tax Credits, Federal and New York State Historic Tax Credits, and Federal Home Loan Bank of New York funds for the project. Eight units of project-based Section 8 assistance have been awarded by the Rochester Housing Authority.

The funding sources for the project are:

Equity	\$7,503,000
NYS HCR	\$5,883,143
City of Rochester	\$725,000
FHLB	\$645,000
United Way	\$10,000
<u>Developer</u>	<u>\$115,616</u>
<b>Total</b>	<b>\$14,881,759</b>

The project broke ground in July 2012 and will be completed in July 2013.

### **Elevations of Holy Rosary Apartments Infill Units**



## Holy Rosary Church



## Jefferson FIS – Voters Block Community

A partnership of the Rochester Housing Authority, Home Leasing, LLC, Edgemere Development and Spiritus Christi Church, the Voters Block Community Project created 92 units of affordable and market rate housing in the Jefferson Avenue FIS area and nearby neighborhoods. The Voters Block Community Project is anchored on W. Main Street, with a newly constructed three story mixed-use building at 431 W. Main Street that includes 39 residential units and the 1872 Café that overlooks the Voters Box Memorial located on the same site. Significant attributes of this project include new residential construction on infill sites, now holding one and two unit structures, which have reconnected the residential character on a number of FIS streets. A long vacant, formerly City-owned structure at 556-560 W. Main Street was completely rehabilitated, and now includes 8 residential units and a commercial space at the corner of W. Main Street and Madison Street.

The pedestrian trail connector project at 431 W. Main Street (through to Troup Street Park) – provides a new, attractive path that will link the FIS area/COTS (Changing of the Scenes Neighborhood) north to the Susan B. Anthony Neighborhood across W. Main Street and east to the Center City.

The funding sources for the Voters Block Community Project are:

NYS DHCR	\$1,800,000
City of Rochester	\$1,300,000
RHA	\$5,646,644
FHLB	\$772,200
<u>Equity</u>	<u>\$10,852,000</u>
Total	\$20,343,844

## Sample Voter's Block Community Sites



## **Hardy Park**

The Hardy Park Apartments project, located in the gateway of W. Main Street and Jefferson Avenue, includes the rehabilitation of a vacant building into 10 one bedroom apartments. This highly visible project, at 191-209 Jefferson Avenue, was stalled due to the recent financial crisis and loss of construction financing, after the developer had successfully redeveloped three nearby properties at the southern corners of the W. Main Street and Jefferson Avenue intersection. Due to the property's prominence in the Jefferson Avenue FIS area, City funding of \$895,000 was approved for the development project. Funded with City FIS Cash Capital, five of the units will be required to be affordable to households of up to 120% of Area Median Income. City staff is working with the property owner to expand the work scope to meet all code and FIS design standards, with construction to be underway in spring 2013.

## **Jefferson FIS – Frederick Douglas Apartments**

The Frederick Douglass Apartments project is a mixed-use rehabilitation project involving the redevelopment of six attached dilapidated buildings located at 442-466 West Main Street, which is directly across from the Voters Block café. A total of 28 affordable rental units have been rehabilitated for low to moderate income tenants. Six commercial spaces have been made available on the first floors. The project commenced in July 2011 and a ribbon cutting event was held on November 30, 2012 to celebrate its completion. All 8 retail spaces are now leased.

Frederick Douglass Apartments is funded by: the New York State Housing Trust Fund Corporation (\$3.1 million); private equity (\$1.4 million); the Rochester Housing Authority (\$600,000); the City of Rochester (\$810,000); and the New York State Urban Initiatives Program (\$100,000).

BEFORE



AFTER



### **Marketview Heights – Weld Street New Construction**

The Sustainable Neighborhoods Demonstration Program (SNDP) combines resources from several state sources of funding. SNDP investment requires strong planning effort and concentrated community development activity to ensure substantial impact. SNDP looks for high capacity non-profit organizations with a track record of success and demonstrated municipal support.

The Greater Rochester Housing Partnership's (GRHP) strong reputation of high quality homeownership programs combined with the City's efforts in the Marketview Heights FIS neighborhood made the Weld Street New Construction project a great candidate to receive these funds. GRHP's Sustainable Neighborhoods Demonstration Program received an award of \$495,000 to create five additional opportunities for home ownership in the Marketview Heights FIS neighborhood.

The project is funding the renovation of existing vacant eyesores and building new homes on vacant lots. Homebuyers will be at or below 90% of area median income and will receive both the financial and counseling support needed to become successful owner occupants.

To date, three homes have been sold as a part of the SNDP. Two newly constructed homes on Weld Street and an acquisition/rehabilitation structure was sold on Woodward Street. It is anticipated that two more new construction projects will begin soon, one on North Union at the corner of Woodward and another on Weld Street.

### **Sample Photos Weld Street New Construction**





### **Dewey Driving Park – 4 Straub – Infill Homeownership**

Through FIS, the City acquired a vacant warehouse building from the US Department of Justice that was a nonconforming use and blight on Straub Street and the surrounding area. The City invested \$31,300 to acquire this structure in February of 2012. The City is in the process of demolishing the existing structure and is working with UNICON, a local job training program, to build four new construction infill homes for homeowners on the site.

## **10) Acquisition Rehab-Resale**

In July 2008, the Urban League was awarded \$600,000 from New York State for single family housing acquisition/rehabilitation in the FIS areas. These funds were intended to enable the Urban League to fully rehabilitate a minimum of 12 single-family vacant properties in the FIS Areas and sell them to first time homebuyers. The Urban League provides \$50,000 in development subsidy and leverages additional subsidy as needed through the Home Rochester program.

Accomplishments July 1, 2009 and June 30, 2012:

- 7 houses in the FIS areas were completed through this program turning seven vacant structures into newly rehabilitated, owner-occupied properties.
- The total investment for the rehabilitation of these 7 completed properties is \$909,274.14.

### **Acquisition Rehab-Resale Projects in FIS Neighborhoods July 1, 2009-June 30, 2012**

Address	FIS Area	Total Development Cost	Completion Date
106 Weld Street	Marketview Heights	\$102,047.50	2/13/10
108 Weld Street	Marketview Heights	\$119,347.45	2/13/10
185 Webster Avenue	Beechwood	\$137,897.95	5/12/10
122 Parsells Avenue	Beechwood	\$135,098.58	9/14/11
280 Driving Park	Dewey Driving Park	\$127,323.96	1/19/11
19 Straub Street	Dewey Driving Park	\$120,442.00	1/19/11
155 Selye Terrace	Dewey Driving Park	\$167,116.70	5/14/12
		\$909,274.14	

## **Sample Before and After Pictures**

**106 Weld**

**BEFORE**



**AFTER**



### **19 Straub**

**BEFORE**



**AFTER**



### **155 Selye**

**BEFORE**



**AFTER**



## **11) Public Works**

The City's DES has coordinated with NBD to prioritize and implement street projects in the FIS Areas. FIS resources have supplemented DES funds to enhance street projects. To date, the following projects have been planned/are underway in the FIS Areas.

### **Dewey Driving Park – Dewey Avenue Milling and Resurfacing**

This project entailed the milling and resurfacing of Dewey Avenue from Driving Park to one block north of Ridgeway. City NBD, DES and RPD staff worked with the Dewey Driving Park FIS Stakeholder Team to incorporate some “enhancements” within the FIS area including: benches, bike racks, green areas, and enhanced crosswalks. The cost of the milling and resurfacing project was \$1,538,930. An additional \$50,000 in FIS funds was contributed to the project to cover the cost of these enhancements. The scope of enhancements was intentionally limited due to the anticipated realignment of the Dewey Driving Park intersection in 2015 (Federal funding approval pending).

### **Jefferson FIS -- Jefferson Avenue Revitalization Street Project**

This project addressed a more than one mile stretch of Jefferson Avenue, from W. Main Street in the Jefferson Avenue FIS area, to S. Plymouth Avenue. Total Project cost was \$2,640,235,

including the addition of a water main replacement project. Construction began in spring 2012 and was substantially completed by the end of 2012. The project includes a significant increase in street lighting levels throughout the avenue, with pedestrian level lighting and teardrop lighting fixtures enhancing the public realm. A gateway will be installed at the intersection of S. Plymouth Avenue. Commemorative plaques highlighting Jefferson Avenue's history and noteworthy local residents will be installed, and solid banners will be installed at both ends of the commercial corridor.

### **Marketview Heights – Public Market Parking Lot/Entrance**

FIS funds were committed to this project totaling \$420,000 (CIP) to help advance the Focused Investment Strategy (FIS) associated with the Marketview Heights neighborhood. The parking lot improves the streetscape of Union Street, and overall aesthetics of the area.

## **12) FIS Job Training and Employment Programs**

In each of the FIS Implementation Plans, Job Training and Employment goals were identified. To this end, three programs were developed and implemented that focused on training and or employment. They include:

1. The Energy Conservation Initiative
2. Mural Arts Project, and
3. Citizen Explorers Program

### **Energy Conservation Internship (ECI) Program**

ECI is a collaboration with the Department of Recreation and Youth Services (DRYS), Action for a Better Community and Monroe Community College to provide Building Performance Institute (BPI) training to 10 adults living in any of the four Focused Investment Strategy areas.

Recruitment was conducted by mailing letters to the residents in the area and recommendations from stakeholders. The criteria for participation:

- Be 18 years old or older
- Submit a Providing Real Incentives to Maintain Employment (PRIME) application
- Attend an orientation
- Must commit to a full 16 week training

Monroe Community College (MCC) provided extensive classroom instruction utilizing the BPI's building envelope and heating curriculum. In addition, topics such as OSHA 10/30, Construction Essentials, and Math for Construction Trades were covered. Interns were concurrently assigned to work with Action for a Better Community's (ABC) Weatherization crews, where they

obtained hands-on, real-world experience that related to the classroom theory. Thus for 16 weeks they rotated between classrooms and supervised field work. Interns were paid for both On the Job Training (OJT) and classroom time. This program was designed to assist emerging workers with gaining a substantial foothold on a career within the energy conservation, construction and/or other related trades/sciences. BPI certified workers are in high demand and an informal survey of local employers indicated that all program graduates who pass the exam would be able to be almost immediately employed.

**Accomplishments:**

- 10 interns were trained
- 7 received BPI Certification
- 10 received immediate employment through ABC until the Weatherization Program ended in May 2012
- 7 are currently employed with various employers (Minimum industry prevailing wage of program graduates is \$30,700- \$34,300 annually)
- 3 status is unknown

**Total Project Cost:** \$136,600.

**Public Arts Project: Mural Arts Crew (M.A.R.C)**

This initiative employs youth from the Focused Investment Strategy (FIS) areas to create, develop and place public art within the FIS areas to enhance and improve those communities. The initial program operates in the Northwest and Northeast FIS areas and will then move to the Southeast and Southwest.

Art projects will be developed in partnership with local residents and business associations to improve the community. The project is designed to hire 10 youth during the school year, a lead artist and project assistant, and to include training in community art development, leadership, communications and customer service, as well as empowerment workshops and field trips.

## Accomplishments:

- Hired a Public Art Coordinator in May 2012
- Hired 10 Youth Workers as youth artists in the program in July 2012, 7 of whom live in the FIS areas.
- Hired an Assistant Program Coordinator
- One student who had just graduated from high school worked during the summer. He currently attends a college in the region and remains on call and works some weekends.
- There are 9 youth artists remaining.
- To date, the youth artists have created the following art:
  - Learned to paint large portraits, and created self-portraits (approx. 24"w x 48"l) and still life
  - "Moss Art" under the bridge at the Public Market
  - "Monopoly Art" at the Dewey & Driving Park intersection
  - Used "Lego Art" to repair cracks to Price Rite in the Northwest

Plans are underway to complete 2 murals; one in the FIS corridor in the Marketview Heights FIS and one in the Dewey Driving Park FIS.

MARC has created its own website ([rochestermarc.wordpress.com](http://rochestermarc.wordpress.com)) which showcases the art projects through the varying stages of completion. They are also working with the City of Rochester Communications Department, and with DRYs' new media editor to come up with a more detailed plan to share information about MARC, and to invite the public to see its work.

### Monopoly Art -- Dewey Driving Park FIS Area





### **Citizens Explorers**

The Citizen Explorers program was designed through a collaboration of City Neighborhood and Business Development Department staff and community partners, including: Cornell Cooperative Extension of Monroe County; Cornell University; Rochester AmeriCorps; Rochester Youth Year; and the Safety Net Organizations.

The project supports youth in achieving four goals: civic engagement; job readiness; career exploration; and college preparation for youth who live, attend school or are connected with an agency in the FIS areas of the Southwest and Southeast Quadrants. The program aims at providing the youth with positive experiences with adults and at adults beginning to view the youth as resources.

A total of 30 youth ages 14-16 (15 in each quadrant) were recruited from the two FIS areas to work on projects proposed in the respective FIS Implementation Plans. The program operates from September to August of the following year. The youth met twice a week from 4:00 to 6:00 p.m. and some Saturdays. Activities were determined primarily by the youth and coordinated by staff (a coordinator, two AmeriCorps members, and a Vista volunteer). Participants each received a \$500 stipend, and those who successfully completed the program during the school year were offered work experience at different sites for summer employment.

### **Accomplishments (Year 1):**

- 23 youth from the Jefferson and Beechwood FIS areas participated
- Activities included job readiness and career exploration workshops. They also had service projects every weekend, including community gardens, minor building renovations and Clean Sweep.
- The youth also participated in Positive Ticket Walks, Urban Fellows Service Day and an Uplift. The teens researched and set up cooking classes and hosted a fashion show that promoted diversity and inclusion.

- 22 Volunteers were recruited to assist with Citizen Explorers, 85% of whom reported positive experiences and 95% understood youth as resources.

The program will continue in the Jefferson and Beechwood FIS areas for a second year and will expand to the Marketview Heights and Dewey Driving Park FIS areas in the third year.

### **13) FIS Looking Good**



In June 2012, a beautification and community engagement effort was undertaken in the four Focused Investment Strategy neighborhoods. This effort aimed at helping dress up the front yards of private property in the FIS neighborhoods with plantings while attempting to develop resident skills in gardening/landscaping and champions for neighborhood beautification.

The existing Flower City Looking Good program was brought to each of the FIS neighborhoods and was called FIS Looking Good. Through FIS Looking Good, owner occupants, landlords and tenants attended a workshop about basic landscaping and gardening including successful planting techniques and maintenance ideas. Participants were provided with some basic gardening patterns and with free annuals and perennials to plant in their front yards or in hanging baskets or window boxes on the front of their homes. A Master Gardening mentor was also secured through Cornell Cooperative Extension who can serve as an ongoing technical assistance resource in each FIS neighborhood.

The initiative entailed coordination between staff from the Bureau of Housing, the Neighborhood Services Centers, Department of Youth and Recreational Services, 311, and neighborhood-based community development organizations and neighborhood associations.

#### **Accomplishments:**

Total participants: 56

FIS Area	# of Participants
Marketview Heights	10
Beechwood	8
Dewey Driving Park	26
Jefferson	12

Total investment: \$10,000



*Broezel Street Resident Planting in Front Yard*

#### **14) Rochester Walks!**

RochesterWalks!, a state-funded community healthy living project, has entered its fifth and final year in establishing walking routes in each FIS area. All routes, two per FIS area, have been identified and walkers have been recruited in each area. Signage has been designed, manufactured, and so far installed in the Marketview Heights area (only). In Spring 2013, the remainder of the route signage will be installed. The focus for the final year in this program is to increase local commitment and increase the number of residents participating in walking the routes.

#### **15) RGE Rear Lot Initiative**

RGE has completed a project to replace rear yard utility poles and upgrade services in the four FIS areas. The project also included upgrades to services provided by Frontier and Time Warner. The project was completed in December 2010. The project cost exceeded \$750,000. 959 households in the FIS areas were impacted.

#### **16) Neighborhood Service Center Coordination**

The Neighborhood Service Centers have been consistent, key partners in the FIS in each of the four areas. They have assisted with:

- Planning activities
- Addressing problem properties (including vacating several)
- Conducting targeted code enforcement

- Conducting Uplifts in the FIS Areas
- Facilitating coordination with the Rochester Police Department (RPD), community stakeholders and making connections between property owners and FIS programs
- Providing general policy guidance for the program in conjunction with staff of the Division of Housing

### **17) Neighborhood Branding**

SUNY Geneseo's spring 2012 Advanced Public Relations class developed five branding concepts for the Dewey Driving Park area.

### **18) Public Safety**

RPD has focused public safety activities in all four FIS areas. RPD activities have ranged from vacating problem properties and closing commercial businesses where illegal activity was occurring; narcotics and prostitution details; working with Neighborhood Service Centers on ULIFTS and nuisance abatement; raising awareness among residents and encouraging resident participation in activities such as PACTAC.

## **FIS Funding Allocations**

Through FY 2012, **\$14,743,843** in FIS funds has been allocated for projects in the FIS areas.

	Cash Capital	City Development Funds	CDBG	TOTAL ALL FUNDS	Location
<b>Planning:</b>					
FIS Planning Assistance - Enterprise	\$ -	\$ -	\$ 60,000	\$ 60,000	All
Urban Renewal District Planning	\$ 69,000	\$ -	\$ -	\$ 69,000	NE
<b>Housing Rehab Programs:</b>					
Owner-Occupant Rehab Program I	\$ 415,000	\$ -	\$ 1,500,000	\$ 1,915,000	All
Owner-Occupant Rehab Program II	\$ 1,120,000	\$ -	\$ 112,000	\$ 1,232,000	All
Owner-Occupant Rehab Program III	\$ 500,000	\$ -	\$ 750,000	\$ 1,250,000	All
Investor Rehab Program I	\$ -	\$ -	\$ 977,650	\$ 977,650	All
Investor Rehab Program II	\$ 1,320,000	\$ -	\$ 106,000	\$ 1,426,000	All
Investor Rehab Program III	\$ 500,000	\$ -	\$ 866,000	\$ 1,366,000	All
<b>Special Projects:</b>					
Voter Block Community	\$ 500,000	\$ -	\$ -	\$ 500,000	SW
Hardy Apartments	\$ 600,000	\$ 152,213	\$ -	\$ 752,213	SW
Holy Rosary	\$ 500,000	\$ -	\$ -	\$ 500,000	NW
256 Webster Ave Project	\$ -	\$ 2,880	\$ 40,000	\$ 42,880	SE
4 Straub Street Acquisition	\$ 42,000	\$ -	\$ -	\$ 42,000	NW
N. Union GRHP Homeownership Project	\$ 20,000	\$ -	\$ -	\$ 20,000	NE
Straub Street Development	\$ -	\$ 48,000	\$ 45,000	\$ 93,000	NW
Corpus Christi School	\$ 300,000	\$ -	\$ -	\$ 300,000	NE
<b>Community Building/Engagement:</b>					
Community Building and Engagement Pilot	\$ -	\$ -	\$ 50,000	\$ 50,000	SE
FIS Flower City Looking Good I	\$ -	\$ 10,000	\$ -	\$ 10,000	All
Youth Engagement, Employment I	\$ -	\$ -	\$ 104,000	\$ 104,000	SE/SW
Youth Engagement, Employment II	\$ -	\$ -	\$ 112,000	\$ 112,000	SE/SW
Youth Public Arts Project I	\$ -	\$ -	\$ 100,000	\$ 100,000	NE/NW
<b>Demolition:</b>					
Demolition Private Structures I	\$ -	\$ -	\$ 200,000	\$ 200,000	All

	Cash Capital	City Development Funds	CDBG	TOTAL ALL FUNDS	Location
Demolition Private Structures II	\$ 200,000	\$ -	\$ -	\$ 200,000	All
<b>Economic Development:</b>					
FIS Commercial Business Assistance	\$ -	\$ -	\$ 160,000	\$ 160,000	All
Freedom Market	\$ -	\$ -	\$ 140,000	\$ 140,000	
Wegmans Façade DDP Program	\$ -	\$ 400,000	\$ -	\$ 400,000	NW
Main Street Grant - MHA	\$ -	\$ 87,500	\$ -	\$ 87,500	NE
PRIME - BPI Certification Training	\$ -	\$ -	\$ 124,600	\$ 124,600	All
<b>Public Works:</b>					
Dewey Ave Street Enhancements 2011	\$ 50,000	\$ -	\$ -	\$ 50,000	NW
Jefferson Avenue Revitalization	\$ 500,000	\$ -	\$ -	\$ 500,000	SW
N. Union Streetscape and Lighting	\$ 500,000	\$ -	\$ -	\$ 500,000	NE
Railroad Overpass Trail	\$ 180,000	\$ -	\$ -	\$ 180,000	NE
Scio Street and Market Parking Enhancements	\$ 240,000	\$ -	\$ -	\$ 240,000	NE
Webster Park Improvements	\$ 250,000	\$ -	\$ -	\$ 250,000	SE
<b>Other:</b>					
Mini Grant I	\$ -	\$ 20,000	\$ -	\$ 20,000	All
Mini Grant II	\$ -	\$ 20,000	\$ -	\$ 20,000	All
Acquisition Fund	\$ 200,000	\$ -	\$ 200,000	\$ 400,000	All
Landscaping I	\$ -	\$ -	\$ 100,000	\$ 100,000	All
Streetscape Design	\$ -	\$ -	\$ 50,000	\$ 50,000	All
Vacant Lot Beautification Program I	\$ -	\$ -	\$ 200,000	\$ 200,000	All
<b>Total Used/Committed:</b>	<b>\$ 8,006,000</b>	<b>\$ 740,593</b>	<b>\$ 5,997,250</b>	<b>\$ 14,743,843</b>	

## **Leveraged Funding**

To date, **\$56,494,180** has been leveraged from the following sources:

<b><u>Source</u></b>	<b><u>Amount</u></b>	<b><u>Purpose</u></b>
NYS HOME—Urban League	\$1,200,000	Acquisition/rehab for home ownership.
Wegmans	\$400,000	Commercial façade improvement in Dewey/Driving Park.
HEALD	\$375,000	Access to food and trail planning.
Enterprise Community Partners	\$58,850	FIS action plans development.
HUD—Lead Grants	\$1,000,000	Expansion of scope of work for owner occupant and investor owned property rehab.
NYS HFA—Neighborhood Stabilization Program	\$900,000	Two-unit rental property rehabilitation.
NYS AHC—Joint Venture Partnership	\$300,000	Owner occupant rehab.
NYS DHCR—Joint Venture Partnership	\$300,000	Owner occupant rehab.
FHLB of New York	\$500,000	Owner occupant rehab
USDA—Friends of the Market	\$15,000	Improvements related to Railroad Bridge in Marketview Heights.
NYS Agriculture and Markets	\$25,000	Improvements related to Railroad Bridge in Marketview Heights.
USDA	\$100,000	To purchase and operate a shuttle/tram
NYS Main Street Grant – Marketview Heights	\$860,000	Business improvement grant (\$443,000-NYS & \$417,000-owner contribution)
NYS Main Street Grant – Webster Avenue	\$20,000	Business improvement grant (\$10,000-NYS & \$10,000-owner contribution)
NYS Urban Initiatives	\$67,000	Rehabilitation assistance for Straub Street
RGE Rear Lot Initiative	\$750,000	Pole replacement in rear yards of property owners to improve/upgrade utilities
NYS Sustainable Neighborhood Grant	\$495,000	Provide subsidies for the acquisition/rehabilitation and new construction of five units.
NYS Low Income Housing Tax Credits, RHA, HTF	\$18,726,330	Voter's Block Community Project - the development of 92 units in the SW FIS area.
RGE , Jefferson Avenue Upgrades	\$3,000,000	Utility Upgrades included as part of the Jefferson Avenue Revitalization project
Jefferson Avenue Revitalization	\$2,384,000	Milling and resurfacing street project with enhancements
Dewey-Driving Park Realignment	\$3,355,000	Planning and design, ROW incidentals, construction & inspections for realigning

		intersection at Dewey & Driving Park to increase safety.
Union Street Project	\$350,000	Milling and Resurfacing street project with enhancements
Dewey Avenue Street Project	\$1,305,000	Milling and Resurfacing with Enhancements
Frontier Exterior Improvements	\$8,000	Exterior improvements to be completed by Frontier in support of the Straub Street Project
NYS LIHTC and HTF	\$14,800,000	Redevelopment of Holy Rosary Church Campus and strategic infill – 60 units and community space.
Fredrick Douglas Apartments	\$5,200,000	Rehab of existing apartment building
<b>Total</b>	<b>\$56,494,180</b>	

## NEIGHBORHOOD HEALTH INDICATORS (SECONDARY DATA ANALYSIS)

### Introduction

The purpose of the FIS project is to stabilize local housing markets, increase property values, empower neighborhood stakeholders, and maximize the number of low and moderate income residents benefiting from neighborhood initiatives. Some of the expected outcomes of the program are visible physical improvements to the area through façade and streetscapes investment, leveraging of investment from private homeowners and investors, and an overall improvement to neighborhood health.

Five secondary data variables have been selected to use as measures of neighborhood health and stability. These measures will be reviewed over a multi-year period to see changes that were occurring within each of the FIS areas and the broader neighborhood (Impact area). The variables were tenure status, real estate sales data, assessment data, violent and property crime rates, and vacant buildings. At the time of this report, the real estate sales data and the assessment data cannot reasonably be linked to the FIS effort as the timing of these data sets pre-dates many of the investments in properties through the FIS program. These measures should be more useful in a future FIS evaluation is completed in 2-3 years and will be reported at that time.

Variable Name	Source Data	Description
Residential Tenure Status	City of Rochester Assessor's Office	Renter vs Owner for residential parcels only, 2008 compared to 2012
Real Estate Sales Data	City of Rochester Assessor's Office	Comparison of change in the number and median sale price for real estate sales. This measure will be included in future reports.
Assessment Data	City of Rochester Assessor's Office	Change in Assessed Values will be included in future reports.
Crime Rates	Rochester Police Department	Comparison of Property Crime and Violent Crime rates for 3 year before time period compared to 3 year after time period. Before Time Period: July 1, 2006-June 30, 2009, After Time Period: July 1, 2009-June 30, 2012.
Vacant Residential Buildings	City of Rochester Bureau of Inspection & Compliance	Comparison of Vacant Buildings (based on BIS system flag) from 2006 and 2012.

To evaluate the relative changes taking place in each area, trends were compared to what was seen citywide for the various data sets as well as in comparable block groups as defined in the neighborhood by the numbers report from the 2007 Rochester Housing Market Study. For the comparable block group selection, the analysis looked at all “transitional low,” “depreciated” and “distressed” block groups. The average FIS block group was “depreciated” according to the study, while the FIS neighborhoods included a mix of the three as well as two “transitional high” block groups. The comparison to these control areas is essential, as differences indicate whether or not the FIS program has had an effect on the trajectory of a neighborhood over the same time span. In order to attribute a positive effect to the investments of the FIS program, we would expect to see change occurring at a faster or more significant rate than the larger areas.

Analysis was completed using Microsoft Excel and the ESRI ArcGIS mapping suite of products. Within ArcGIS, the FIS investment locations were mapped and color coded according to the specific programs. Other secondary data was compiled mostly at a parcel level. Crime data change was displayed using the kernel density calculator function to show increases and decreases from before to after at a cell level on maps. The result is what looks like blobs or clouds of varying color depth that signify an increase or decrease in crime.

As with any data, there are caveats that need to be discussed. These caveats offer room for improvement for the next FIS progress report and may affect the analysis, outcomes, and even the next steps of FIS implementation.

1. Small data sets, Inadequate Samples: Certain data sets, such as the vacant structures data, had very low raw numbers for some areas. Due to these small samples, the statistics cannot be generalized to the entire area.

2. Assessed Values Methodology, Measurable Disconnect: Assessed values are calculated and assigned citywide on a four year basis. The reassessment years 2008 and 2012 were used as before and after measurements for this analysis. However, the values are mainly based off of real estate sale prices, which were compiled the year prior to the assessment being released. In the case of FIS investment in façade and other improvements, any immediate gains to assessment value may have been nullified through reassessment due to poor area sale prices. Additionally, there is a data timing issue that nullifies the value of this measure for assessing the FIS program at this time; the majority of FIS projects were occurring at the same time or after the real estate sales data was compiled it is unlikely any of the positively affected properties would have contributed to these statistics. For these reasons, as previously mentioned, assessment data will not be included in this report but will be analyzed in future years.

## **Residential Tenure**

Tenure status, or the levels of renter and owner occupied properties, is an important measure of community stability. Between 2008 and 2012, the City of Rochester saw a 10.9% increase in rental and a 6.1% decrease in owner-occupied properties. In 2012 the proportion of rental properties was 41.6% of all residential properties. Within the FIS areas, we saw a similar trend with an increase of 4.7% in rental properties and an 6.0% decrease in owner occupied properties. These numbers are not significantly different from the Citywide average, and show little evidence that the FIS program helped to increase owner occupancy or helped to decrease renter-occupied properties. The FIS proportion of rentals ended 2012 at 60.4%, much higher than the citywide statistic. Comparable block groups showed a larger increase than FIS with a 5.3% increase in renter properties, and a -5.6% decrease in owner properties. This difference constitutes preliminary evidence supporting a positive effect of FIS investment.

One major aspect to consider in tenure trends throughout this period is the influence of the recession and related economic conditions. Studies have shown correlated spikes in renter levels on the national scale connected to the mortgage crisis. Homeownership levels are at a decade low while rental levels are at a decade high, especially for young people<sup>1</sup>. While Rochester was immune to the most severe of these effects, the citywide trend seems to lie much in line with the national experience. Preliminary results are promising but it remains to be shown whether FIS efforts through increased foreclosure prevention services and acquisition/rehab/resale and owner-occupant rehab projects have had any effect on these statistics.

**Beechwood:** Beechwood FIS saw above average increases in renter occupied properties (an increase of 17, or 8.3%) and above average decreases in owner occupied properties (a decrease of 17, or -8.6%), compared to both the average for all FIS areas and all comparable block groups. However, the increase in renter occupied properties was lower than the citywide rate of 10.92%. Within the FIS area, 55% of all properties are renter occupied, a number that the City of Rochester would like to reduce.

Within the larger FIS Impact area, owner occupied properties are more highly concentrated in the northeast portion, along Bay/Culver. However, there were a significant number of properties in this area that became rental properties in the last four years, a trend that may need additional attention. Moving southwest throughout the FIS Impact area, there is a shift to a more renter occupied housing stock. There also was an increase in renter properties in this area, and a thorough plan for increasing number of rental properties should be incorporated into the next phase of FIS.

**Dewey Driving Park:** Dewey Driving Park ranked second among the four FIS areas in homeownership measures with only slight gains in the number of rental properties. In 2012 there were three additional rental properties than there were in 2008, an increase

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<sup>1</sup> <http://www.reuters.com/article/2012/04/30/us-usa-economy-housing-idUSBRE83G0T120120430>  
<http://www.census.gov/housing/hvs/files/qtr312/q312press.pdf>

of 3.5%. Over the same period there was a decline of only 3 owner occupied properties (-4.8%). This compared favorably to citywide trends which saw an increase in renter occupied properties of 10.92% and a decrease in owner occupied properties of 6.14%. Dewey Driving Park even bested the statistics for comparable block groups which came in at 5.3% and -5.6 respectively. The FIS area however, had a much higher proportion of renter properties in 2012 at 59.5% as compared to the citywide statistic of 41.6%. These figures considered only residential properties. While losing homeowners, the DDP FIS area resisted more widespread declines.

Looking at the geographical distribution of the data, there wasn't a noticeable pattern for the conversion of owner occupant properties to rentals or vice versa. The southeast portion of the FIS area saw the most positive signs with two new owner occupant properties resulting from Acquisition/Rehab/Resale projects and three other conversions uninvolved with FIS investment.

**Jefferson:** The Jefferson FIS area saw the largest increase in renter occupied properties and the largest decrease in owner occupied properties of all four FIS area. There was an increase of 11 rental properties over a four year period (10% increase) and a decrease of 11 owner properties (-14.1%). These statistics are well above the City, comparable block groups, and the FIS areas average. These figures also did not include the voters block development which will further add to the number of rental properties in any subsequent analyses.

The Jefferson FIS area also has more non-residential parcels than other areas, which is represented on the Jefferson Tenure map. Of residential properties, 64.3% are renter occupied within the FIS area, a statistic second only to Marketview Heights. There is a cluster of owner occupied properties along Reynolds St at Adams St that is targeted for future FIS investments, and this could lead to a positive effect for owner occupied properties within the area. A long-term plan mentioned in the FIS strategy document for additional clusters along Adams St, Tremont St, and Atkinson St may be worthwhile.

**Marketview Heights:** Marketview Heights FIS had the most promising tenure change statistics of all four areas. Not only did the FIS area see a reduction of 5 rental properties between 2008 and 2012 (-3.3%), but there was an increase of 7 owner occupied properties (11%). This stood in sharp contrast to the comparative block groups which showed an increase in rentals and decrease in ownership both around 5%. Much of the increase in Marketview homeownership can be attributed to three adjacent properties that were specifically targeted by the FIS program to increase owner occupancy. Two were acquisition rehab resale properties while one was new housing development. Despite positive change, Marketview Heights still posted the highest proportion of rentals of the FIS areas in 2012, with 67.6% of all parcels renter occupied.

Within the FIS area, there is a cluster of owner occupied properties along Weld St, near Union St. Newly owner occupied properties are scattered throughout the area in no clear pattern and the same is true of renter properties. Much of the FIS investment has

been focused along Union St, which is a mix of non-residential, owner occupied residential, and renter occupied residential. This may be an area that is prime for targeting new owner occupied properties due to its proximity to the Rochester Public Market.

#### Residential Tenure Status by FIS Area

Area	Renter 2008	Renter 2012	% Change	Owner 2008	Owner 2012	% Change
DDP Impact	419	460	9.79%	408	367	-10.05%
DDP FIS	85	88	3.53%	63	60	-4.76%
DDP Priority	58	59	1.72%	34	33	-2.94%
Marketview Impact	206	206	0.00%	156	158	1.28%
Marketview FIS	153	148	-3.27%	64	71	10.94%
Marketview Priority	87	83	-4.60%	39	44	12.82%
Jefferson Impact	175	198	13.14%	143	124	-13.29%
Jefferson FIS	110	121	10.00%	78	67	-14.10%
Jefferson Priority	43	50	16.28%	40	33	-17.50%
Beechwood Impact	604	653	8.11%	647	598	-7.57%
Beechwood FIS	204	221	8.33%	198	181	-8.59%
Beechwood Priority	128	136	6.25%	104	96	-7.69%
Impact Average	350	379	8.05%	338	312	-7.83%
FIS Area Average	137	145	4.71%	101	95	-5.96%
Priority Area Average	79	82	3.80%	54	52	-5.07%
Distressed	6,648	6,973	4.89%	2,304	2,165	-6.03%
Depreciated	8,638	9,132	5.72%	4,793	4,465	-6.84%
Transitional Low	5,421	5,700	5.15%	5,206	4,986	-4.23%
All Comparable Block Groups	20,707	21,805	5.30%	12,303	11,616	-5.58%
<b>Citywide</b>	<b>19,603</b>	<b>21,744</b>	<b>10.92%</b>	<b>32,575</b>	<b>30,574</b>	<b>-6.14%</b>

## Crime

Violent crime and property crime are two important measures of neighborhood health. Violent crime includes homicide, rape, robbery, and aggravated assault, while property crime includes burglary, larceny (theft), and motor vehicle theft. Citywide, violent crime decreased 9.76% between July 1, 2009- June 30, 2012 compared to July 1, 2006-June 30, 2012. Property crime, during the same comparison time periods, declined -1.27%. The past three years have recorded some of Rochester's lowest crime rates in decades. Comparable block groups around the city saw an even more dramatic decrease at -10.8% for violent crime and -1.4% for property crime.

Compared to Citywide and comparative block group numbers, the FIS areas had mixed results. Only 2 FIS geographies (Dewey Driving Park Impact and Marketview Priority Area) saw worse change over time statistics for violent crime, each making only slight gains in crime. The remaining FIS geographies had decreases in violent crime larger than the citywide and block group statistics, a difference which could be due to FIS related programs. 6 FIS geography areas showed worsening statistics for property crime, while 6 FIS areas had decreases in property crime larger than the citywide and block group figures. Overall, the base FIS areas saw an increase of 1.5% in property crime while they saw a decrease of 22.8% in violent crime.

The crime numbers show mixed signs of promise. Some FIS areas are seeing positive decreases in both types of crime while others seem to be gaining property crime specifically in the FIS area. This may be in part because some areas had specific crime reduction strategies while others did not. Another explanation may be the displacement effect of traditional law enforcement efforts. Strategic implementation of various FIS programs could be used to further decreased crime.

Moving forward, using CPTED strategies (Crime Prevention Through Environmental Design) may be beneficial in creating lasting crime reductions while also making physical improvements. Some of these improvements could be new front and rear doors with better security features, additional street level lighting for pedestrians, which can increase safety and also create a better walking environment, and additional front porches to create more eyes on the street and resident surveillance<sup>2</sup>.

**Beechwood:** While Beechwood has had some significant decreases in violent crime throughout the FIS process, the neighborhood has struggled with property crime. The Beechwood FIS area saw a -27.69% reduction in violent crime, compared to a citywide decline of -9.76% and an FIS Area overall average reduction of -22.8%. However, property crime increased in the Beechwood FIS area by 10.6%, compared to a citywide decrease of -1.27% and a comparable block group decrease of 1.4%.

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<sup>2</sup> Klasses, Mike. "Want to save money on cops? Build more front porches." *TheCityCaucus.com* 28 August 2009.

Geographically, the entire corridor along Webster Avenue within the FIS area saw reductions in violent crime. Compared to the rest of the City, these decreases were above average. Along this corridor there was significant FIS investment in the ESRP program and many lots already identified for future projects. While unable to make a conclusive determination, the FIS program appears to be improving the pace of violent crime reductions along Webster Avenue.

Property crime continues to be an issue within Beechwood. While certain sections of the neighborhood along Hazelwood and more southern sections of Webster Avenue did see declines in property crime, other areas saw large increases, including the northern sections of Webster Avenue, and the Rosewood/Hazelwood/Melville/Parsells/Greeley area. Stakeholders from the Beechwood FIS area, believe that the increase in crime is partially due to a higher level of resident engagement resulting in increased reporting of crime. The next phase of the FIS program may want to suggest specific crime prevention and reduction tactics and strategies within the Beechwood FIS area. Environmental strategies have been effective throughout the country in reducing property crime such as burglaries and larcenies, and often times are easily implementable and low-cost. Further research should be looked at for Beechwood.

**Dewey Driving Park:** Dewey Driving Park saw the largest decreases of the four FIS areas in both violent and property crime between the two time spans. The FIS saw a decrease from 41.1 to 30.0 crimes per thousand people, or a decrease of 27.1%. Similarly, it saw a decrease of 167.8 to 150.7 crimes per thousand people, or a decrease of 10.2%. These compared favorably to citywide statistics which saw less dramatic decreases of 9.8% and 1.3% respectively. The same was true of comparative block groups.

Looking at the geographical distribution, there is a significant decrease in property crime density throughout the Impact area with a node of high decrease centered in the FIS area. There were also very few nodes of density increases throughout the impact area. Violent crime had a similar high decrease of density centered in the FIS priority area, but had less of an area wide trend. Unlike property crime, there were major increases in violent crime density to the north and east of the FIS area within the impact area. An RPD area officer who offered input believed the latter was due, in part, to fights breaking out at the Kislingsbury and Dewey recreation center basketball courts.

The overall promising crime trends in this FIS area may be correlated to increased Police presence. In the Dewey Driving Park FIS Area, the FIS Stakeholder Team has strongly advocated for an increased police presence to address prostitution and drug issues. This advocacy has resulted in increased details and a heightened focus on problem properties by RPD. The same officer that was mentioned previously noted the value of having the NSC office located in the area, and the success of the good neighbor program and “Superboards” pilot program which, in conjunction with targeted demolition, has cut down on areas where potential criminals congregate. Further study would be required to confirm the direct impact of these programs.

**Jefferson:** Similar to the Beechwood FIS area, the Jefferson FIS area had significant decreases in violent crime while struggling with increases in property crime. The FIS area had a reduction in violent crime of -21.6%, but had an increase in property crime of 10.6%. Violent crime reductions outpaced the city and comparable block group statistics, while the Jefferson property crime increase did not lie in line with a declining trend citywide.

Violent crime reductions in the area were centered around the Clifton and Reynolds area. This section of the FIS area saw moderately high decreases in violent crime. This area had high FIS investment, including many ESRP and demo properties, and has many future projects already in the works. Only the very southwestern section of the FIS area (Jefferson & Adams, Jefferson & Tremont) saw moderate increases in violent crime, which the police mentioned at the stakeholder meeting was due to increased drug sales. There was a series of FIS investment in this area (4 out of 5 properties along the Western side of Jefferson), and this area should be monitored for additional problems in the future. The area just west of the FIS area saw moderately high increases in violent crime, which may be a displacement effect from the FIS area.

Property crime increased moderately around the Clifton/Prospect/Atkinson/Adams St area. This is a highly residential area, and may benefit from FIS investment specifically targeting the specific Method of Entry of residential burglaries and car break-ins. This specific area has had very little FIS investment up until this point and is not slated for any future projects at this time. It may be ripe for investment in the next phase of the FIS project.

One additional continuing issue is the Troup Street Park, where criminals have adapted to the police camera presence. This park may benefit from a long-term FIS investment strategy to tackle ongoing problems.

**Marketview Heights:** Similar to the Dewey Driving Park FIS area, the Marketview Heights FIS area saw above average decreases in violent crime and property crime. Violent crime decreased 14.55% and property crime decreased 8.8%. These changes well outpaced comparable block groups throughout the city, showing preliminary evidence of the positive effect of the FIS program.

Violent crime saw moderately high decreases throughout the FIS area, and especially in the Impact area. The area around Kenilworth/Weld/Union Street saw significant decreases in violent crime. This area had significant FIS investment, including many ESRP properties and 2 new construction housing units. Additionally, this area is slated to have future projects in the next phase. There was a slight increase in violent crime in the area around Ontario St/Scio Street. This area did not have any FIS investment and may want to be considered for projects in the next phase.

While the FIS area saw overall decreases in property crime, a large increase in property crime occurred in the area around E Main Street and Union St. This is the site of a new Fastrac gas station on a previously vacant lot, and larcenies account for almost all the

crimes. With the removal of this site, the Marketview Heights FIS area would have seen even more dramatic decreases in property crime. The Fastrac location is something that should continue to be monitored and possibly be targeted for crime prevention strategies. Large property crime decreases were seen throughout other areas of the FIS area, including the Weld St/Union St area and the 860-960 block of East Main St (between Prince St and the railroad tracks).

During Stakeholder meetings, residents of the neighborhood mentioned that they believe residents have been more active and proud of their neighborhood since the FIS program began. They have reported that they have been calling the police more often when problems are seen, and now feel safe sitting on their front porches, which they didn't feel safe doing in 2007. Overall, since FIS began, there has been an overall shift in the perception and safety in the neighborhood according to the Stakeholder team members.

With such positive indicators for crime change, further study should be taken to investigate and replicate crime efforts undertaken in the Marketview area.

#### Crime by FIS Area

Area	VIOLENT BEFORE Per 1000	VIOLENT AFTER Per 1000	Violent % Change	PROPERTY BEFORE Per 1000	PROPERTY AFTER Per 1000	Property % Change	Population
Marketview Impact	63.5	43.6	-31.25%	262.9	229.5	-12.72%	1,765
Marketview FIS	56.7	48.5	-14.55%	269.1	245.4	-8.81%	970
Marketview Priority	54.9	56.8	3.45%	268.9	265.2	-1.41%	528
DDP Impact	30.6	31.0	1.44%	137.7	112.9	-18.05%	4,545
DDP FIS	41.1	30.0	-27.08%	167.8	150.7	-10.20%	1,168
DDP Priority	64.6	49.4	-23.53%	294.7	266.2	-9.68%	526
Jefferson Impact	48.6	37.7	-22.55%	127.3	132.0	3.75%	2,098
Jefferson FIS	73.8	57.9	-21.57%	159.2	205.5	29.09%	691
Jefferson Priority	123.2	90.0	-26.92%	208.5	227.5	9.09%	211
Beechwood Impact	49.3	39.0	-20.88%	183.1	200.2	9.32%	3,691
Beechwood FIS	98.3	71.1	-27.69%	328.3	363.1	10.60%	661
Beechwood Priority	111.5	78.1	-30.00%	360.6	360.6	0.00%	269
Impact Overall	44.2	36.4	-17.57%	168.0	159.8	-4.87%	12,099
FIS Overall	62.8	48.4	-22.83%	224.6	228.1	1.53%	3,490
Priority Overall	77.6	62.6	-19.33%	285.5	277.1	-2.97%	1,534
Distressed	68.4	63.3	-7.43%	231.3	219.7	-5.03%	25,200
Depreciated	49.3	45.3	-8.25%	189.9	189.3	-0.33%	45,170
Transitional Low	34.8	28.1	-19.15%	167.8	168.6	0.43%	38,550
All Comparable Block Groups	48.6	43.4	-10.75%	191.7	189.0	-1.40%	108,920
<b>Citywide</b>	<b>32</b>	<b>29</b>	<b>-9.76%</b>	<b>162</b>	<b>160</b>	<b>-1.27%</b>	<b>210,855</b>

## **Vacant Residential Structures**

An analysis of the number and location of vacant properties and structures is another valuable piece to assess the health of a neighborhood and the FIS program. Vacancy has been a persistent problem in many of the city's distressed neighborhoods and was identified at the outset of the FIS program as an issue to address through FIS initiatives through a targeted demolition program, an acquisition/rehab/resale program, and other activities. This analysis looked at the change in the number of vacant residential structures, and looked at the relative number of vacant parcels and city owned parcels in 2012. It should be noted that because many of the FIS geographies had small numbers of vacant parcels, and that the percentage change values can be deceptively large. These numbers should be considered in the context of the size of the area and the number of properties involved.

While analyzing relatively small numbers of properties, the vacant structures data looks positive for the FIS areas. Citywide trends showed a 5.8% increase in the number of total vacant residential structures, while the FIS combined Impact area number was similar at +6%. However the smaller combined FIS areas where programs were focused lost 11 vacant structures, a decrease of 7.7%, while the priority areas decreased 3.2% overall. These positive figures also matched up well with comparable block groups with gained 1.8% over the same period.

Many vacants in the FIS areas are accounted for in the long term plans for the area. The majority of these are City owned parcels that are being held for future development purposes but do not have a designated plan yet. Others are privately owned properties that have been identified as blight, but are still in the process of being addressed due to issues of languishing foreclosure processes and ownership issues.

**Beechwood:** The Beechwood FIS area saw the most worrying signals of the FIS areas with an increase of 4 vacant structures, or a jump of 25%. The larger impact area fared even worse jumping 52% from 50 to 76 structures. The priority area on the other hand held steady with no change. The growth in vacant well exceeded that of citywide and comparable block groups. The City of Rochester however owns a combined 76 lots in the impact area that are either vacant or have a vacant structure, so many of these parcels are accounted for in future planning and demolition. Looking at the geographic distribution of vacants, there seemed to be a higher concentration of vacant structures North of Webster Avenue in the impact area. Only two in this area are City owned. These poor figures in comparison to other FIS areas are most likely due to the fact that no demolitions had been conducted in the FIS area at the time of the data used for this report. Future implementation plans should include conducting targeted demolition and rehab of vacants with special focus for the area North of Webster Ave. It should also investigate the cause of the recent spike in vacant structures that exceeds even citywide trends.

**Dewey Driving Park:** Dewey Driving Park ranked second among the FIS areas in the reduction of vacant structures. The Impact areas saw an overall decrease in the number of residential vacant structures over this period at -5.6%, but the FIS and priority areas

saw less positive figures (+0%, and +25% respectively). Similar statistics were found when all vacant structures were taken into account. Again, small data sets caused small changes of one property to result in misleadingly large percentage change values and should not be taken out of context. There was no apparent clustering or pattern in the geographic distribution of the data. Compared to citywide and comparable block group trends, the Dewey Driving Park FIS area is doing quite well. This success is most likely the result of the FIS demolition and rehab resale programs that target vacant structures; especially residential ones.

**Jefferson:** The Jefferson FIS area was another that saw positive signs for vacancy statistics. Within the FIS area there was an 8.7% decline in residential vacant structures (going from 33 to 32 properties). The impact area showed similar statistics with a drop of 15.4%. These figures are promising, as comparable block groups around the city saw an overall increase in vacants of 1.8%. The priority area did not fare as well gaining two vacant structures and showing an increase of 40%. It should be noted that this resulted from a difference of only a few parcels and should not be taken out of context. Jefferson however, conducted the most demolitions of the FIS areas and it remains to be seen why it showed less statistical success than other areas. There was no apparent pattern of vacant structures seen in the geographic distribution.

**Marketview Heights:** Marketview Heights performed the best of the FIS areas for this measurable with decreases of 8 residential vacants (-26.7%). The priority area and impact areas also posted large declines. These could be positive signs for an area that outperformed city averages and comparable block groups through a recession that disproportionately affected lower income residents like those native to Marketview.

Looking at the map of vacancy, there is a significant cluster of vacant land in the north of the FIS area along Davis Street that is all owned by the City of Rochester. This land is being held for future development in conjunction with a forthcoming Urban Renewal District Plan. An additional cluster of vacant structures exist along Woodward with the majority of them owned by the city as well. Plans for these parcels will be essential moving forward with FIS implementation.

### Vacant Residential Structures and Lots by FIS Area

Area	Vacant Structures 2006	Vacant Structures 2012	% Change	Vacant Lots 2012	City Owned Vacant Lots & Structures
DDP Impact	54	51	-5.56%	21	21
DDP FIS	9	9	0.00%	3	6
DDP Priority	4	5	25.00%	2	3
Marketview Impact	41	35	-14.63%	134	126
Marketview FIS	30	22	-26.67%	90	72
Marketview Priority	11	7	-36.36%	27	18
Jefferson Impact	39	33	-15.38%	83	123
Jefferson FIS	23	21	-8.70%	47	35
Jefferson Priority	5	7	40.00%	33	20
Beechwood Impact	50	76	52.00%	73	76
Beechwood FIS	16	20	25.00%	25	18
Beechwood Priority	11	11	0.00%	20	14
Impact Average	184	195	5.98%	78	87
FIS Area Average	78	72	-7.69%	41	33
Priority Area Average	31	30	-3.23%	21	14
Distressed	889	806	-9.34%	1657	1172
Depreciated	986	1017	3.14%	1433	865
Transitional Low	318	410	28.93%	508	159
ALL Comparable Block Groups	2193	2233	1.82%	3598	2196
<b>Citywide</b>	<b>2611</b>	<b>2764</b>	<b>5.86%</b>	<b>4954</b>	<b>3068</b>

### Data Conclusion:

Taken together, these secondary data measures seem to suggest that the FIS neighborhoods are seeing signs of improvement in their overall health, with initial indicators linking FIS investment to this change. This is seen in comparison to citywide and comparable block group statistics which act as a control. Reductions in violent crime have been the most positive trend within the FIS areas, along with a promising decline in the number of vacant structures in many of the FIS and the Priority areas. Some other indicators such as tenure status, real estate sales values, and assessed values have seen less improvement due to lags in the measuring techniques but still at least outperform widespread declines in many areas. Real estate sales and assessed values are expected to catch up and improve this picture as properties involved in the program sell. This however, may not be seen for another 1-2 assessment cycles (4-8 years).

While some FIS programs create and invest in owner occupied homes, some areas are still seeing increased transition to rental-properties. Additionally several FIS areas saw increases in

property crime rates that were not seen in comparable block groups. Further implementation should address these trends with more intensive programs designed to ensure responsible property management, increase homeownership, and address increased property crime.

Even with some positive indications and trends, these measurements of neighborhood health demonstrate some of the substantial challenges and distressed nature of the FIS areas. Even with some positive indications and trends, these measurements of neighborhood health also demonstrate some of the substantial challenges and the distressed nature of the FIS areas. Despite investment, the FIS areas combined median sale price in 2012 was \$46,125. This is \$22,775 less, or 69% of the citywide median of \$66,900. The same was true for assessment values, which ended 2012 at a median of \$44,000, 75% of the citywide statistic of \$58,000. Crime is also noteworthy with violent crime rates in FIS areas 67% higher than citywide at 48.4 crimes per 1000 people as compared to a rate of 32 per 1000. Property crime rates were 43% higher in FIS areas at 228.1 as compared to the citywide statistic of 160. The tenure data show an 18.8% higher renter rate in FIS areas with 60.4% renter as compared to 41.6% renter citywide. This translated to a 39.6% homeownership rate, 18.8% lower than the 58.4% statistic citywide.. 8.69% of FIS area residential structures are vacant, as compared to 5.25% of citywide residential structures.

As the FIS program continues to implement initiatives, the City of Rochester expects to see more evidence of the positive effects within the FIS areas and the surrounding neighborhoods in a subsequent analysis. The hope is that through increased property ownership and visual enhancement efforts, residents will feel a greater sense of pride in their community and foster relationships that continue to improve conditions in the neighborhoods.

## **STAKEHOLDER TEAM COMMENTS**

For this report, in each of the FIS Areas, Stakeholder Team members were asked for their input about what they see as the success to date, continued challenges and desired next steps for the FIS in each of their respective areas. A summary of Stakeholder Team comments for each of the FIS Areas follows:

### **Dewey Driving Park**

#### **Successes to Date:**

- Residents of Broezel Street expressed that their street looks “fabulous” due to the concentrated number of homes that have been improved on their street through the ESRP Residential Rehab program. Other stakeholder expressed that Broezel has maintained itself and gone up.
- Visible physical change is very evident and positive on Broezel, Straub and Driving Park. Selye Terrace is lifting back up.
- Residents of Selye Terrace expressed that the overall attitude in the neighborhood is “coming up.” As a particular sign of this, residents noted that there are more houses decorated for the holidays than in years prior.
- A Selye Terrace resident expressed that she feels safer walking in the neighborhood than before FIS.
- The acquisition/rehab/resale projects on Selye look “marvelous” and the new homeowners are nice neighbors. Both houses “never looked so nice.”
- The crosswalks implemented through the Milling and Resurfacing project make the neighborhood a safer place to walk especially for children. Streetscape improvements such as bike racks, bike lanes were also seen as a success.
- The commercial façade grants were a success.
- The fact that more City attention is on the area has elevated it as a priority for RPD.
- Pop-up concerts funded through the mini grant program were seen as a success.

#### **Continued Challenges:**

- The business district is still a challenge with significant vacancies and a lack of a mix of services that would attract residents to walk to the area to shop/recreate.
- Initiatives to enhance the heart of the FIS, including the Dewey Avenue business district, including the public realm, have been seen as being held hostage for the planned Dewey Avenue Realignment project for which the funding is now uncertain.
- The area still has an image issue. Drug sales and prostitution continue to negatively affect the image.
- Public Safety is still a challenge but we are moving in the right direction with creating a Public Safety plan for Dewey Driving Park.
- Neighborhood involvement and neighbors taking responsibility for their neighborhood and stepping up to solve issues and advocate for the area themselves is still a challenge.

- The Price Rite and Family Dollar corner still needs to be beautified/softened.
- Litter is still a challenge.
- Street lights could be brighter on Selye.
- Staffing changes/losses – losing the NBD Business Development staff to the area, losing staff at the community level.
- Seems as if City Departments still have some challenges with “cross-pollinating.”
- A challenge with mini grant implementation was that neighborhood-based organizations had to front the money and get reimbursed.

#### **Desired Next Steps:**

- Focus on developing the business corridor.
- Building social capital and increasing resident involvement and clarifying what commitment we are asking for.
- Focus on Public Safety, particularly on Lexington and Driving Park.
- Emphasize making the area more bicycle and pedestrian friendly. The intersection at Dewey and Driving Park makes this a challenge.
- Focus on maintaining the homes that have been invested in.
- Look at ways to “play up” architectural gems perhaps by engaging the preservation community.
- Developing a strategy of holding landlords more responsible for the condition of their properties and for tenants.
- Developing a procedural manual for Stakeholders outlining the FIS process and the roles of various agencies, developers and committees.

#### **Beechwood FIS Area**

Northeast Area Development (NEAD) distributed a community survey from their Freedom Market located at 361 Webster Avenue. The survey ran from December 20, 2012 – January 20, 2013, with 125 total surveys completed. A summary of the survey responses follows:

Overall, FIS appears to be a visible program within the community with 82% of the respondents reporting that the neighborhood is looking better. When asked what challenges the neighborhood faces, 74% responded to say that jobs and youth employment was the most important. For “next steps,” 75% responded that we should work on employment.

#### **Successes to Date:**

- Property/houses/street looks/is looking better/great/nice) - 103 responses
- Community owned store – 117 responses

#### **Continued Challenges:**

- Jobs/youth employment -93
- Schools/parent involvement-74
- Engaging renters/youth -69

- Public safety-33

#### **Desired Next Steps:**

- More grants – 43
- Work with school – 55
- Jobs – 94
- Address crime/drugs – 38
- “Work with” people/kids/renters/parents – 67
- “Continue” on other streets/neighborhoods – 74

#### **Marketview Heights FIS Area**

The Community Action Project (“CAP”) committee has surveyed residents in the FIS area regarding the impact of the Marketview Heights FIS program on their quality of life and neighborhood. Overall, the FIS program appears to be a positive visible force within the community. The physical improvements have made a great difference in how residents feel about their neighborhood, yet there is acknowledgement that work must continue in order to support the positive changes. Most often cited as continuing challenges were drug use and loitering, although improvement has been noted in the lower incidence of crime. Employment opportunities and youth programming was also noted as very important.

#### **Successes to Date:**

- Fast Trac Market
- Delta Sonic improvements
- New residential construction
- Trinidad Street parking improvements
- Revitalization of Union Street
- Murals painted on walls
- New attractive parking lot to serve the Public Market
- Rehabilitation of existing structures
- RR trestle completion
- Less crime
- No more loitering at Scio Street Store
- Demolition of vacant structures and the upgrade of lighting in alleys
- Community gardens
- “I feel safer in my home. I like the new look of the neighborhood.”

#### **Continued Challenges:**

- Need for employment opportunities
- Need for youth programs
- Drug houses, drug use and loitering
- Bringing small businesses into Marketview Heights FIS

- Vacant Lots

#### **Desired Next Steps:**

- More outreach to residents
- More direct information to all residents
- Marketing the neighborhood to prospective homeowners and businesses
- Have realtors step up outreach to first time home buyers to inform them of new homes and rehabilitation potential of existing homes in the Marketview Heights FIS
- Expand rehabilitation opportunities to more homeowners
- Send the message to young people that Marketview is cool and inexpensive
- Collaborate with Rochester General to offer incentives to employees to move into Marketview Heights FIS
- Expand the FIS area
- Expand FIS program to more landowners
- Image improvement to attract new homeowners and businesses
- Address poor image of corner stores
- Inventory and document (photograph) all remaining vacant houses
- Educate private landlords as to management of properties and desirable renters
- Improve upkeep of rental properties
- Get renters involved in the neighborhood community

#### **Jefferson FIS Area**

#### **Successes to Date:**

- Voters Block Community Project
- Jefferson Avenue Streetscape (II)
- Visible change seen through housing rehabilitation funded through residential repair programs. (III)
- Uplifting of pride
- Demolition of dilapidated structures (III)
- Internet information about FIS
- Portable Police Camera at Troup Street Park
- Have seen an increase in civic engagement including:  
Adams Street Block Club increase  
COTS increase of volunteers  
FIS meeting increase  
Community organizing awareness increasing
- Speed Bumps on Troup Street
- Neighbors are talking about the improvements they see
- Increased use of public areas – Troup Street Park

**Continued Challenges:**

- Need for bicycle lanes
- Speeding on W. Main Street (II)
- Vehicles appear to have right-of-way rather than pedestrians
- Anthony Square needs more lighting
- Lack of authoritative presence / strong property management for large rental properties
- Increasing lighting / motion lights
- Shrub cutting – Alleys (Lapey Place and Hall Alley) and vacant lots (II)
- Community Organizing / communication
- Vacant corner lots
- Irresponsible property owners
- Irresponsible tenants
- Criminal Activity – Including alleyways (Drugs, Violence, Prostitution) (III)
- Poverty
- Lack of neighborhood outreach to promote entrepreneurship
- Unemployment
- Not enough Patrolling W. Main Street
- Debris on streets and lots
- Hamm Memorial Site – How to achieve the vision?

**Desired Next Steps:**

- Newsletters highlighting successes
- Security Patrolling area and assisting RPD
- More outreach
- Extend the Jefferson FIS area to include Tremont Street as part of the blue FIS area

## FIS CHALLENGES

The Focused Investment Strategy initiative faces a number of challenges, some of which were aspects of the rationale for undertaking the endeavor and others which have emerged since its launch. The following describes the challenges impacting efforts to meet the FIS goals.

### 1) Distressed Nature of Selected FIS Neighborhoods

Rochester's FIS, modeled somewhat on the Richmond, Virginia "Neighborhood In Bloom" effort, differed by proposing to commit resources to four areas rather than one as Richmond did. Splitting resources among four areas is an ambitious way to demonstrate concentration of efforts to result in tangible neighborhood improvements.

The four areas selected were generally less stable than the "Transitional High or Transitional Low" areas, as identified in the 2006 City-Wide Rochester Housing Market Study, initially envisioned for this initiative. The six neighborhood types include:

**Exceptional** – Neighborhoods that are the most competitive, locally and regionally, in all indicators.

**Stable** – Attractive neighborhoods with strong housing stock.

**Transitional High** – Neighborhoods generally experiencing the first signs of decline or, alternately, improved conditions.

**Transitional Low** – Neighborhoods experiencing more turbulence in the housing market, often with higher vacancies.

**Depreciated** – Neighborhoods that have experienced decline among multiple indicators for some time.

**Distressed** – Neighborhoods that represent the most entrenched of social, economic and physical issues.

The FIS area selection process considered many factors and the designated areas were each chosen with thorough review. However, the areas selected did not really fit the proposed model to target transitional neighborhoods.

### FIS areas and related neighborhood type characteristics:

**Beechwood** – FIS priority area is Distressed, with program area a combination of Distressed and Depreciated and Impact area including Transitional Low and Transitional High areas

**Dewey-Driving Park** – FIS area is primarily Depreciated with small areas of Transitional Low and Transitional High near edges, Impact area is similar.

**Marketview Heights** – FIS area, including the Impact area, is a combination of Depreciated and Distressed.

**Jefferson Avenue** – All of FIS area, including Impact area, is Depreciated.

As discussed at the time of selection of these four neighborhoods, while the initial timeline proposed was to realize the goals of FIS in three to five years, because of the distressed nature of the neighborhoods selected the desired outcomes are likely to take longer to be realized. The experience to date has demonstrated that it will be more time consuming to achieve the desired results, slower to build momentum, and more costly than if the areas were less distressed or depreciated. It is not clear that improving an area from “distressed” to “depreciated” or from “depreciated” to “transitional low” will be seen as a FIS success, and to strive to improve the areas by more than one classification is a much larger endeavor.

## **2) Public Safety**

Perception of how safe an area is affects the way people feel about the area and contributes to residential transience, neighborhood stability and property values. Public safety concerns may impede property owners from choosing to invest in their properties. Safety concerns also impact community use of the area streets and amenities.

Despite the positive trends revealed in the secondary data analysis of this report, public safety continues to be identified by stakeholder groups as one of the biggest challenges to improving the FIS areas. Key issues identified include: prostitution, drug activity in residential or public areas, loitering – often near corner stores, aggressive dogs, and large rental communities with residents who may not positively interact with the nearby neighbors. The Rochester Police Department has not had capacity to provide for a consistently enhanced presence in the FIS areas. It is also critical for residents to be responsible to participate in activities that increase safety in FIS areas. However, often residents do not want to actively participate in public safety strategies, or are concerned that they will not be supported by their neighbors and may even become targeted for retaliation if they work with police by reporting criminal activity.

Going forward the FIS will continue to grapple with:

- Understanding and impacting perceptions of safety in light of the positive story crime data tells.
- Continuing to address the public safety issues that do exist. This includes determining if it is possible to identify individual or unified FIS public safety approaches with enhanced participation from the RPD. Working with RPD to determine how FIS can be factored into RPD’s regimented approach to deploying resources.

## **3) Problem Properties**

Another challenge to FIS is addressing issues with individual properties including vacancy, poor condition, and detrimental activities. Combined, these issues can significantly limit the ability

for FIS to be effective in achieving concentrated improved property appearance and enhanced curb appeal.

The following contribute to these issues in the FIS areas:

- **Mortgage foreclosure** – The mortgage foreclosure process is lengthy, complex and expensive, which affects where and how often it may be completed. Mortgage lenders do not make loans with the goal of taking control of the mortgaged properties, and the recent mortgage crisis and subsequent changes to federal and state regulations have further challenged lenders and/or loan servicers to effectively manage this process. It can be difficult to research and locate the appropriate entity to discuss or negotiate issues related to problem properties. At the FIS level this may mean that a vacant property in foreclosure may remain vacant and in limbo for an unpredictable length of time. These vacant properties detract from significant improvements to nearby properties.
- **Property tax default/liens** – A high incidence of property tax default has been an issue in the FIS areas. Tax default is often an indication of disinvestment and, in some cases abandonment, on the part of the owner. The existence of tax liens may affect how easily properties may be sold, should that become a necessary option.

The process of selling tax liens to ATFS may have further challenged the City's ability to influence properties through FIS, particularly in the early years of that agreement. Local property owners, including owner-occupants, seem not to understand the process by which they need to work with American Tax Funding Services (ATFS), the tax lien holder to pay off the past years' tax bills. In addition, the sale of property tax liens limited the City's opportunity to pursue tax foreclosure as a means of controlling the disposition of problem properties.

It is also apparent that some owners are strategic in avoiding paying taxes. For some investor-owned properties, there seem to be situations where the property title is transferred, or flipped, to another LLC so that it is not a simple matter to determine what entity should be paying the property tax bill. When part of a portfolio of properties, some owners delay property tax payments (creating larger property tax bills) to offset revenue and document a lower net income which, coupled with an aggressive depreciation schedule, could result in little to no federal tax liability. Other landlords, who may not be as sophisticated, can face situations where vacancies and property damage by tenants can create negative cash flow and limit ability to maintain the property and pay related bills.

A study of the ATFS lien sale is currently underway. The results of this study should provide recommendations that will assist the FIS along with other efforts to stabilize and revitalize neighborhoods.

- **Owners who are not locally based** -- Out of town investor-owned properties often seem poorly maintained and/or managed, with little concern for the negative impact their property has on the surrounding neighborhood. Properties purchased during the real estate bubble may be mortgaged higher than current value, which can discourage an owner to upgrade or maintain properties to FIS standards. How the properties are managed also impacts the FIS neighborhoods, and the presence of a locally- based property manager may not guarantee improved property conditions or tenant behavior. There are instances when the property manager is perceived to be a buffer from, rather than a partner with, the Neighborhood Service Center staff and neighborhood organizations.
- **Large and Poorly Maintained/Managed Residential Structures** – Each FIS area includes a number of larger vacant or underutilized residential structures with 5-10 units, a number of which are in need of substantial rehabilitation. These structures do not fit into the standard City assistance programs – they are larger than the standard 1-4 unit structure that may be addressed through existing programs. They are also too small to compete as a stand-alone project for state or federal rental assistance funding, where economy of scale begins at a minimum of 25-30 units. As a result, these properties are to be treated as individual “special projects” that could include a private owner or attracting a development partner with financial resources to work with the City to redevelop the properties. Finding a manageable funding mix may be time consuming if the buildings may not qualify for historic tax credits or other less competitive funding.

#### **4) Vacant and Underutilized Commercial Properties**

The experience with the program offered to commercial properties in the FIS areas reveals that property owners express a reluctance to participate in a program that requires investment. Rather, they express an interest in selling their properties. Availability of sufficient parking may be impacting sustainability or marketability of commercial properties in the FIS areas. One of the more common experiences is vacant commercial property that is controlled by a not-for-profit or tax exempt entity. Current City policy prohibits providing assistance to these types of entities, as improvements would not result in an increase in the tax base. Often, tax exempt entities have a vision for the properties they control, yet lack the financial resources to achieve the vision. It may be necessary for the City to consider modifying its position on providing assistance in designated areas, such as for FIS. To be more successful in commercial development efforts, it also may be necessary to study what type of commercial activities would seem to be viable in the FIS areas while considering that there is a challenge for businesses to survive in lower income areas where residents are experiencing difficulty in keeping up with basic living expenses.

## **5) High Rehabilitation Costs**

Design standards were developed for FIS rehabilitation programs with the idea that a uniformly appealing look and feel could be achieved by moderate investment that would enhance architectural details and cause structures to visually “pop.” It was also anticipated that this approach could result in raising property values nearby, as the program was offered strategically to owners in small areas within each FIS. Initially the programs seemed to be considered with great caution by property owners who were surprised to learn that the City would provide funding assistance based on their property’s location. Once several projects were underway in each area, the participation level increased.

In Phase I of the FIS rehab programs an established project budget was followed and the lesson was that the outcome of those projects did not always result in properties that “pop.” Tours of the areas revealed that when Phase I projects kept to the budget it was the items not addressed that caught attention, taking away from the improvements to the property. As the programs progressed, the approach was modified to include all needed exterior improvements often a much costlier approach resulting in fewer properties receiving assistance. The reality is that the FIS areas need more than a superficial touch up to become noticeably more attractive or attention getting. Properties enrolled in the program are often those where maintenance has been deferred due to limited financial resources or possibly a concern that added investment would not result in proportionate increases in property value due to location or general neighborhood conditions.

While grappling with a reality of bigger investment needed to impact property and neighborhood conditions, the City of Rochester’s annual CDBG allocation has been reduced yearly. Program momentum is building at the same time that resources are reduced. Additionally, there is a finite group of approved contractors that have been authorized by the City to participate in rehabilitation programs, and the same group also works on other City programs including Home Rochester, EARP and the Lead Hazard Control Program.

## **6) Lack of Up and Running Community Building Activities**

An unsuccessful RFP process to select a consultant to provide services to develop neighborhood self governance capacity leaves these areas without a means to provide those services to FIS residents beyond what is generally available from neighborhood groups active in the areas. This is a crucial component to the goal of having neighborhoods whose residents are able to work together to establish and maintain a sense of community. The existing neighborhood associations, while good partners in FIS, do not currently provide these types of supports to the level necessary and may not be positioned to work with residents in this way.

## **7) Difficulty Managing Many Competing Priorities**

Is FIS losing focus as a priority or unable to be implemented as necessary due to competing priorities? Given the growing fiscal challenges the City has faced in the years since FIS was

launched, can this initiative be maintained as one of the highest priorities? The last few years have seen the City continue to manage with fewer resources and staff while working to continue to provide a consistent level of services – doing more with less. Can FIS be successful in this situation?

Many of the issues affecting and impacting FIS areas are outside the purview of NBD and full interdepartmental coordination continues to be a challenge for FIS to be successful. Has FIS been designated a priority for other departments, such as DES, RPD and DRYS, to the point where they have staff assigned to integrate FIS goals into their staffing and resource planning? Does the City have more high priority items than it can reasonably achieve? Staff from other departments has been cooperative with NBD FIS staff when coordinating on their projects located in an FIS area. However, it does not seem as if other staff is charged with achieving FIS goals similarly to NBD's level of responsibility. As a result, momentum is not building with FIS as a factor in all City resources, or as the basis for funding applications by other departments to achieve FIS goals. FIS funding is assigned to NBD and NBD contributes to or funds projects or programs administered by other departments, which makes sense, but is a different dynamic for operational purposes.

## **8) Staff Capacity**

The FIS was designed with staff teams for each of the areas comprised of: Housing Development and Programs; Business Development; Real Estate Development; Neighborhood Initiatives and Neighborhood Service Center staff that would work together, along with assistance from other City departments, to achieve its goals. Since the beginning of FIS, the Neighborhood Initiatives staff positions were eliminated and each of the other work groups has lost staff positions through the last few difficult fiscal years. NBD staff has absorbed the workload of their former colleagues while taking on additional assignments as needed, further stretching staff capacity.

In addition to the overall reduction in staff resources, the following have stretched staff capacity:

- The designated Team Leaders, in the Division of Housing, are challenged with being able to design and implement community engagement and capacity building initiatives along with other identified FIS goals, in areas where a strong neighborhood association or service provider may not be active.
- Designing and implementing rehabilitation programs for FIS has taken substantially more staff, time and financial resources than anticipated.
- Federal Funding sources have opportunities and limitations that affect program implementation and some of the related regulations cause a need for more than one funding source to provide the level of investment needed for some properties. The City continues to receive additional guidance and feedback from HUD relative to federal

funding requirements for eligible activities. Policy and procedural updates take time to digest and factor into activities.

- While necessary to enhance the City's financial systems, the implementation of the MUNIS financial system in July 2011 impacted all programs, projects and staff through a number of stages, including initial financial processing blackout periods, inaccurate fund/account set-up and processing glitches. Staff needed to work through many unanticipated delays related to preparing and executing project and/or program agreements and related payment for everything, including FIS activities.

## **9) Lack of Communications and/or Marketing Strategy**

FIS is a significant initiative with many facets. However, it lacks a cohesive communication strategy that addresses activities, achievements, and challenges. The initiative may lend itself to branding, however formally naming the areas with signage that reads "FIS Area" could send an unintended message of "Look, here is an area that needs a lot of funding and attention to be like other stronger neighborhoods." This creates a problem as to how to build awareness and perception of the benefits of the FIS initiative internally in the administration and externally in the wider community.

## NEXT STEPS/RECOMMENDATIONS

The FIS has had many accomplishments and its impact is beginning to be visible. As FIS moves forward, the following need to be considered for the initiative overall:

- **Emphasizing the City commitment to FIS as a continued priority.** As discussed at the time of selection of these four neighborhoods, while the initial timeline proposed was to realize the goals of FIS in three to five years, because of the distressed nature of the neighborhoods selected, the desired outcomes are likely to take longer to be realized. With the recognition that achieving the desired outcomes of FIS will take at least five years, the City voicing the initiative as a continued priority would help in future program planning and implementation. It would be helpful to encourage each department (particularly DES, DRYS, RPD) to make an effort to further commit some of their staff resources and programs in these areas to complement the other City investment.
- **Working toward an equitable distribution of FIS funds across all 4 areas. For the next two years, a funding plan has been drafted to achieve this is included below:**

	Marketview Heights	Beechwood	Dewey Driving Park	Jefferson	Total All Areas
<b>FIS ALLOCATION THROUGH FY 2013</b>	<b>\$3,875,909</b>	<b>\$3,320,357</b>	<b>\$3,520,572</b>	<b>\$4,027,004</b>	<b>\$14,743,843</b>
<b>PLANNED ALLOCATIONS FY13-14:</b>					
Owner-Occupant Rehab Program IV	\$250,000	\$500,000	\$250,000	\$250,000	\$1,250,000
Investor Rehab Program IV	\$279,000	\$529,000	\$279,000	\$279,000	\$1,366,000
Community Building and Engagement I	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
Mini Grant III	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Youth Engagement, Employment III	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
Multi-unit Housing Projects	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000
Straub Street Owner Occupant Infill Housing	\$0	\$0	\$100,000	\$0	\$100,000
Dewey/Driving Park Streetscape and Lighting Planning	\$0	\$0	TBD	\$0	TBD
Webster Avenue Streetscape and Lighting Planning	\$0	TBD	\$0	\$0	TBD
298 Selye Terrace	\$0	\$0	\$240,000	\$0	\$240,000
Youth Engagement Network	\$0	\$0	\$0	\$75,000	\$75,000
Youth Public Arts Project II	\$0	\$50,000	\$0	\$50,000	\$100,000
FIS Flower City Looking Good II	\$2,500	\$2,500	\$2,500	\$2,500	\$10,000
Dewey/Driving Park Branding	\$0	\$0	\$10,000	\$0	\$10,000
Marketview Urban Renewal District Implementation	TBD	\$0	\$0	\$0	TBD
<b>TOTAL PLANNED FY 13-14</b>	<b>\$706,500</b>	<b>\$1,256,500</b>	<b>\$1,056,500</b>	<b>\$831,500</b>	<b>\$3,851,000</b>
<b>ANTICIPATED TOTAL THROUGH FY 2014</b>	<b>\$4,582,409</b>	<b>\$4,576,857</b>	<b>\$4,577,072</b>	<b>\$4,858,504</b>	<b>\$18,594,843</b>

- **Focusing more on community engagement and community building so that the neighborhood residents can become more involved in buttressing the investments and improving the image of their neighborhoods.**
- **Identifying and implementing ways to address concerns with public safety.**
- **Continuing to administer current rehabilitation programs and expanding them to include properties that are hard to serve; such as those that are five to ten units.**  
Encourage owners to play a more active role financially and involvement if receiving a grant. Create a palette of colors to be used by each area to provide more assistance to homeowners in color selections and coordination of colors on a given street to maximize the visual impact of the investments.
- **Identifying or developing a training for property owners who have taken advantage of the FIS rehab grant programs to educate them about ongoing maintenance.**
- **Focusing on high profile properties such as corner properties or large residential commercial properties that would have a high impact if rehabilitated.**
- **Expanding homeownership opportunities.** Host a homeownership event specifically for the FIS highlighting FIS programs. Meet with the realtors that work in the areas to inform them of the various programs so that they can be advocates for the program. Encourage local employers to consider these areas for EAH. Encourage lenders to become more involved in developing financing mechanisms to help spur homeownership opportunities.
- **Developing better communications about the status and accomplishments of FIS.**  
This could possibly include using the City's website to include a weekly or monthly trailer about FIS.
- **Celebrating the successes along with the resident in these areas.** This would include hosting events, including those that attract the media and bring attention to the accomplishments of each area.
- **Focusing on job opportunities for local residents and continue youth development initiatives.**
- **Creating programs that help change the detrimental behaviors of some residents upon the neighborhood.**
- **Identifying other sponsors to fund activities not suitable for City funding including community building activities that include food events.**

- **Engaging a consultant to update the property condition survey (Building Conditions and Land Use survey or BCLU) for each area to quantify the impact of FIS programs on property conditions.**
- **Convening the original FIS Committee made up of City Staff and Neighborhood Stakeholders to share the results to date and determine next steps for FIS.**

## APPENDICES

### Neighborhood Health Indicators/Secondary Data Maps

#### Beechwood

- Project Properties & Future Sites
- Tenure Status & Tenure Change
- Change in Property Crime
- Change in Violent Crime
- Vacant Lots & Structures

#### Dewey Driving Park

- Project Properties & Future Sites
- Tenure Status & Tenure Change
- Change in Property Crime
- Change in Violent Crime
- Vacant Lots & Structures

#### Jefferson

- Project Properties & Future Sites
- Tenure Status & Tenure Change
- Change in Property Crime
- Change in Violent Crime
- Vacant Lots & Structures

#### Marketview Heights

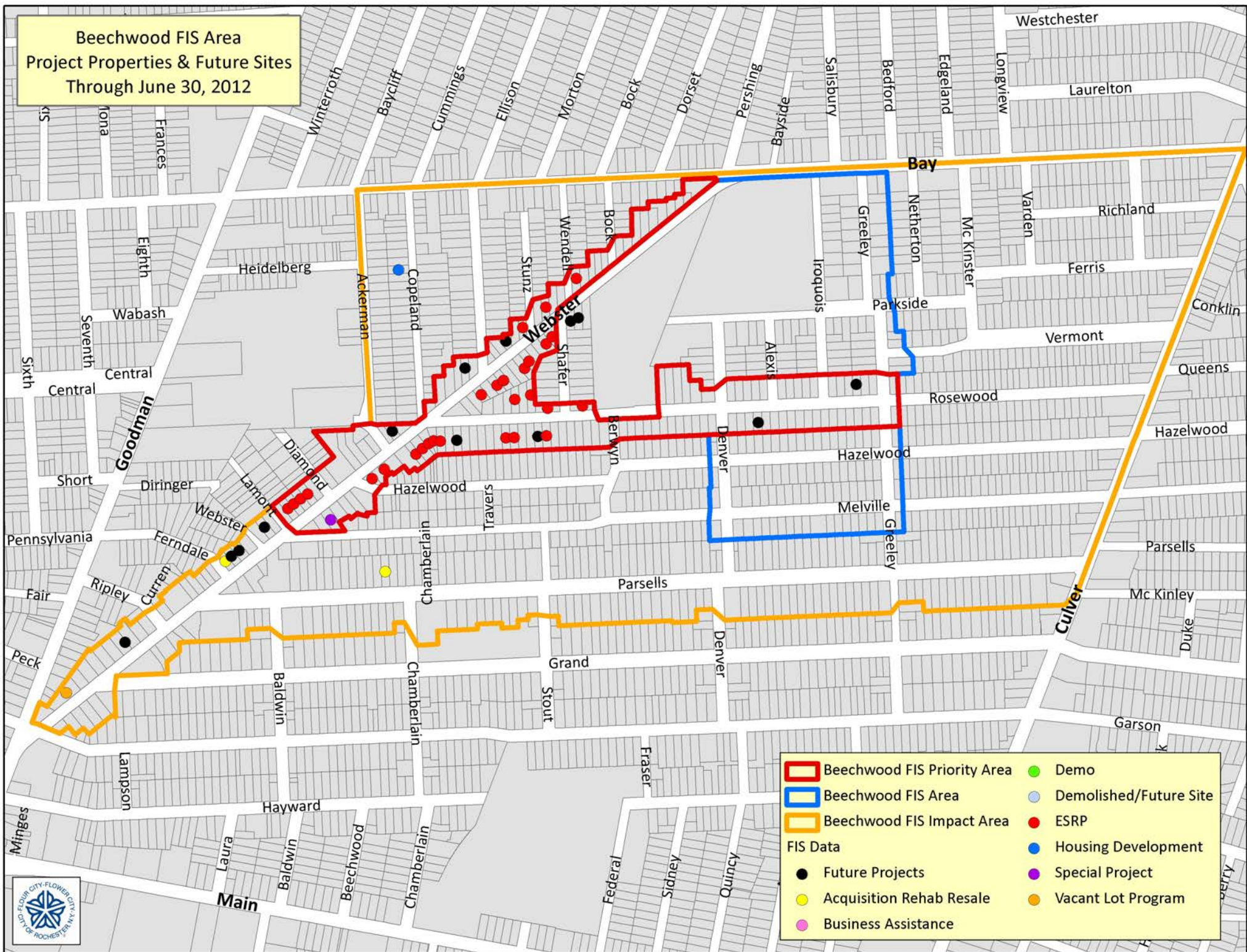
- Project Properties & Future Sites
- Tenure Status & Tenure Change
- Change in Property Crime
- Change in Violent Crime
- Vacant Lots & Structures

### FIS Areas & City of Rochester Crime Maps

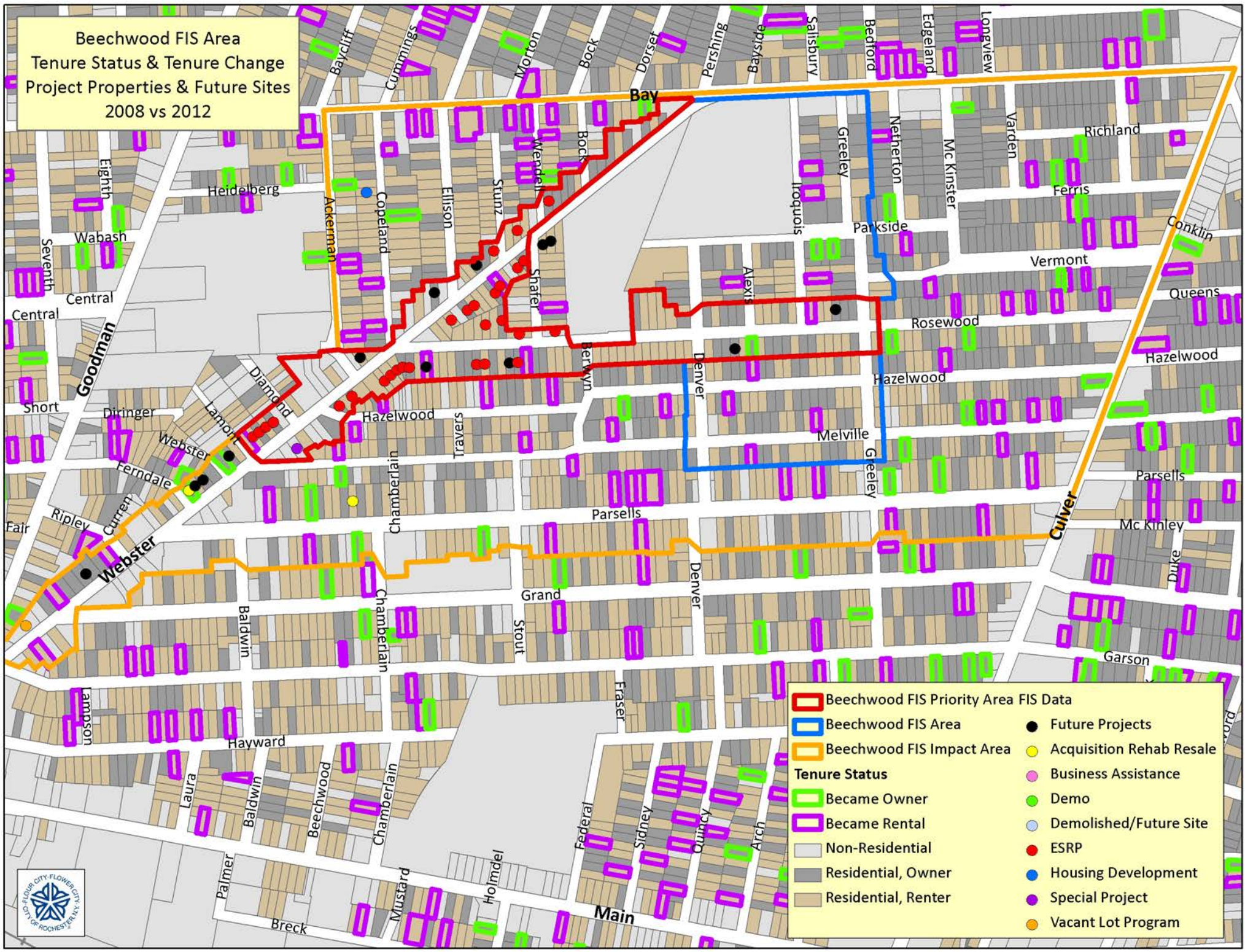
## **BEECHWOOD**

NEIGHBORHOOD HEALTH INDICATORS/SECONDARY DATA MAPS

**Beechwood FIS Area**  
**Project Properties & Future Sites**  
**Through June 30, 2012**



**Beechwood FIS Area**  
**Tenure Status & Tenure Change**  
**Project Properties & Future Sites**  
**2008 vs 2012**



- Beechwood FIS Priority Area FIS Data
- Beechwood FIS Area
- Beechwood FIS Impact Area
- Tenure Status**
- Became Owner
- Became Rental
- Non-Residential
- Residential, Owner
- Residential, Renter
- Future Projects
- Acquisition Rehab Resale
- Business Assistance
- Demo
- Demolished/Future Site
- ESRP
- Housing Development
- Special Project
- Vacant Lot Program



**Beechwood FIS Area**  
 Change in Property Crime  
 July 1, 2006 - June 30, 2009 vs  
 July 1, 2009 - June 30, 2012  
 Project Properties & Future Sites  
 Through June 30, 2012

The map displays the Beechwood FIS Area, bounded by Bay and Culver streets. It shows various project types marked with colored dots: Future Projects (black), Acquisition Rehab Resale (yellow), Business Assistance (pink), Demolished/Future Site (light blue), ESRP (red), Housing Development (blue), Special Project (purple), and Vacant Lot Program (orange). The background is color-coded to show changes in property crime: Large Decrease (dark green), Moderate Decrease (light green), Minimal Change (yellow), Moderate Increase (pink), and Large Increase (red). Major streets labeled include Winterroth, Baycliff, Cummings, Ellison, Morton, Bock, Dorset, Pershing, Bayside, Salisbury, Bedford, Edgeland, Longview, Westchester, Laurelton, Richland, Varden, Ferris, Conklin, Queens, Hazelwood, Parsells, Mc Kinley, Duke, Arch, Quincy, Sidney, Federal, Fraser, Denver, Grand, Stout, Hayward, Baldwin, Laura, Main, Chamberlain, Baldwin, Ripley, Curran, Ferndale, Webster, Lamont, Diring, Short, Pennsylvania, Fair, Peck, Mingos, Lampson, and Goodman. A legend in the bottom right corner defines the symbols and colors used.

**FIS Data**

- Future Projects
- Acquisition Rehab Resale
- Business Assistance
- Demolished/Future Site
- ESRP
- Housing Development
- Special Project
- Vacant Lot Program

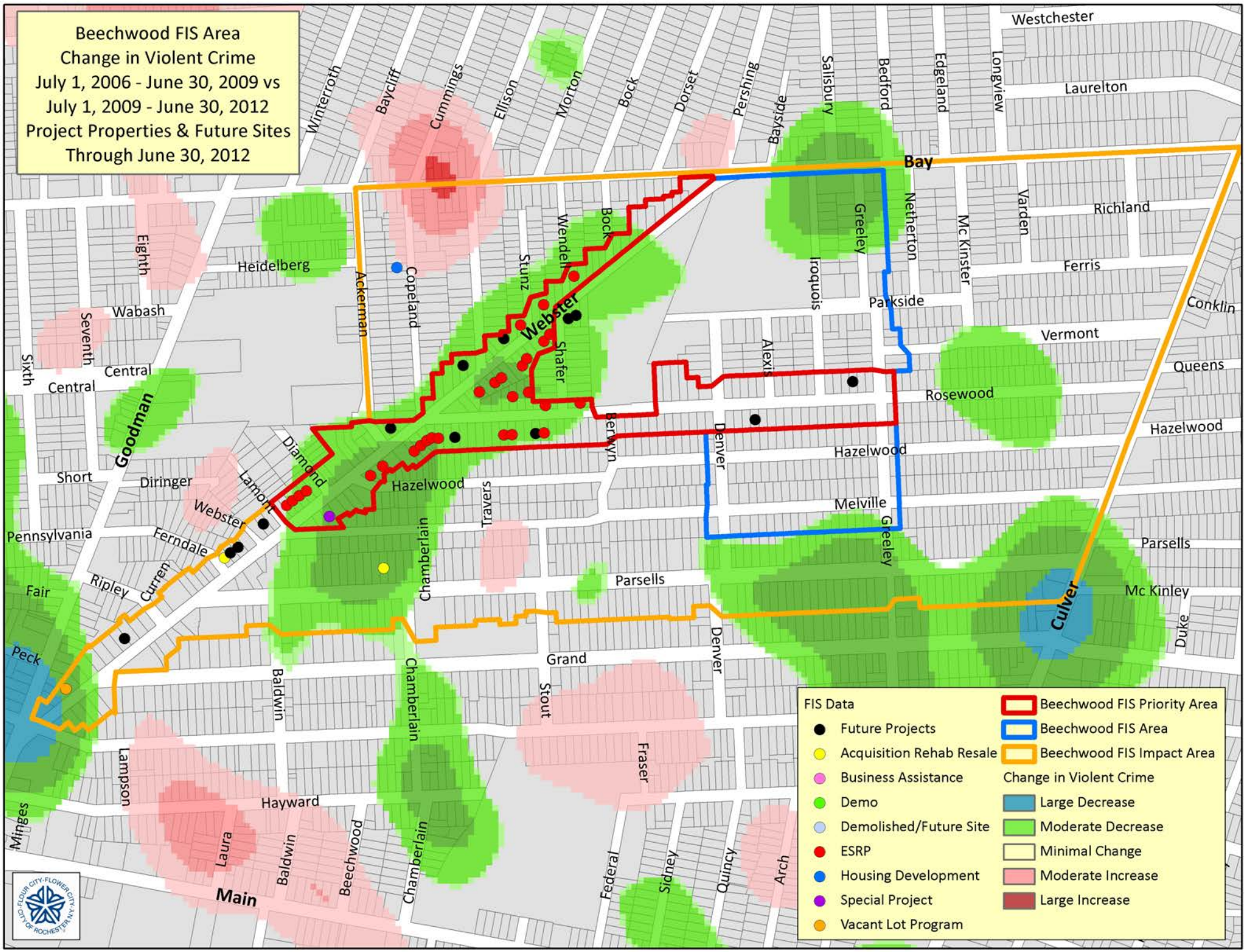
**Change in Property Crime**

- Large Decrease
- Moderate Decrease
- Minimal Change
- Moderate Increase
- Large Increase

**Beechwood FIS Area**

- Beechwood FIS Priority Area
- Beechwood FIS Area
- Beechwood FIS Impact Area

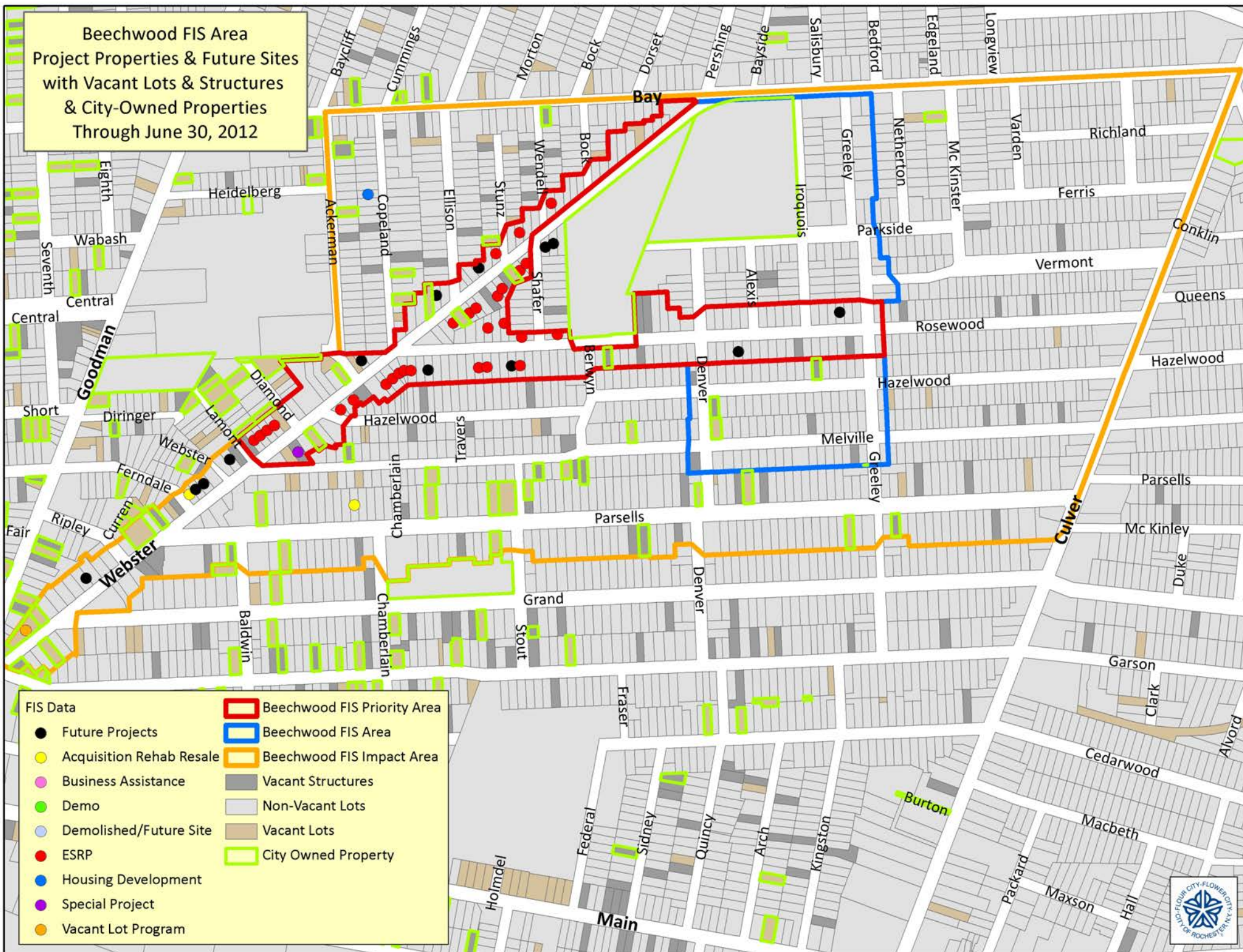
**Beechwood FIS Area**  
**Change in Violent Crime**  
 July 1, 2006 - June 30, 2009 vs  
 July 1, 2009 - June 30, 2012  
 Project Properties & Future Sites  
 Through June 30, 2012



<b>FIS Data</b>		Beechwood FIS Priority Area
Future Projects	Beechwood FIS Area	Beechwood FIS Impact Area
Acquisition Rehab Resale	<b>Change in Violent Crime</b>	
Business Assistance	Large Decrease	Moderate Decrease
Demo	Minimal Change	Moderate Increase
Demolished/Future Site	Large Increase	
ESRP		
Housing Development		
Special Project		
Vacant Lot Program		



**Beechwood FIS Area**  
**Project Properties & Future Sites**  
**with Vacant Lots & Structures**  
**& City-Owned Properties**  
**Through June 30, 2012**



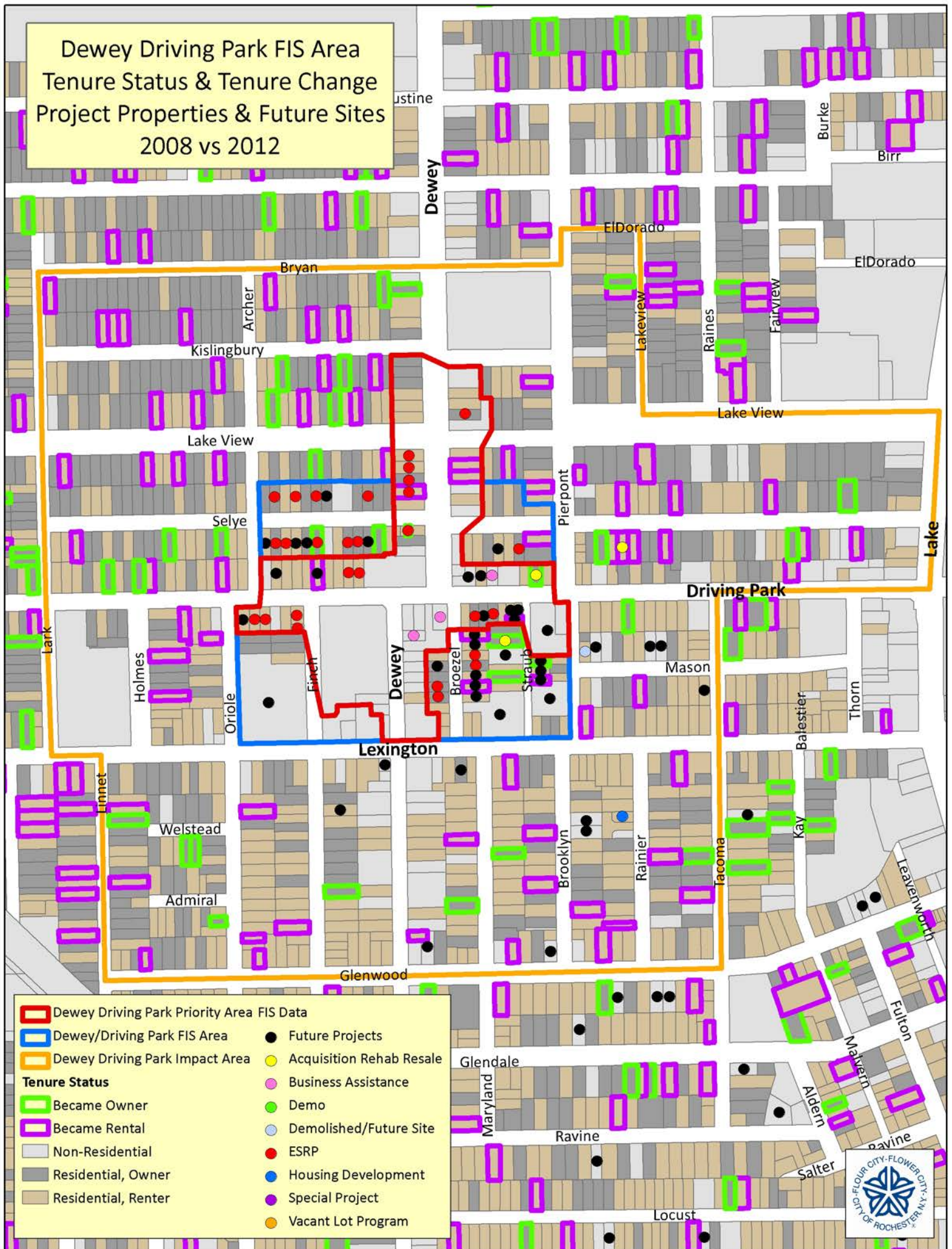
## **DEWEY DRIVING PARK**

NEIGHBORHOOD HEALTH INDICATORS/SECONDARY DATA MAPS

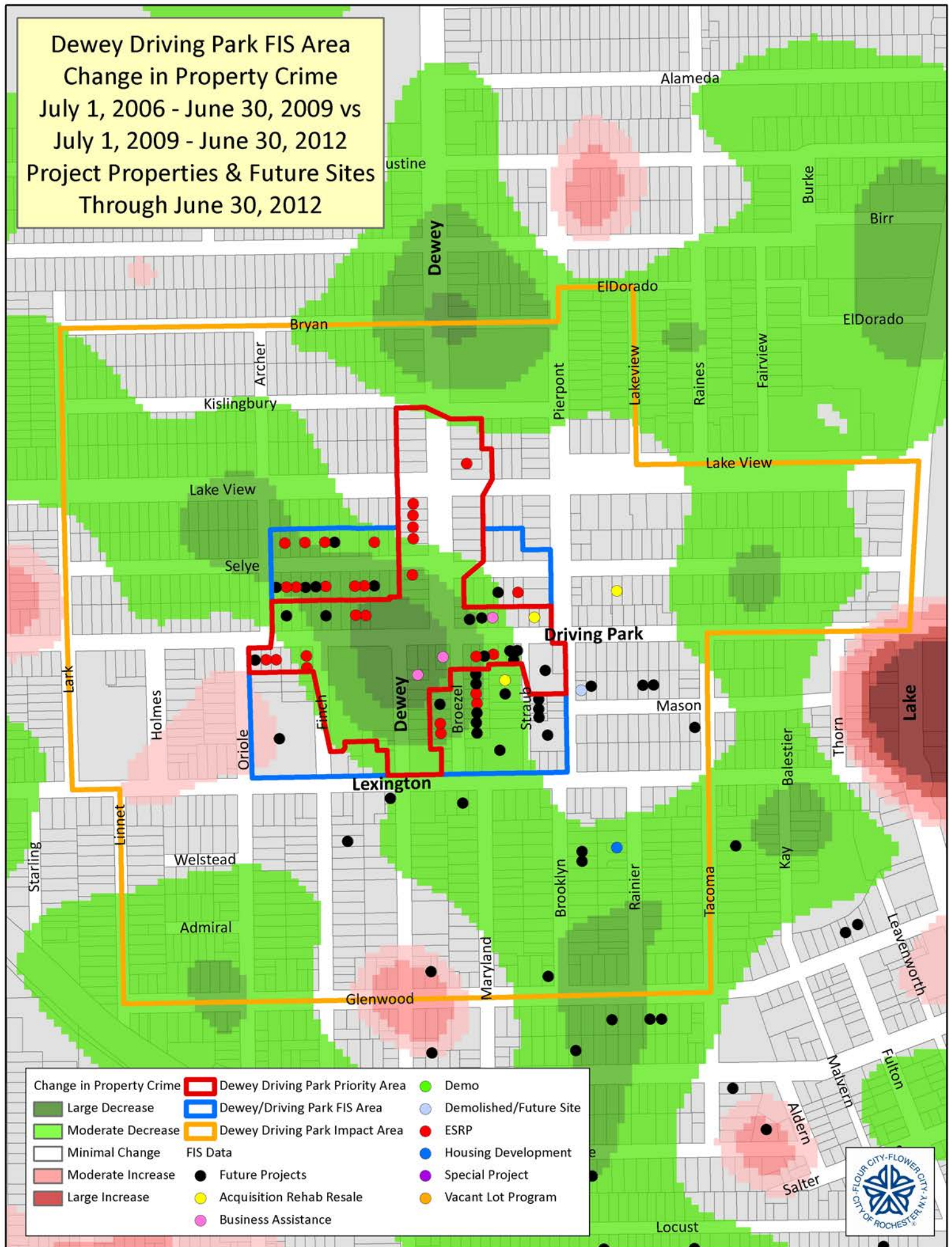
Dewey Driving Park FIS Area  
Project Properties & Future Sites  
Through June 30, 2012



Dewey Driving Park FIS Area  
Tenure Status & Tenure Change  
Project Properties & Future Sites  
2008 vs 2012



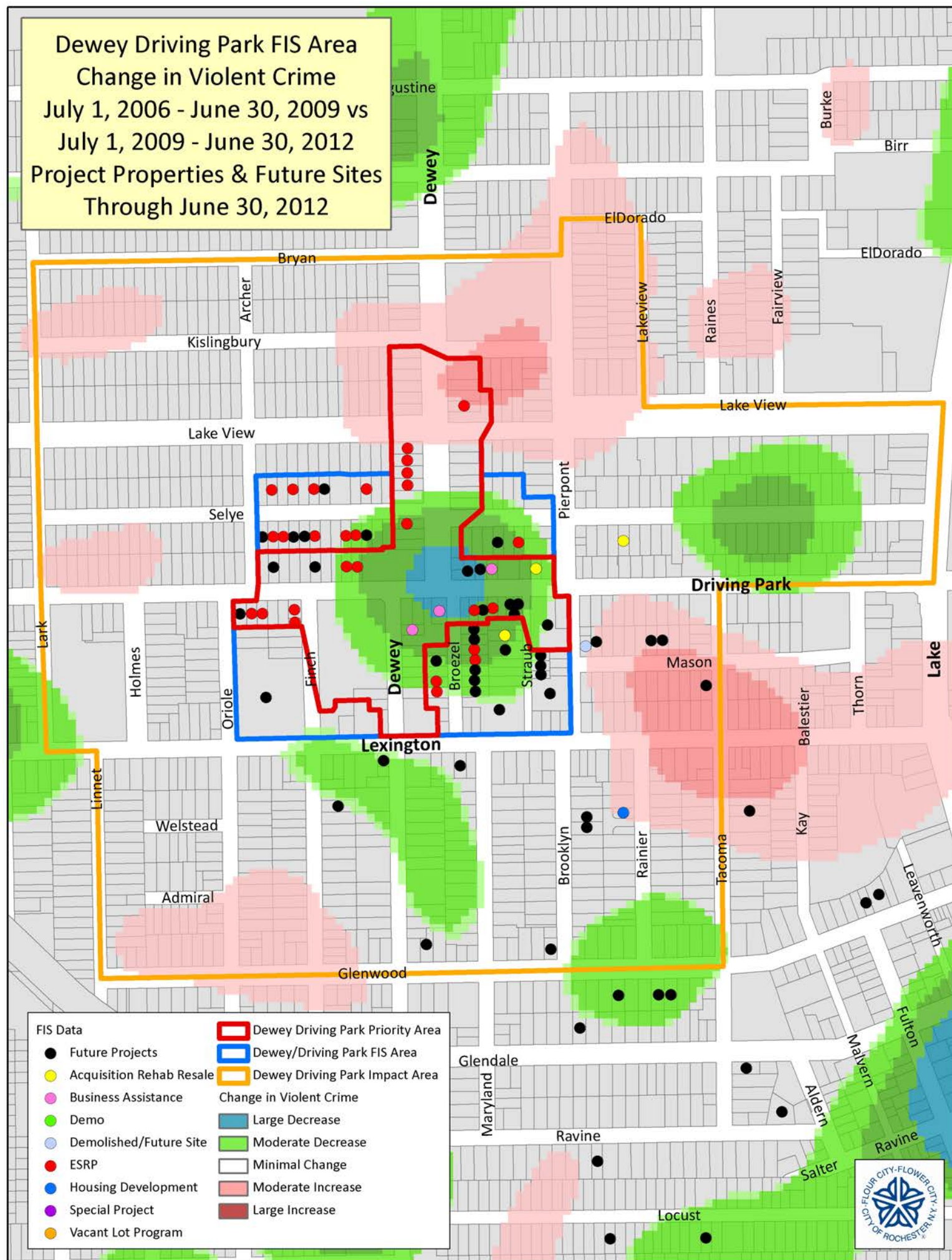
**Dewey Driving Park FIS Area**  
**Change in Property Crime**  
**July 1, 2006 - June 30, 2009 vs**  
**July 1, 2009 - June 30, 2012**  
**Project Properties & Future Sites**  
**Through June 30, 2012**



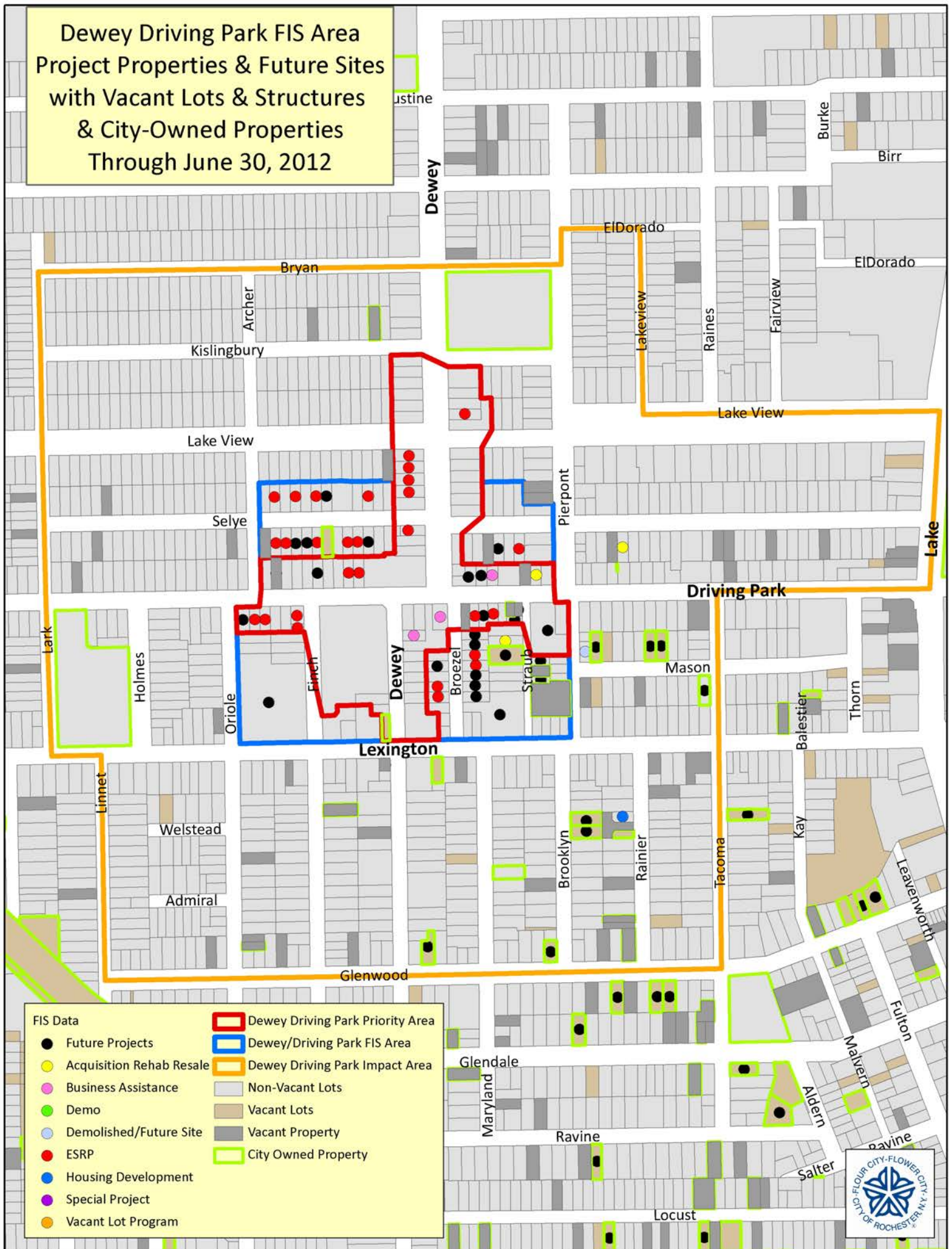
- |                                 |   |                        |
|---------------------------------|---|------------------------|
| <b>Change in Property Crime</b> | <b>Dewey Driving Park Priority Area</b> | <b>Demo</b>            |
| Large Decrease                  | Dewey/Driving Park FIS Area             | Demolished/Future Site |
| Moderate Decrease               | Dewey Driving Park Impact Area          | ESRP                   |
| Minimal Change                  | <b>FIS Data</b>                         | Housing Development    |
| Moderate Increase               | Future Projects                         | Special Project        |
| Large Increase                  | Acquisition Rehab Resale                | Vacant Lot Program     |
|                                 | Business Assistance                     |                        |



Dewey Driving Park FIS Area  
Change in Violent Crime  
July 1, 2006 - June 30, 2009 vs  
July 1, 2009 - June 30, 2012  
Project Properties & Future Sites  
Through June 30, 2012



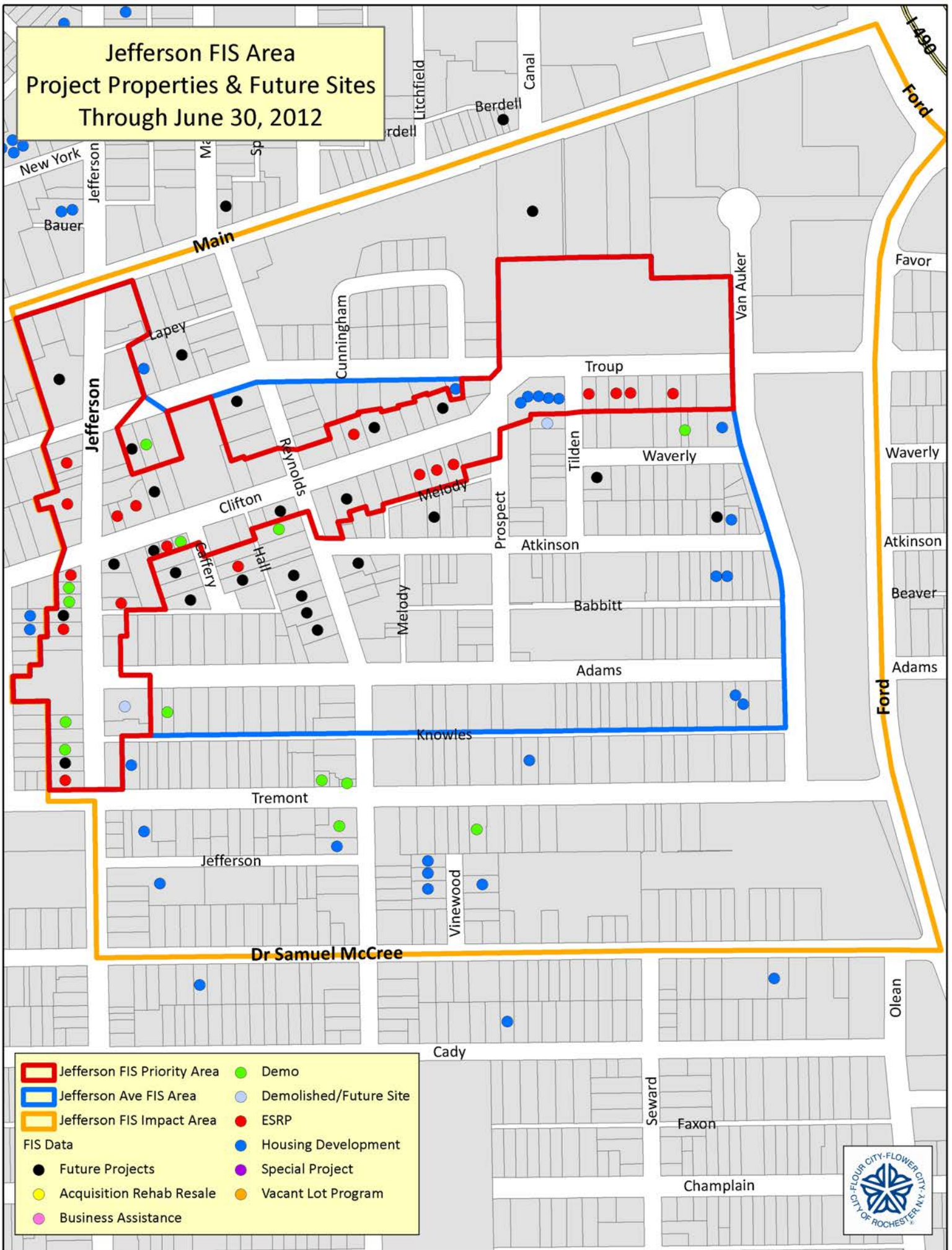
**Dewey Driving Park FIS Area  
Project Properties & Future Sites  
with Vacant Lots & Structures  
& City-Owned Properties  
Through June 30, 2012**



## **JEFFERSON**

NEIGHBORHOOD HEALTH INDICATORS/SECONDARY DATA MAPS

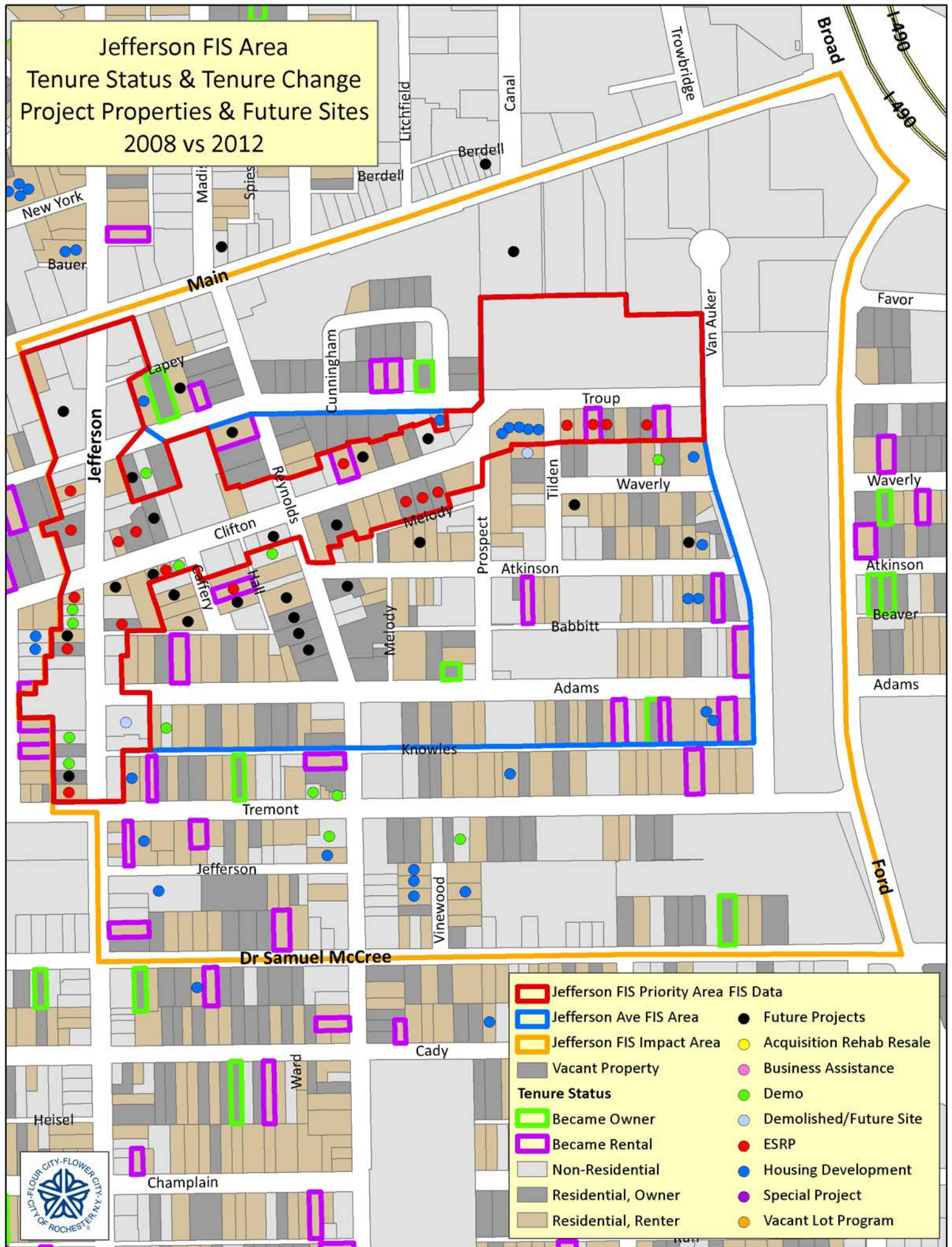
# Jefferson FIS Area Project Properties & Future Sites Through June 30, 2012



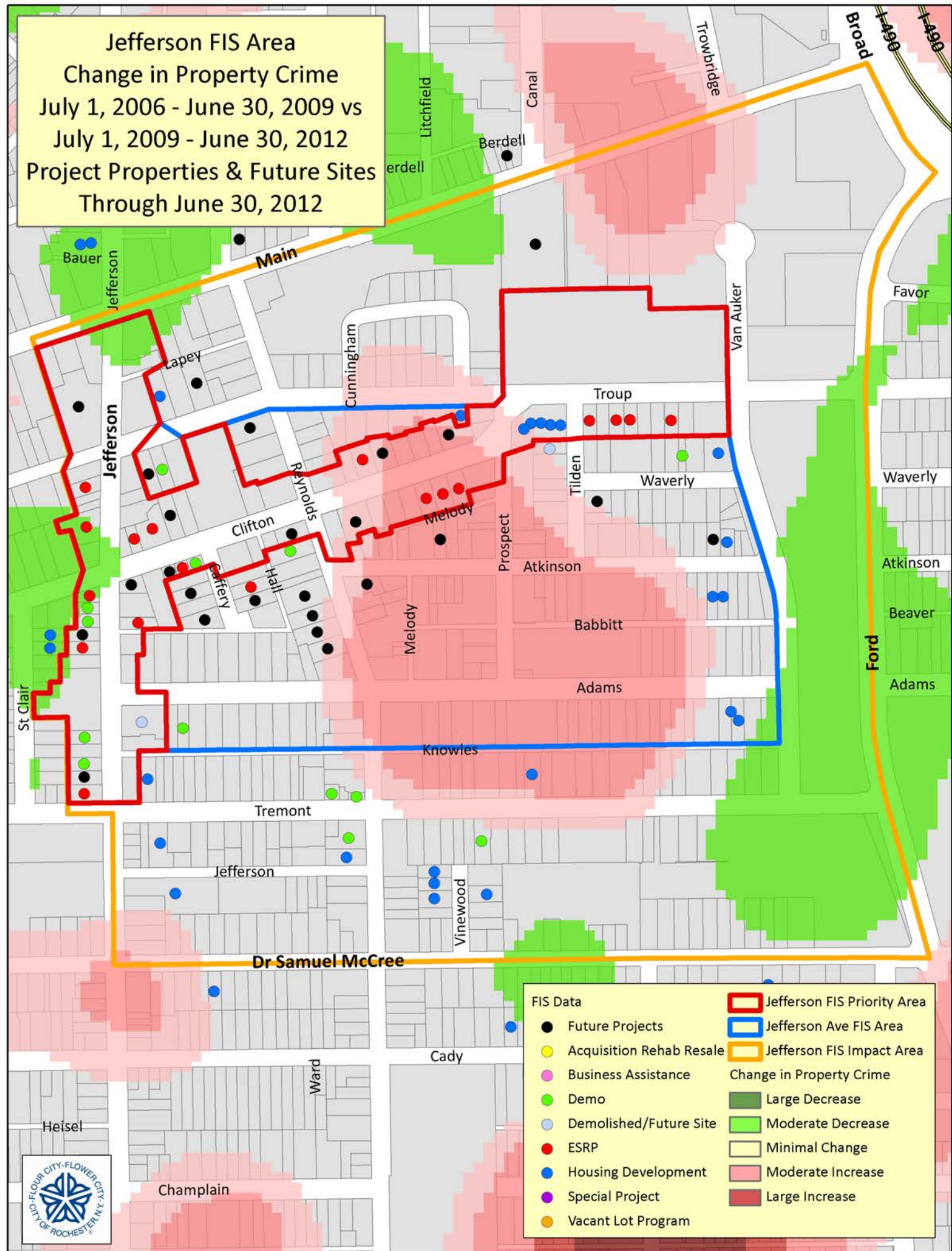
- Jefferson FIS Priority Area
- Jefferson Ave FIS Area
- Jefferson FIS Impact Area
- FIS Data
  - Future Projects
  - Acquisition Rehab Resale
  - Business Assistance
  - Demo
  - Demolished/Future Site
  - ESRP
  - Housing Development
  - Special Project
  - Vacant Lot Program



# Jefferson FIS Area Tenure Status & Tenure Change Project Properties & Future Sites 2008 vs 2012



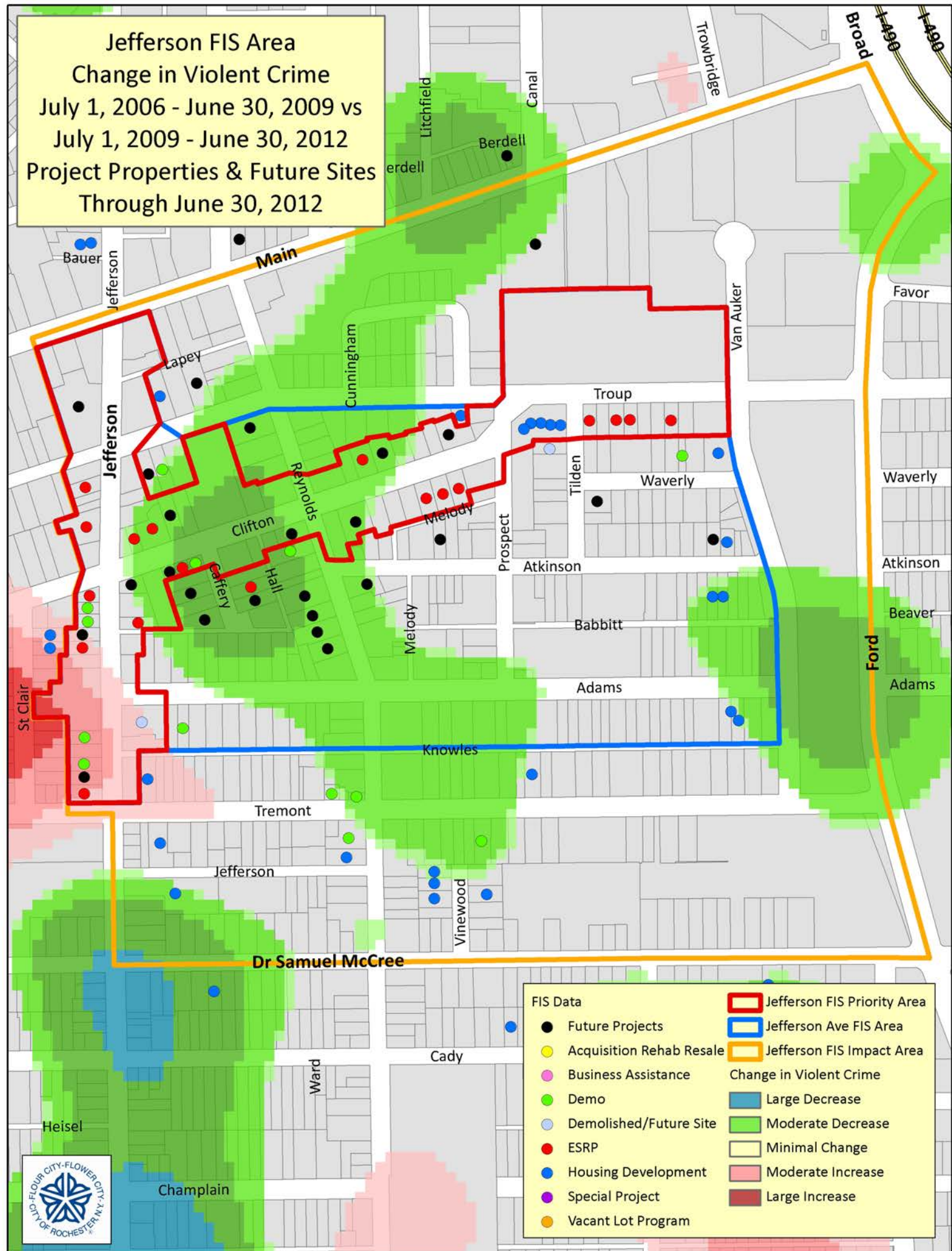
Jefferson FIS Area  
 Change in Property Crime  
 July 1, 2006 - June 30, 2009 vs  
 July 1, 2009 - June 30, 2012  
 Project Properties & Future Sites  
 Through June 30, 2012



<b>FIS Data</b>		<span style="border: 2px solid red; padding: 2px;"> </span> Jefferson FIS Priority Area
● Future Projects	<span style="border: 2px solid blue; padding: 2px;"> </span> Jefferson Ave FIS Area	<span style="border: 2px solid orange; padding: 2px;"> </span> Jefferson FIS Impact Area
● Acquisition Rehab Resale		
● Business Assistance	<b>Change in Property Crime</b>	
● Demo	<span style="display: inline-block; width: 15px; height: 15px; background-color: darkgreen; border: 1px solid black;"></span> Large Decrease	<span style="display: inline-block; width: 15px; height: 15px; background-color: lightgreen; border: 1px solid black;"></span> Moderate Decrease
● Demolished/Future Site	<span style="display: inline-block; width: 15px; height: 15px; background-color: yellow; border: 1px solid black;"></span> Minimal Change	<span style="display: inline-block; width: 15px; height: 15px; background-color: pink; border: 1px solid black;"></span> Moderate Increase
● ESRP	<span style="display: inline-block; width: 15px; height: 15px; background-color: red; border: 1px solid black;"></span> Large Increase	
● Housing Development		
● Special Project		
● Vacant Lot Program		



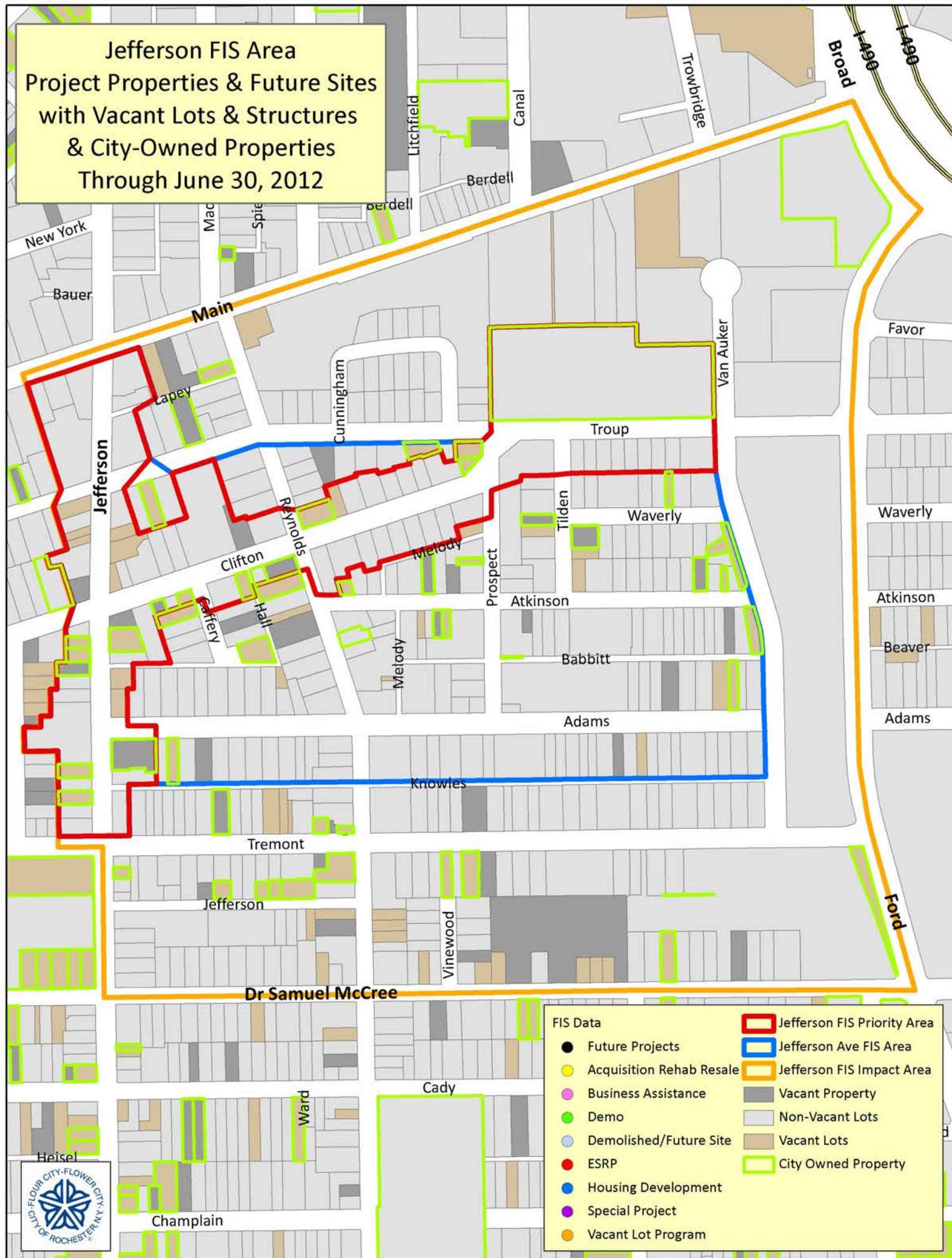
Jefferson FIS Area  
 Change in Violent Crime  
 July 1, 2006 - June 30, 2009 vs  
 July 1, 2009 - June 30, 2012  
 Project Properties & Future Sites  
 Through June 30, 2012



- |                            |                                    |
|----------------------------|------------------------------------|
| <b>FIS Data</b>            | <b>Jefferson FIS Priority Area</b> |
| ● Future Projects          | <b>Jefferson Ave FIS Area</b>      |
| ● Acquisition Rehab Resale | <b>Jefferson FIS Impact Area</b>   |
| ● Business Assistance      | <b>Change in Violent Crime</b>     |
| ● Demo                     | ■ Large Decrease                   |
| ● Demolished/Future Site   | ■ Moderate Decrease                |
| ● ESRP                     | ■ Minimal Change                   |
| ● Housing Development      | ■ Moderate Increase                |
| ● Special Project          | ■ Large Increase                   |
| ● Vacant Lot Program       |                                    |



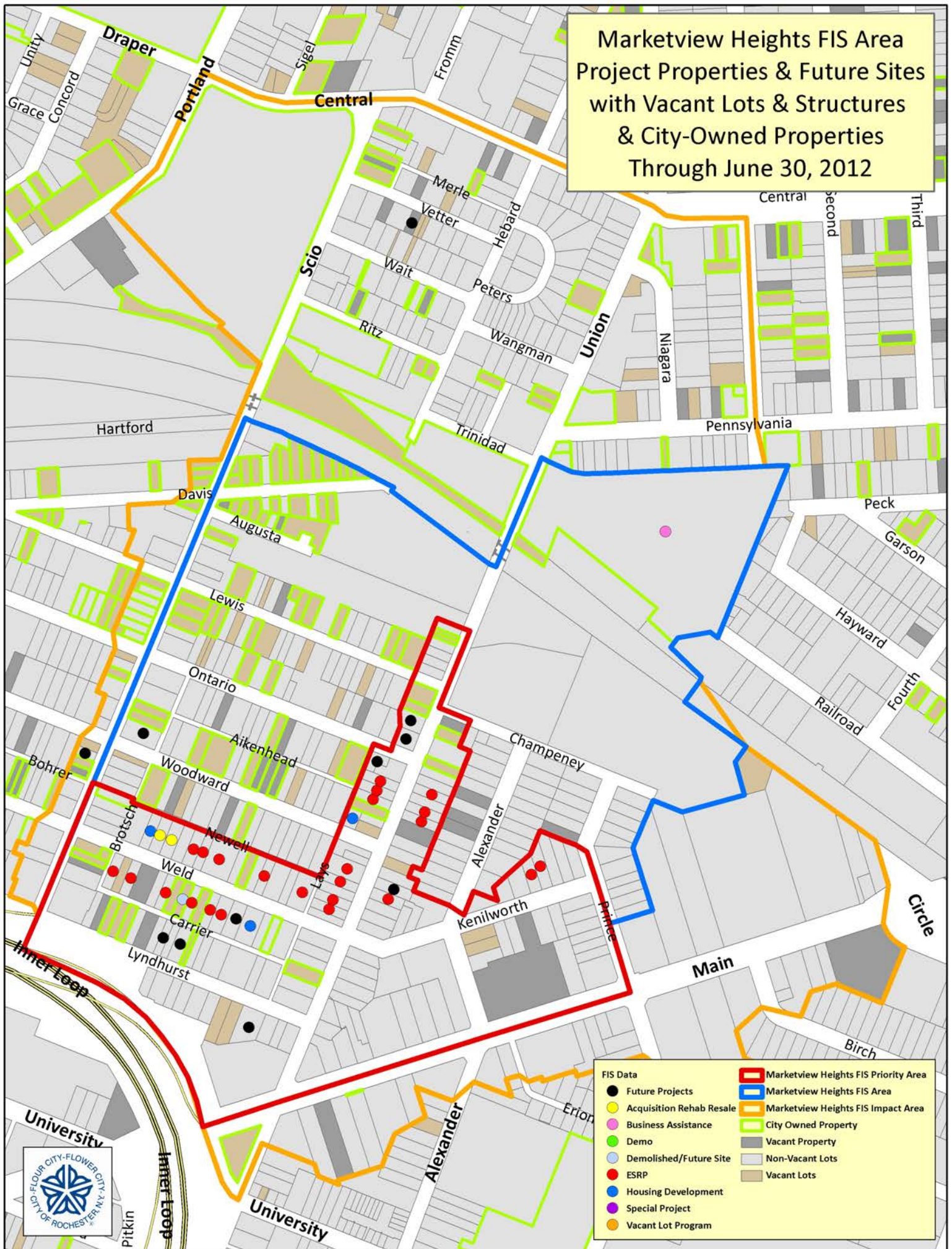
**Jefferson FIS Area**  
**Project Properties & Future Sites**  
**with Vacant Lots & Structures**  
**& City-Owned Properties**  
**Through June 30, 2012**



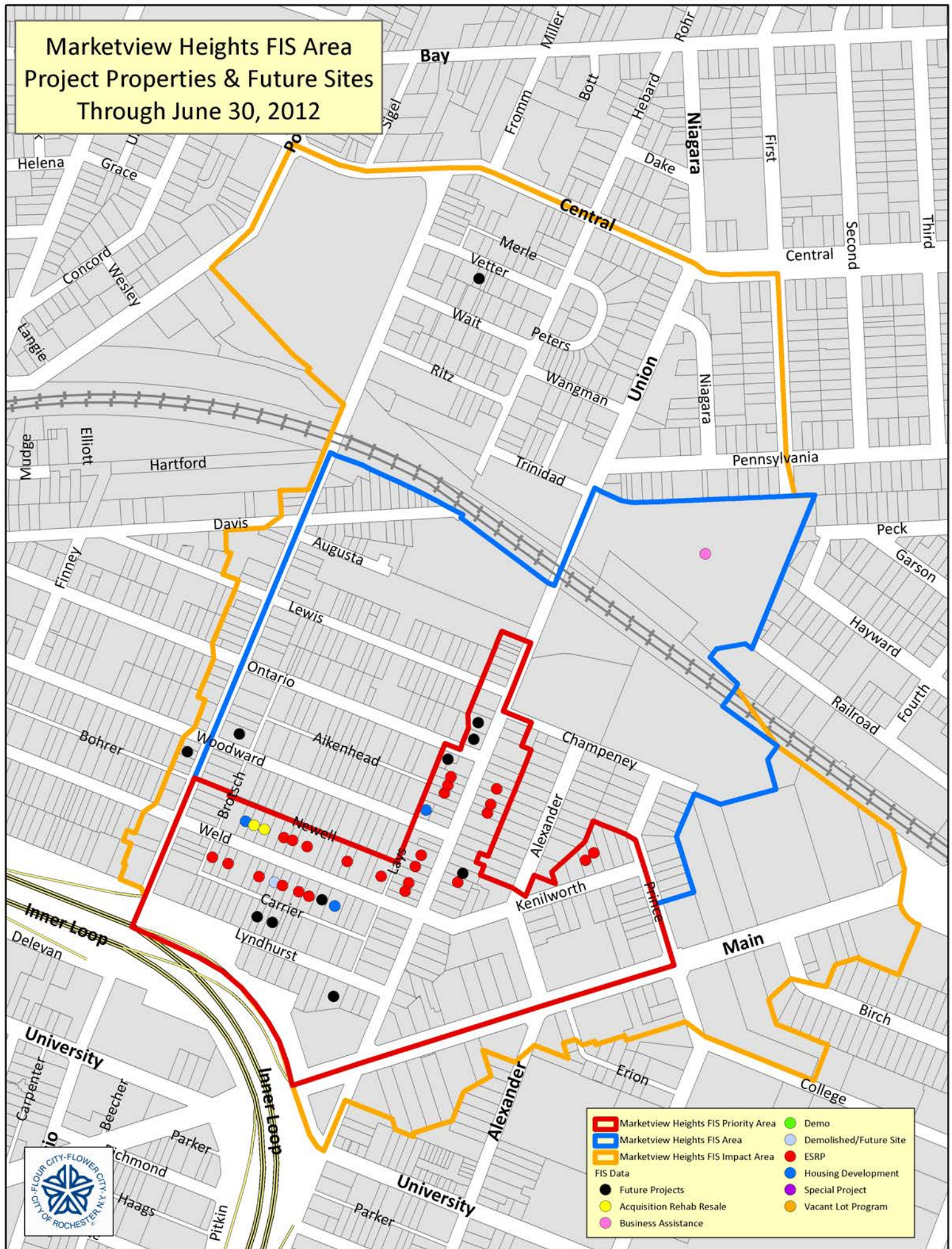
## **MARKETVIEW HEIGHTS**

NEIGHBORHOOD HEALTH INDICATORS/SECONDARY DATA MAPS

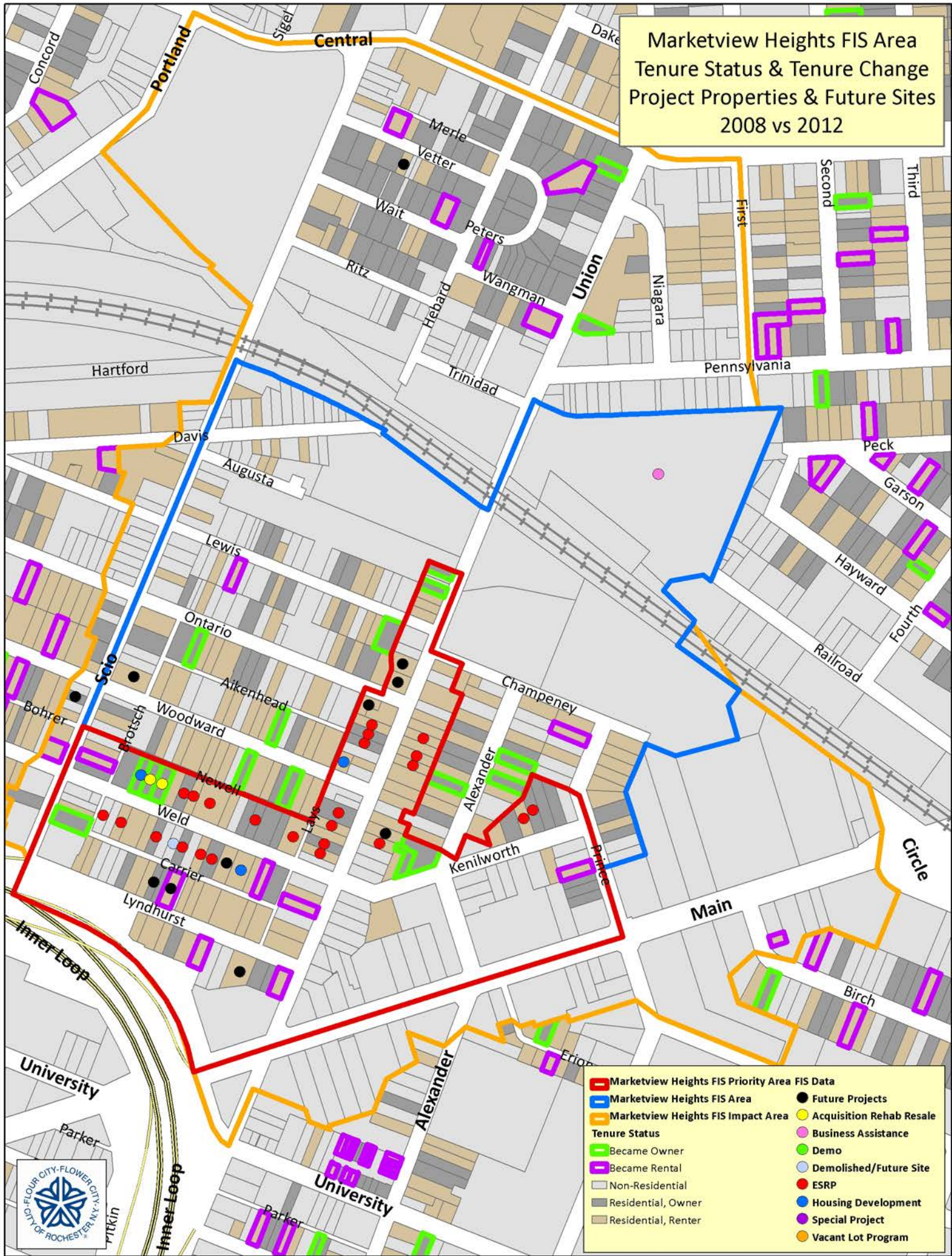
Marketview Heights FIS Area  
Project Properties & Future Sites  
& City-Owned Properties  
Through June 30, 2012



**Marketview Heights FIS Area  
Project Properties & Future Sites  
Through June 30, 2012**



Marketview Heights FIS Area  
 Tenure Status & Tenure Change  
 Project Properties & Future Sites  
 2008 vs 2012



**Marketview Heights FIS Area**  
**Change in Property Crime**  
**July 1, 2006 - June 30, 2009 vs**  
**July 1, 2009 - June 30, 2012**  
**Project Properties & Future Sites**  
**Through June 30, 2012**

**FIS Data**

- Future Projects
- Acquisition Rehab Resale
- Business Assistance
- Demo
- Demolished/Future Site
- ESRP
- Housing Development
- Special Project
- Vacant Lot Program

**Marketview Heights FIS Area**

- Marketview Heights FIS Priority Area
- Marketview Heights FIS Area
- Marketview Heights FIS Impact Area

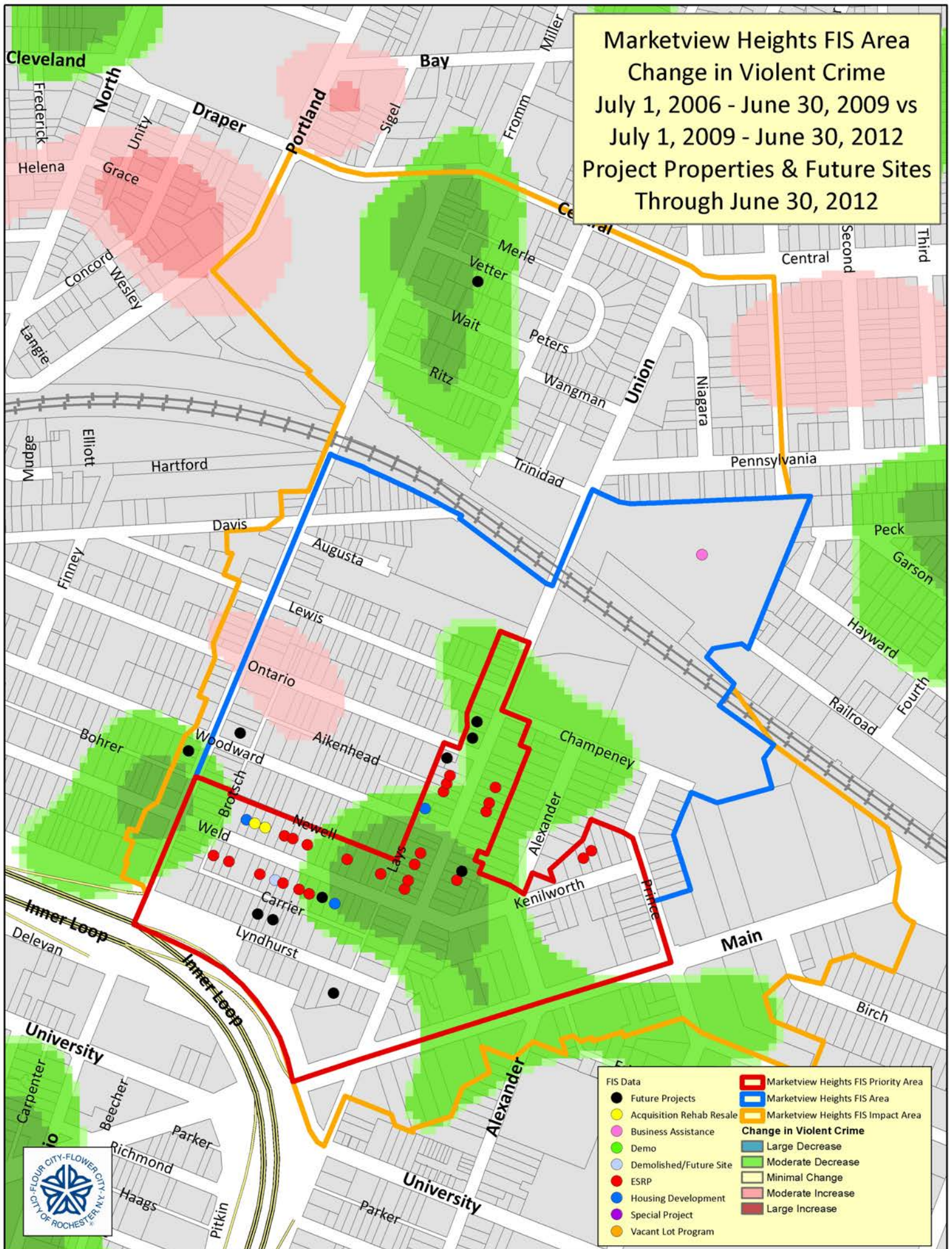
**Change in Property Crime**

- Large Decrease
- Moderate Decrease
- Minimal Change
- Moderate Increase
- Large Increase

**Map Labels:** North, Unity, Grace, Concord, Draper, Portland, Sigel, Bay, Fromm, Bott, Central, Merle, Vetter, Wait, Peters, Wangman, Union, Niagara, Pennsylvania, Peck, Garson, Hayward, Fourth, Railroad, Circle, Birch, Coll, Goodman, Erion, University, Alexander, Kenilworth, Prince, Champeney, Woodward, Aikenhead, Ontario, Lewis, Augusta, Davis, Hartford, Finney, Elliott, Bohrer, Brotsch, Weld, Newell, Lays, Carrier, Lyndhurst, Delevan, Inner Loop, University, Parker, Richmond, Haags, Pitkin, Beecher, Richmond, Parker, Delevan, Inner Loop.



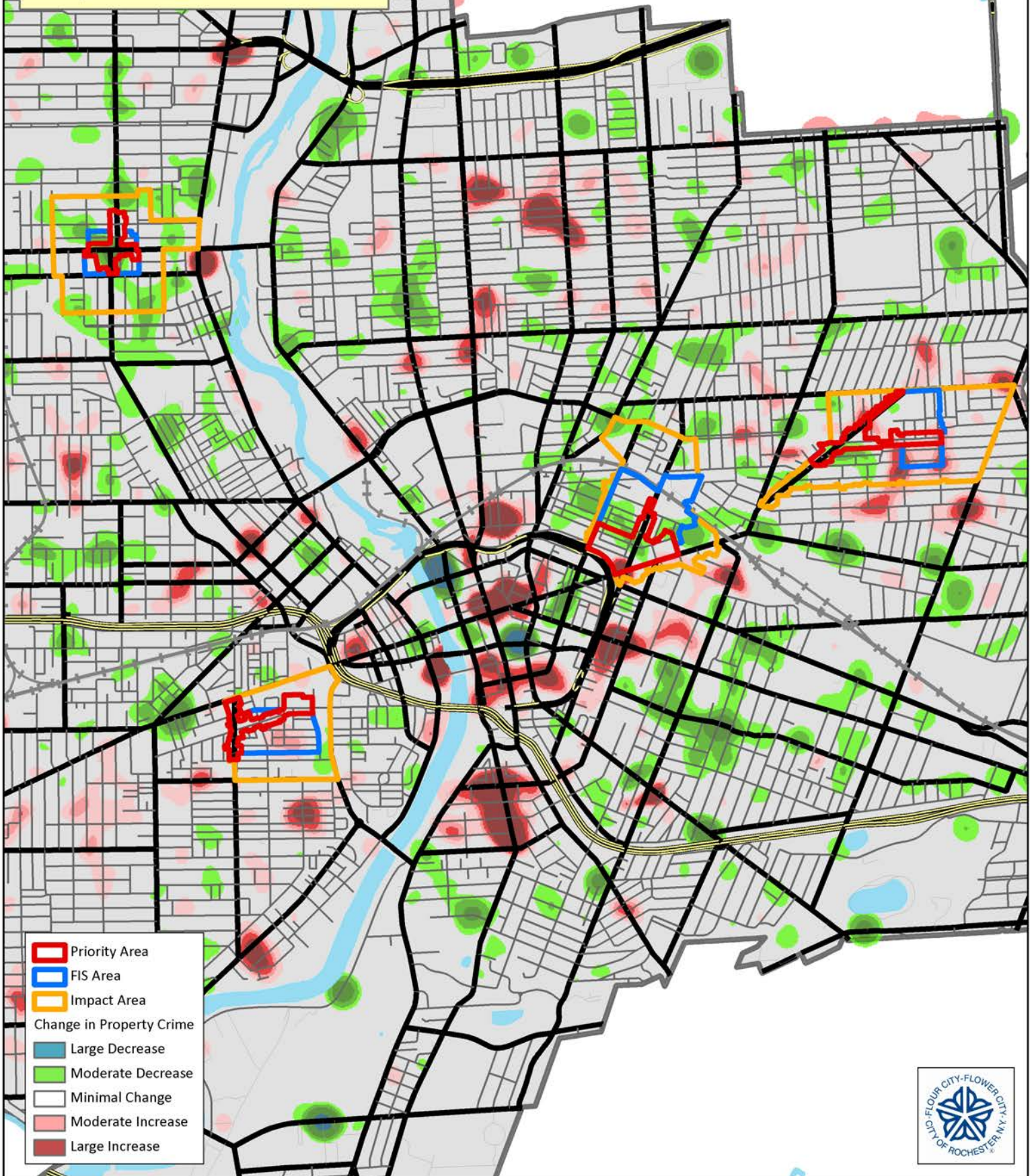
**Marketview Heights FIS Area**  
**Change in Violent Crime**  
**July 1, 2006 - June 30, 2009 vs**  
**July 1, 2009 - June 30, 2012**  
**Project Properties & Future Sites**  
**Through June 30, 2012**



## **FIS AREAS & CITY OF ROCHESTER**

### CRIME MAPS

FIS Areas & City of Rochester  
Change in Property Crime  
July 1, 2006 - June 30, 2009 vs  
July 1, 2009 - June 30, 2012



FIS Areas & City of Rochester  
Change in Violent Crime  
July 1, 2006 - June 30, 2009 vs  
July 1, 2009 - June 30, 2012

