

Marketview Heights Focused Investment Strategy

Area: Situational Analysis

Table of Contents

TABLE OF CONTENTS.....	1
HEALTHY NEIGHBORHOOD OUTCOMES: A REVIEW	2
NEIGHBORHOOD / FIS AREA OVERVIEW	3
PLANNING PROCESSES INFORMING THE STRATEGY	4
SITUATIONAL ANALYSIS.....	5
IMAGE	5
MARKET	7
PHYSICAL CONDITIONS	12
NEIGHBORHOOD MANAGEMENT	14
SOCIAL CONDITIONS	16
STRATEGIES.....	17
SUGGESTIONS ON AN OVERALL REVITALIZATION APPROACH.....	17
ADDITIONAL STRATEGIES TO CONSIDER	18
APPENDICES.....	19

Focused Investment Strategy Overview

Background on the Focused Investment Strategy Initiative

The City of Rochester Focused Investment Strategy (FIS) initiative has selected four areas of Rochester in which it will target resources and services over an extended period of time in an effort to revitalize these areas. The main goals of the FIS initiative 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.

The expected outcomes from FIS are that:

- Successful FIS neighborhoods will be visibly improved, attain a viable real estate market, have an improved perception throughout the City, and will have strong social connections
- The return on investment of City funds will be increased
- The focusing of investments will increase the ability to leverage other funds and will encourage investment by the private market
- A FIS will actually increase the number of low- and moderate-income households that benefit from City-sponsored initiatives because of an increased ability to leverage funds, the efficiency of implementation within a small geography, and the benefits of having a positive impact on housing values.

The FIS initiative will be a combination of efforts to address: economic development / neighborhood commercial development; housing; code enforcement; capital improvements; and human services.

Healthy Neighborhood Outcomes: A Review

Community and neighborhood revitalization is the strategic process of transforming neighborhoods and communities that lack vitality into places of choice through collaborations of residents, organizations and other stakeholders.¹ These communities and neighborhoods strive to be resilient places where it makes sense for people to invest time, energy and money, where they are optimistic about their future, where they feel they have control over their surroundings and the capacity to respond to community dynamics, and where they are connected to each other and the larger region. This process addresses five key elements:

- the neighborhood's or community's image
- market forces that act on the neighborhood or community
- the physical conditions
- the social conditions
- stakeholders' ability to manage neighborhood or community issues and affairs.

Outcomes are a way to describe how a neighborhood looks and behaves when it is healthy. Revitalization strategies that seek to create healthy neighborhoods are focused on achieving some important outcomes in five areas:

Image

The neighborhood will have a positive image that attracts investment – from homebuyers, homeowners, business, and government. People will be confident in the future of the neighborhood. Healthy neighborhoods have an image that says this is a stable, functioning place.

¹ Material in this section is largely excerpted from "Creating Neighborhoods of Choice Through Revitalization." NeighborWorks® America course manual, developed by Marta Howell, Michael Schubert and Marcia Nedland.

Residents perceive the neighborhood as such, new buyers who have choices among many neighborhoods see the neighborhood as a good choice, and outside stakeholders respond to business opportunities in the neighborhood as they would in any other healthy neighborhood.

Market

The residential and commercial real estate market will reflect confidence in the future of the neighborhood. The neighborhood will make economic sense for key investors - homebuyers, homeowners, landlords, business and government – because property values will be steadily increasing. This will enable homeowners, homebuyers and landlords to carry out improvements and build assets. It will enable businesses to remain or locate in an improving neighborhood, and it will enable government to see the property value base stabilize. At the same time, the neighborhood will offer housing options for, and be attractive to, a variety of income groups. It will help neighbors who want to, stay and benefit from revitalization.

Physical Conditions

Physical conditions, whether residential or business, will reflect pride of ownership and a high standard of maintenance. Public infrastructure will be maintained and improved to a standard similar to neighborhoods currently viewed as better.

Neighborhood Management

Collective action by residents, institutions, and businesses will ensure neighborhood will compete well with other neighborhoods for resources. Residents will have the capacity to manage the day-to-day activities on their blocks. Neighbors will feel comfortable being “neighborly” – looking out for each other, getting together to work on problems, taking action to reinforce positive standards and actions, etc. Neighbors will feel safe in the neighborhood.

Social Conditions

The neighborhood will be a place where people can find the resources and opportunities they need to get ahead in life, including getting a good education, finding a job, and raising a family. Healthy neighborhoods provide high quality amenities (like parks, stores, schools, to name just a few) that make them a great place to live and work. In short, rather than being a barrier that people have to overcome, healthy neighborhoods provide a sustaining and enriching environment in which people can successfully pursue their advancement in life.

Neighborhood / FIS Area Overview

The Marketview Heights Focused Investment Strategy (FIS) Area contains roughly 13 blocks bounded by the CSX rail line to the north but including the Public Market area, Prince Street on the east, E Main Street to the south, and Scio Street on the west. The Union Street corridor between E Main Street and Public Market is a priority and has been a priority of neighborhood planning that predates the FIS designation. The FIS Impact Area surrounds the triangle formed by the main FIS Area and includes the North Union Street corridor which serves as the “Gateway” to the neighborhood and the Public Market. The CSX railroad line creates a physical boundary between the southern section of Marketview Heights and areas north including the

Public Market and the newer homes of First Place. E Main Street and its Inner Loop ramp provide easy connections between the Marketview Heights FIS and other neighborhoods including downtown.

- There are approximately 657 properties with 653 buildings in the FIS Area.
- 58 percent of properties in the area are residential and 55 percent are single family residential.
- 68 percent of the residential buildings are occupied by renters.
- About 19 percent of properties in the area are commercial uses.
- 18 percent of properties are vacant lots.
- 7 percent of buildings in the area are vacant.
- Census Tract 22, in which much of the FIS area is located, had a median household income in 2000 of \$28,185 among its 2,961 residents and 1,052 households. The population of this Census Tract has remained roughly stable since 1990, when it had 2,999 residents and 1,151 households.

See FIS Area map Appendix A

Planning processes informing the strategy

- Implementation of a Focused Investment Strategy for the Marketview Heights (MVH) FIS area can draw heavily upon a number of planning processes that have engaged the community and identified issues and strategies for neighborhood improvement.
 - The Marketview Heights Collective Action Project's (MVHCAP) "Neighborhood Revitalization Strategy", published in February of 2006 was a collaborative project to develop specific, workable, resident-supported action strategies for a revitalization of Marketview Heights. See Appendix B.
 - The MVHCAP Neighborhood Revitalization Strategy identified near term initiatives including area wide actions and work on the North Union Street Gateway to the neighborhood.
 - Subsequent to the publication of the MVHCAP Neighborhood Revitalization Strategy, a community design Charrette was commissioned to address the initial goal of the strategy, revitalization of the North Union Street Gateway. The Charrette led to the publication in July 2008 of "North Union Street Corridor-A Community Vision Plan". See Appendix C
 - The Action Teams of the MVHCAP, composed of residents, stakeholder organizations, with community organizer staff support provided by Pathstone, have met on a regular basis for over 3 years providing critical input regarding revitalization strategies in the Marketview Heights neighborhood. Their

ideas, many of which are captured in the aforementioned planning documents, have been incorporated into this report.

- The Public Market has a plan that originated in 1971 and is still actively followed and updated.
- The Sector 10 NBN plan relates to a larger geographic area which includes MVH but is not specific to the FIS area.
- The City of Rochester has assembled FIS teams that include community representatives. A list of the members is included in Appendix D. These teams have met to discuss strategies for the area and conducted neighborhood walks and inventories of physical conditions to inform these strategies.
- Enterprise Community Partners conducted a Building Conditions and Land Use survey during the summer of 2008. Data from that survey has been incorporated into this report.
- Focused Investment Strategies should be considered within the framework of these plans and discussions.

Situational Analysis

This situation analysis reviews and synthesizes the substantial body of planning work that has already been conducted in the planning area, and adds observations from interviews with community leaders conducted by the consulting team in February and March 2009.

Image

This section explores questions such as: Does the neighborhood's image or reputation inspire confidence in the future? Do people view the place as worth buying a home in? Worth fixing up their house for? Is the neighborhood viewed as safe? Do people think it is getting worse or getting better? What do neighbors think? Realtors? City officials? People who live outside the neighborhood? How does it present to you?

Strengths and opportunities

- The Public Market (Market) is universally mentioned as a positive influence on the neighborhood's image. Some feel that the Market has potential for growth. Increased use by neighborhood residents is a measure of success that has been voiced repeatedly. Improvements to the appearance of the Public Market are in the works and are seen by those interviewed as a sound investment. Annual Market attendance has almost doubled from 1.5 million to the current 2.4 million, a survey conducted by the University of Rochester in 2003-2004 indicated that about 52% of regular market attendees are City residents, 37% percent come from surrounding suburbs and about 13% come from adjoining counties.
- The work of the Action Teams formed as part of the MVHCAP is seen as a very positive influence. The Action Teams are groups of residents and stakeholders who came

together to work on common areas of interest as a result of the MVHCAP. The Action Teams which began and continue to be active are: Neighborhood Beautification, Community Safety and Housing and Development. The beautification efforts are regularly mentioned as a strong positive influence on the neighborhood's image and are clearly a practical and productive activity for residents.

- The community garden on North Union Street won an award last year as best beautification project in the City.
- The community safety team has been visible through PACTAC and they have effectively partnered with Neighborhood Service Center (NSC).
- Owner-occupied housing rehabilitation efforts, especially on the more visible streets are having some influence on the neighborhood's image, but are regularly referenced as an opportunity that has not been fully implemented. There is a new program proposed for the FIS areas but the total amount available for MVH is undetermined.
- On March 8, 2009 the D&C published a positive article about Main Street Grant funds for the Public Market area. The grant amount is \$443,243.

Challenges

- Safety and drug dealing were consistent themes in the interviews conducted as part of this analysis. Several interviewees talked about the disparity in the perception of safety and also physical image between the areas east of North Union Street and the areas west of North Union Street. The areas west of North Union Street were perceived to be less safe and having a less desirable physical image.
- The FIS area (Red & Blue) represents at least two distinct sections with differing images and housing types. Interviewees referred to the Alexander Street and Kenilworth Terrace area as having being much more attractive to young residents interested in urban living compared to the other areas. This bullet represents both a challenge and an opportunity.
- Lewis Street is seen as a particular challenge with significant after-hour activities including illegal liquor sales, drug activity and illegal gambling. One respondent referred to a typical occurrence when cars were lined up and down Union Street adjacent to Lewis Street clearly signifying a after hours event on Lewis.
- The residents are impatient for action and would like to see the neighborhood improve more quickly. Several have been part of planning process that predate the Marketview Heights Collective Action Project and while Action Teams from the Collective Action Project remain involved in projects and meetings, there is a concern for maintaining momentum and having a real effect on the neighborhood's image.
- Specific convenience stores at the intersection of Union and Weld and on Scio are constantly referred to as problem locations that hurt the image of the neighborhood by

permitting loitering and probably allowing or possibly participating in illegal activities such as the sale of loose cigarettes and diapers as well as drug paraphernalia.

- One respondent said that the neighborhood is viewed as part of the “Crescent”, and an area of high poverty concentration.

Market

This section explores questions such as: Who is buying real estate and who is selling? Do these transactions inspire confidence in the future of the neighborhood among homeowners? Others? Are prices appreciating at a rate comparable to the city? Is the market hot or soft? Are values high enough to support home maintenance and repair? Is the neighborhood able to attract owner-occupant buyers with choices? Good landlords? Good renters? Good business owners? Do mainstream Realtors actively work this neighborhood? Are there many homes for sale? Does it take too long for them to sell? Are stores doing a good business?

Strengths and opportunities

- The Public Market is a key neighborhood asset and can be leveraged to spur other neighborhood investment.
- The Marketview Heights Collective Action Project was begun through collaboration between MHA, PathStone (when it was HOP and before the HOP/ROI affiliation), the City of Rochester, and several other stakeholders. The investment that MHA and PathStone have made in this neighborhood is significant as is their experience and familiarity with the neighborhood housing market. They have complementary strengths and have experience working together on projects. And they have continued to support the goals of the MVHCAP while working to promote specific projects and activities that will meet the community’s vision and strengthen the market.
- MHA is a positive influence on the housing market with its housing rehabilitation and homeownership efforts. They have the capacity to acquire and rehabilitate vacant housing; they operate an owner occupied home repair program and provide homeownership counseling and training. Note the MHA Program Description in Appendix E and their FIS Immediate Strategies document in Appendix F.
- As noted under challenges, the cost of housing in Marketview Heights is relatively low. This means that many households are paying more in rent than they might pay in principal/interest/taxes/insurance to support a mortgage for a home. While there are challenges noted later in this section there is the potential that renters in the neighborhood could become homeowners with credit and homebuyer counseling and training.
- Pathstone has invested significantly in the MVH area since the mid-1980s and has developed over 150 units in the neighborhood. Their rental housing portfolio has been referred to as better managed and maintained when compared to units owned by absentee landlords. They also have committed significantly to capital improvements in these properties having completed a capital needs assessment of its 27 unit Marketview I development and that it will be investing nearly \$300,000 into capital improvements in

the next 2 years. (There are a couple of dissenting views expressed by absentee landlords).

- Homes that are fully rehabilitated through programs such as HOME Rochester tend to sell for prices higher than the median sales price for the neighborhood. In other HOME Rochester neighborhoods, houses sell for about \$60,000. These homes are rehabilitated to a standard that is very energy efficient and minimizes the replacement of components and systems over a ten year period, making the new owner's ongoing costs more predictable within that time span. Homes rehabilitated to this standard might begin to increase home values in general.
- There may be an opportunity to upgrade the housing stock either through rehab or new construction in order to attract a homeownership market to MVH. Any new housing creation would have to be done recognizing the housing over-supply in the City. Pathstone has outlined a project in a plan previously submitted to the City and attached as Appendix G. Other opportunities proposed by PathStone are outlined in Appendix H.
- The development of First Place between Scio Street, Central Park and North Union, north of the CSX rail line, demonstrates that concentrated single family and townhouse new construction development can be successful. These homes are at least 15 years old and remain stable and well maintained.
- There are many architecturally interesting buildings including the Prince/Alexander/Champney Terrace area to the east and the Susan B. Anthony building to the north. Also, the Our Lady of Mt. Carmel Parish on Ontario Street and several other residential structures on N. Union have architectural significance. Several of the buildings in the Prince/Alexander/Champney Terrace area are Designated Buildings of Historic Value (DBHV). The convenience store at the corner of Union and Weld is also historically significant.
- There is an opportunity to market the more desirable southeast section of MVH FIS near Alexander, Kenilworth, and Prince, to homebuyers with some high incentive financing such as very low interest mortgage money for both acquisition and rehabilitation.
- There is an opportunity to market the MVH neighborhood's close proximity to downtown, the East End Cultural district and other cultural amenities. The neighborhood is also accessible by major thoroughfares such as E Main Street and the Inner Loop
- The recent rehabilitation of Station 55 (a mixed use former factory building on Railroad Street between Main/Goodman Street and the Public Market) into rental lofts and commercial space has been successful and based on the quick rent-up there may be residential market interest adjacent to the Public Market.
- There are stable commercial businesses on North Union outside of the Public Market such as Ametek, Harmon Flooring, Goodwill, Wise Potato Chips, Liquitane and a new venture in the Lemon Grass restaurant.
- There is potential for commercial development near the intersection of Pennsylvania Avenue and N Union Street.

- There is potential for commercial development near the intersection of Pennsylvania Avenue and N Union Street.
- A Fastrac store may be built at the intersection of E Main Street and North Union Street. It is expected that Fastrac may provide better grocery options for MVH residents compared to the existing mini-marts. There are mixed opinions about the Fastrac and its benefit.
- The MVH FIS is bordered by E Main Street which presents many market opportunities and a few issues:
 - The businesses on the north side of E Main Street in the FIS area are well established and have been there for a number of years. Patrons of these businesses are generally those commuting through the area.
 - No design standards exist for businesses on E Main Street.
 - Signage of stereo installation business at North Union and E Main is inappropriate for its “gateway” location.
 - Multiple bus routes travel along E Main Street in the FIS area and represent an untapped customer base. There are at least 3 bus stops in each direction on this section of E Main Street
 - The recent purchase of the Eastman Dental Dispensary by the owner of the Armory represents an opportunity that a vacant, blighted building for the past 20 years will be brought back to productive use but the present uses are contentious.
 - The Rochester Broadway Theatre League has spent millions of dollars renovating the Auditorium Theatre during the last 5 years.
 - With the exception of Wendy’s, there are no restaurants/food establishments serving the hundreds of patrons of Auditorium Theatre, the Armory and the soon to open Blackfriar’s Theatre (between Prince Street and Alexander Street on E. Main Street).

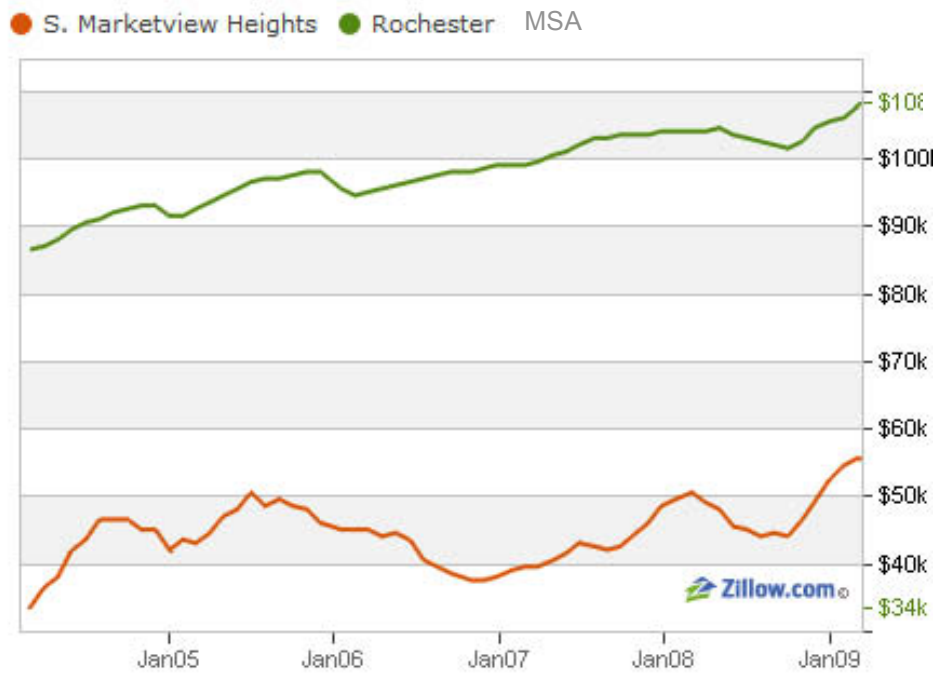
Challenges

- The housing market in the FIS area of the Marketview Heights neighborhood is varied both in price, condition and property type making it difficult to generalize. Zillow.com provides the following properties listed for sale as of 3/12/09 which demonstrates the diversity of housing prices in MVH:
 - A foreclosed single family 5 bedroom 4 bath property for sale on Scio for \$10,000
 - A 3 unit 5 bedroom 3 bath home on Lewis Street for \$50,000
 - A single family 4 bedroom 2 bath home on Lyndhurst for \$45,600

- A 4 unit 6 bedroom 4 bath home on Prince for \$125,000
- There are an insufficient number of sales in the MVH area to make any assumptions about market trends except to note that sales are few and the price range is wide. The number of sales over the past 15 years as noted on the table in Appendix I provides historical information on the few home sales which occurred.
- Accurate statistics on foreclosures are difficult to obtain at this moment but efforts are underway to create an accurate inventory of such properties.
- RealtyTrac lists 20 homes in Pre Foreclosure and 9 Bank-Owned (REO) properties in the FIS and Impact Areas combined.
- Data collected from First American Core Logic's ListSource as of 3/16/09 shows 4 REO properties since 1/1/08.
- Investors purchasing properties for use as rentals have dominated the real estate market in this neighborhood in recent years. While not all landlords neglect their property, absentee landlords and their substandard properties are regularly referenced as a critical problem in the neighborhood. The desire to increase the percentage of homeowners is a standard cry among residents and stakeholders.
- Despite a low homeownership rate in the neighborhood, it is often less expensive on a monthly basis to own a home in MVH than to rent. The median value for a 3-bedroom, single-family home in Marketview Heights is estimated by Zillow.com to be \$39,500. Total principal, interest, taxes and insurance (PITI) of roughly \$460 per month for such a home is competitive with rental rates for an apartment in the area. In the MVH neighborhood rents for single families home range from \$600 to \$650, 2 bedroom apartments range from \$475 to \$525 and rents for 3 bedroom apartments range from 500 to \$550. Rents city-wide by one survey are 3 bedroom apartment \$690 to \$1,300 averaging \$990 and 4 bedroom apartment \$1,200 to \$2,000 averaging \$1,748. Clearly there are barriers to homeownership that are overcoming the fiscal reality. Ongoing maintenance to the older housing stock in the FIS area is one of the potential costs not captured in PITI.
- The relatively low median sale price compared to other areas of the City and County makes homeownership affordable, but will not support substantial rehabilitation without a sizable subsidy. As an example the HOME Rochester Program is a housing development program that rehabilitates housing to a 10 year minimal maintenance standard. Properties acquired and rehabilitated through the HOME Rochester Program citywide for instance typically have a total development cost of \$90,000, require \$30,000 worth of subsidies and sell for \$60,000.
- Amenities are limited in the MVH area. Besides the Public Market and the Sav-a-Lot in Goodman Plaza (6-7 blocks away) there are no full service grocery stores in the neighborhood. Residents must rely on the convenience stores.
- According to the Zillow.com price index, single-family home prices in the Marketview Heights neighborhood (orange line) are considerably lower than for Rochester MSA as a

whole (green line), although they have tracked the overall stable, slightly rising trend of Rochester over the past 4 years. Note the following graph. The Zillow.com home price index for the neighborhood (orange line) is at about half of the Rochester MSA level (green line).

Zillow.com Home Price Index



Physical Conditions

This section explores questions such as: Does the neighborhood look well-kept? Orderly? Are homes in good repair and maintenance? Commercial buildings? Parks and public spaces clean and well-maintained? Does this neighborhood have curb appeal? What message would it send to a casual observer driving down the streets? What about streetscapes – curbs, sidewalks, streets, etc.?

Strengths and opportunities The City is implementing a home repair program for owner occupants, followed by a similar program for rental investors.

- The Charrette document suggests opportunities for physical improvements around 4 main nodes along N Union Street: E Main Street; Kenilworth/Weld; Public Market; Central Park. Suggestions for physical improvements include: dedicated on street parking along the west side of the street; additional / modified lighting and signs and banners with a unifying theme; more street trees; façade improvements to buildings. See Appendix C.
- MHA in partnership with PathStone is implementing an Owner-Occupied Repair Program that will be targeted for home rehabilitation funding by using existing NYS HOME and Affordable Housing Corporation (AHC) funds.
- MHA requires recipients of housing grants to participate in a post purchase counseling class that covers among other topics home maintenance.
- MHA is an approved foreclosure prevention counseling agency. They are actively providing one on-one-counseling to avoid foreclosures and the resulting vacant/abandoned housing.
- MHA and PathStone are partnering to rehabilitate 9 existing commercial buildings on Pennsylvania St. (Public Market), and Union St. using a Main Street grant with matching funds from the City.
- Neighborhood residents are interested and supportive of community beautification projects. The community garden organized by MVHCAP neighbors developed a community garden in the Summer of 2008 which was recognized by the City as Community Garden of the Year. Neighborhood residents, through the MVHCAP have proposed a plan for additional gardens and are working with students from Edison Tech, City of Rochester staff, local landscape architects, RIT, Cornell Cooperative Extension. There also is interest in a beautification project focused on the vacant lots and designing bollards.
- The area east of Union Street in the FIS is perceived as containing better and historically significant housing stock. The houses are larger with interesting architecture. This section was designated a State Historic Preservation Office (SHPO) area several years ago.
- The development and/or reuse of vacant land and vacant buildings present an opportunity for changing the image of the neighborhood. Vacant lots can in some cases be affordably deeded to adjoining property owners that can also provide much needed off-street

parking. If the resources can be assembled and a market can be identified there are significant development opportunities. Land banking of vacant lots with development potential was suggested as a longer term strategy but clear criteria for designating such properties would be helpful along with policies for releasing properties for development.

- The City of Rochester is pursuing the designation Urban Renewal District and a HUD Neighborhood Revitalization Strategy Area. These designations provide additional funding opportunities and flexibility.
- There are plans to improve the parking for the Public Market which will make it more attractive for those who drive to the Market.
- Street resurfacing is presently planned for 2011 for N. Union Street.
- At the “entrance” to the neighborhood at N Union and E Main Street there is the potential for the development of a Fastrac store that if well designed and integrated into the local architectural style could serve to improve the appearance of the gateway.

Challenges

- As mentioned previously, many perceive the MVH FIS area to contain at least two sections that differ dramatically in building stock and image. N Union Street south of the rail line and the corresponding area West of N Union (with the exception of Lyndhurst) are viewed as less desirable than other areas in MVH. The number of vacant buildings and vacant lots is greater, and the housing is generally considered of a lower standard both in condition and potential.
- Using the 1 through 5 external Building Condition Scale used in the Building Condition and Land Use survey 13% (52 properties) are 4s and 2% (9 properties) are 5s, the worst ratings. (4 = Bulging walls, sagging Foundations, broken windows & substantial improvements required. 5 = Abandoned, fire damaged, boarded-up, vacant & possibly unsuitable for rehabilitation.)
- There are several industrial sites on N Union that while generally well-maintained diminish the neighborhood feel of the area. In addition the mixed residential/commercial/industrial feel of N Union Street has been mentioned as a challenge.
- Vacant properties have a major impact on the physical appearance of the neighborhood in addition to the other social ills that they support. Many of the vacant lots are viewed as unattractive by neighborhood residents especially with the standard bollard treatment which the City uses to secure City-owned vacant property to prevent dumping and vehicular access. The privately owned vacant lots pose additional problems as there is little incentive for the owners to maintain them.

- The CSX rail line divides the neighborhood and the railroad bridge crossing N Union creates challenges and limitations on the design of N Union Street as the gateway to the Public Market.
- The permanent tenants at the Public Market consist of small retailers and a few distributors. On market days the area is vibrant, interesting and busy with people. On non-market days it is quiet and not so attractive. A face-lift is needed and may improve the appearance of the specific businesses that are included in the Main Street Grant. Over \$5MM was spent in the past few years improving the entries to the Public Market and for improvements to the overhang over the selling areas. Traffic patterns in the Market were also redone as part of the major capital improvements.
- Based on the interviews there is a sense that momentum, while steady is not moving as some people would like and certainly is not building to the degree necessary. There needs to be more visible progress toward improving the appearance of the neighborhood. There are other perspectives that believe progress is being made.
- Some of the infrastructure is stressed, for instance the North Street underpass floods, because there is insufficient drainage.
- As noted in the documentation resulting from the Charrette there are issues related to the alleys and their accessibility, traffic flow especially as it relates to drug activity and loitering, a lack of street trees, inadequate and unattractive street lighting, and trash and debris.
- The alleys which run throughout the Marketview Heights neighborhood in the areas around Lyndhurst, Weld, Woodward and Ontario Streets present a challenge with respect to crime and loitering since these thoroughfares are not visible from the main streets. There have been reported incidents of drug dealers moving out of range of recently installed cameras, particularly on Scio Street, into the alleys off of Ontario and Woodward Streets.

Neighborhood Management

This section explores questions such as: Does the neighborhood present as well-managed? Are there litter and trash or flowers and swept sidewalks? Are there “eyes on the street” – neighbors watching what’s going on? Is there visible crime? Loitering? Are there formal and informal groups managing the neighborhood?

Strengths and opportunities

- The MVHCAP Action Teams remain engaged and are actively planning and implementing projects mostly around beautification. There is the opportunity to use the Action Team structure to build on the involvement of residents in Neighborhood Management. PathStone’s support of the Action Teams through their community organizer is seen as crucial. Involvement of the community organizer has been a turning

point in initiating and retaining active resident involvement. The MVHCAP is recognized by the City as representing neighborhood interests.

- The MVHCAP has created opportunities for leadership development. With the support of NeighborWorks, Leadership development Institute, 11 residents have participated in leadership training and community organizing.
- There are multiple Block clubs in the MVH area and a new group of leaders have been established.
- There are existing neighborhood activities that serve to bring the community together. On Weld Street, neighbors have cook outs throughout the summer. Many in the neighborhood have informal telephone chain and call each other if there is a problem. Neighbors who participate are both renters and homeowners.
- There are a number of long term residents that have maintained active involvement in the MVHCAP, and their participation has been helpful and a stabilizing influence.

Challenges

- Crime and loitering, especially the connection with the neighborhood mini-marts, by far are the biggest concerns mentioned in conversations with those active in the community. This is an issue for Neighborhood Management in that those active in the community have spent untold hours addressing the issue with perception that little has changed. The scale of these issues in the neighborhood and the lack of visible progress threaten the momentum that has been created toward neighborhood self-management.
- There are a significant number of transient renters in substandard housing who are difficult to engage and who have little vested in taking responsibility for neighborhood improvement. Their landlords have little interest in encouraging them to be engaged and little influence over their activities.
- The community organizing support provided by PathStone is perceived as very helpful at getting residents and stakeholders engaged but difficult to fund.

Social Conditions

This section explores questions such as: Do residents have access to jobs? Are households able to make ends meet? Does the neighborhood provide positive opportunities for youth? Are amenities (e.g. quality parks, stores, libraries, services, schools) present in or near the neighborhood that provide a high quality of life in the neighborhood for the people who live there)?

Strengths and opportunities

- There is the perception that there are social service programs (or did we agree to “human service agencies”?) available for households that are in need of assistance and many active organizations in the FIS are able to assist them in finding help locally.
- If the Fastrac is built at N Union and E Main it is estimated that it could create as many as 12 new full time jobs and 13-18 part time jobs which could be available to neighborhood residents.

Challenges

- There is a perception that many families are living financially on the edge and that any disruptions to household income or any new social or health related problem could be disastrous.
- There is also the perception that many renters live in an apartment for a period of time and move when they are forced to for lack of payment. They relocate to another unit and the cycle continues.
- Employment is perceived to be a significant social issue.
- There is a sense that the drug culture is the main economy in the area and that those involved are too invested in maintaining the status quo. It would be detrimental to their business to improve social conditions.

Strategies

This section is “food for thought” to seed further discussion on strategies. It is not a part of the “Situational Analysis” per se. A more developed “strategies” document is a second deliverable specified in the planning contract between the City and Enterprise.

Suggestions on an overall revitalization approach

Taken together, the strategies for the FIS area should convey a coherent revitalization approach. The major prongs comprising an overall approach towards revitalizing the Marketview Heights FIS area might be as follows:

- Formally recognize the Marketview Heights Collective Action Project’s Neighborhood Revitalization Strategy as the foundation for the FIS strategy. This respects and honors the significant work that was done to create the plan. This includes the participation by residents and stakeholders, many of whom continue to support the plan through both participation and financial support.
- Provide continued support for the Action Teams created through the MVHCAP with financial support for projects, shared infrastructure such as loaned meeting space, computer and internet resources for residents on the Action Teams, and financial support for community organizing.
- Maintain and strengthen the connection between physical development strategies and the neighborhood management efforts of the Action Teams and others for the sake of a comprehensive and cohesive approach.
- Develop a detailed plan including funding for the disposition of vacant buildings and lots including the following strategies:
 - A short term strategy for greening vacant lots that are both City owned and privately owned regardless of their long term disposition.
 - A longer term strategy for land banking lots with potential value for infill development understanding that is unlikely for 5 to 10 years.
 - Define a strategy with criteria for deeding lots to adjacent property owners with stipulations about the use of the lots including limits/standards for off-street parking per the Zoning Code.
 - Create a formal set of criteria for the demolition/rehabilitation of vacant buildings that takes into account the costs of both securing and managing vacant structures, historical significance of existing structures, liabilities, risks and future market potential.
- Carefully analyze the housing market to assess the potential for homeownership programs and create realistic goals for both increasing the percentage of homeowners and improving the condition of rental housing.

- Finalize plans and budgets for the Union Street Gateway. Create and implement a timeline for the plan.
- Continue to invest in the Public Market and carefully plan to increase its capacity as both a resource for the community and a destination for those living outside the community.
- Approach those responsible developers and business owners that have already invested in the MVH neighborhood to encourage their continued involvement and investment in the neighborhood.
- Create marketing and promotional strategy integrating marketing of the projects planned and specifically the homeownership opportunities in the FIS area. Constantly focus marketing on projects and their successes rather on the “promise” of the FIS strategy.

Additional strategies to consider

- Housing Rehabilitation Standards for the FIS that would provide guidance and minimum requirements for projects funded through the FIS.
- Outreach to private investors to better quantify their business issues and perceptions.
- Technical support for private investors on topics such as tenant selection and property maintenance.

Appendices

LIST OF ATTACHED APPENDIXES FOR MVH SITUATIONAL ANALYSIS

Appendix	Item
A	Focused Investment Strategy (FIS) Area Map
B	MVHCAP Neighborhood Revitalization Strategy
C	North Union Street Corridor-A Community Vision Plan http://www.archive.org/details/MarketviewHeightsNorthUnionStreetCorridorCharretteReport
D	List of FIS Team Members
E	Marketview Heights Association Program Description
F	MHA FIS Immediate Strategies Document
G	Pathstone-Lewis/Augusta/Davis Mixed Income Plan
H	Other opportunities Identified by Pathstone

Appendix A

FIS Area maps

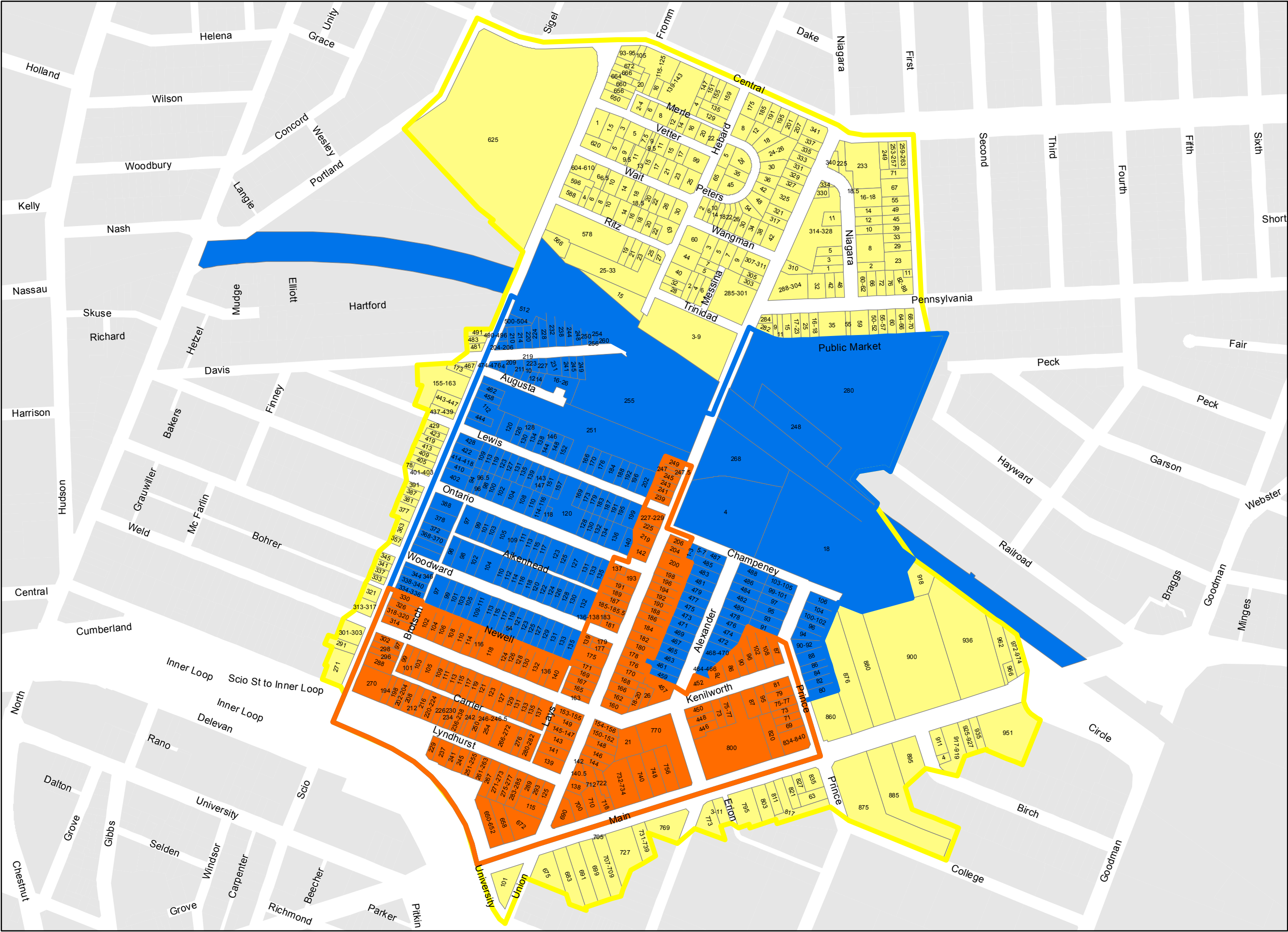


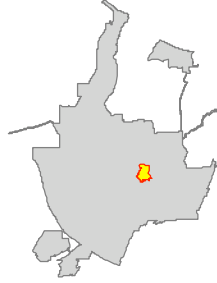
There are approximately 657 properties with 653 buildings in the Marketview Heights FIS Area.

There are 181 parcels in the Marketview Heights FIS priority area (27%), 211 parcels in the Marketview Heights FIS Area (32%), and 267 parcels in the

Legend

- FIS Priority Area
- FIS Area
- Marketview Heights FIS Impact Area
- FIS ZONE**
- PRIORITY AREA
- FIS AREA
- IMPACT AREA





364,55%, of properties in the area
are residential

116,19%, of properties in the area
are commercial uses

121,18%, of properties are vacant lots.

Legend



FIS Priority Area



FIS Area

Marketview Heights FIS Impact Area

Land Use



NA



single family



two family



three family



multi family



apartment



vacant land



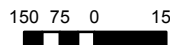
commercial



community facility



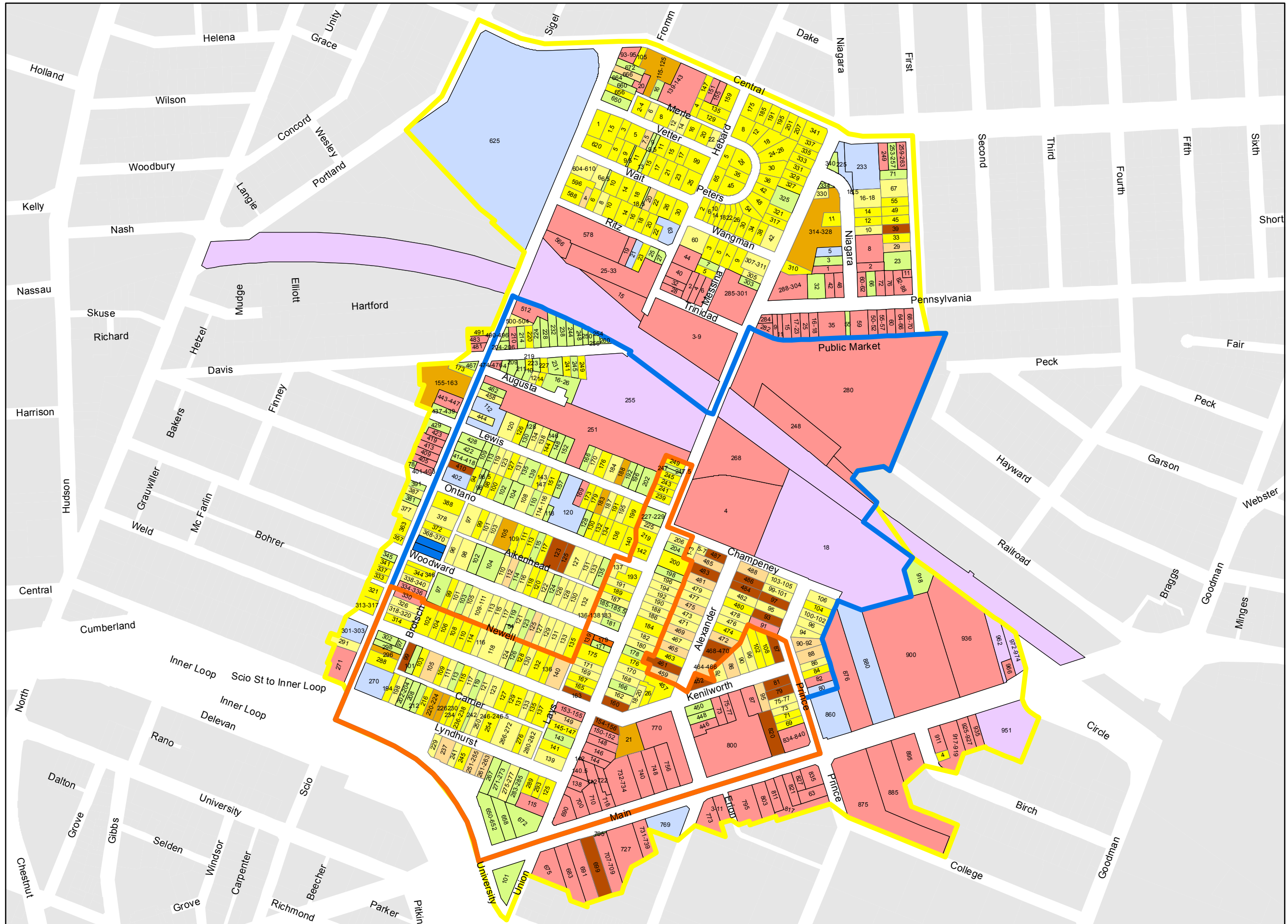
industrial



150 75 0 150 Feet



Enterprise™





39,6%, of buildings in the area are vacant.
84,13%, of buildings have code violations.

A property condition survey was conducted for the Marketview Heights Neighborhood, with a 1 rating being a property in excellent condition and a 5 rating a property in extremely poor condition:

17, 3%, of properties were rated 5.
70, 11%, of properties were rated 4.
87, 13%, of properties were rated 4 or 5.

Legend

- FIS Priority Area
- FIS Area
- FIS Impact Area

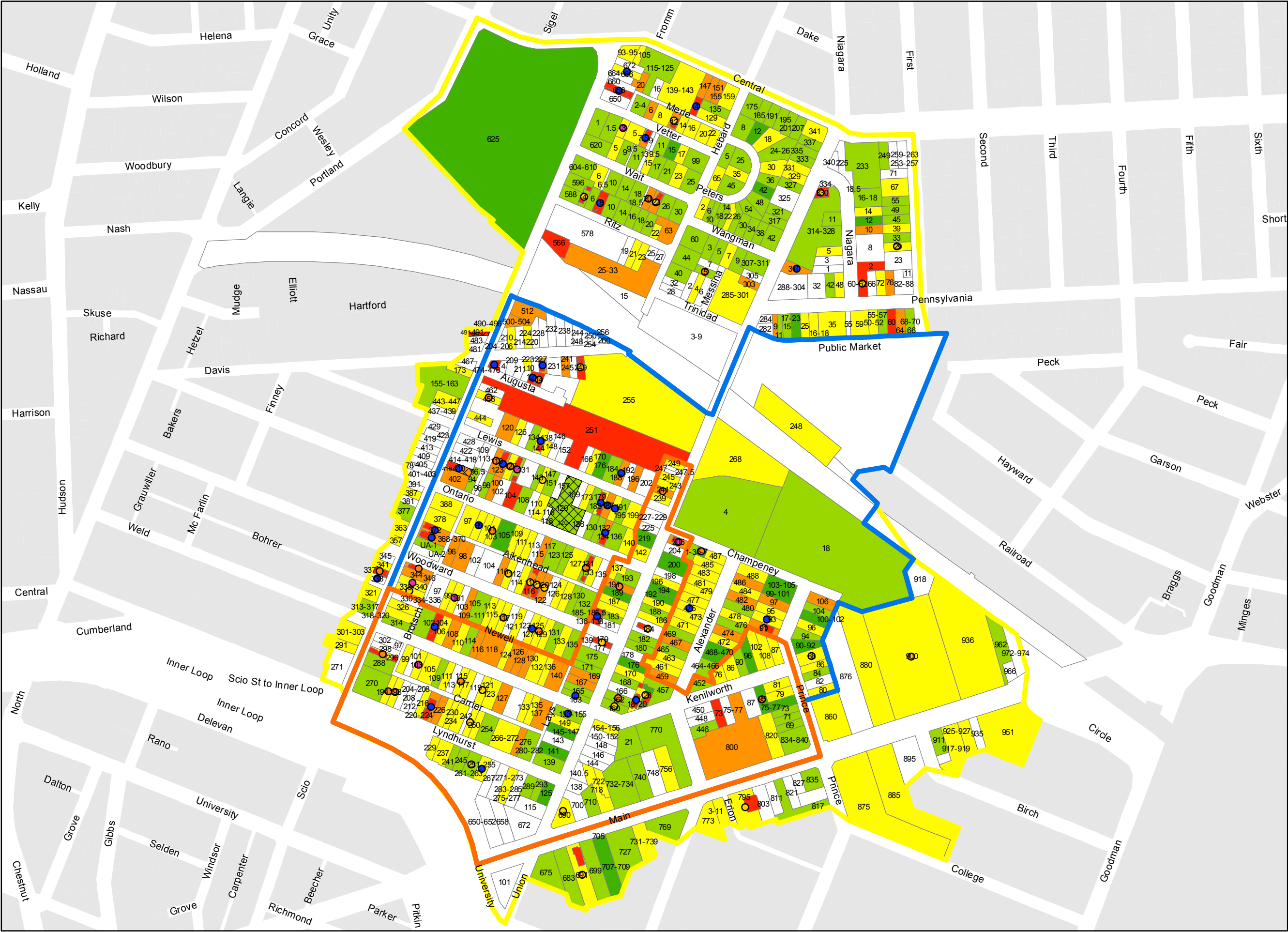
VIOLATIONS

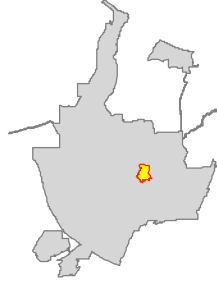
- 1
- 2-3
- 3-5
- 5+

- Vacant Building
- Foreclosure

Building Conditions




- NA
- 1
- 2
- 3
- 4
- 5





189,52%, of buildings in the area are occupied by renters.

Legend











-  FIS Priority Area
 FIS Area
 FIS Impact Area

Land Use

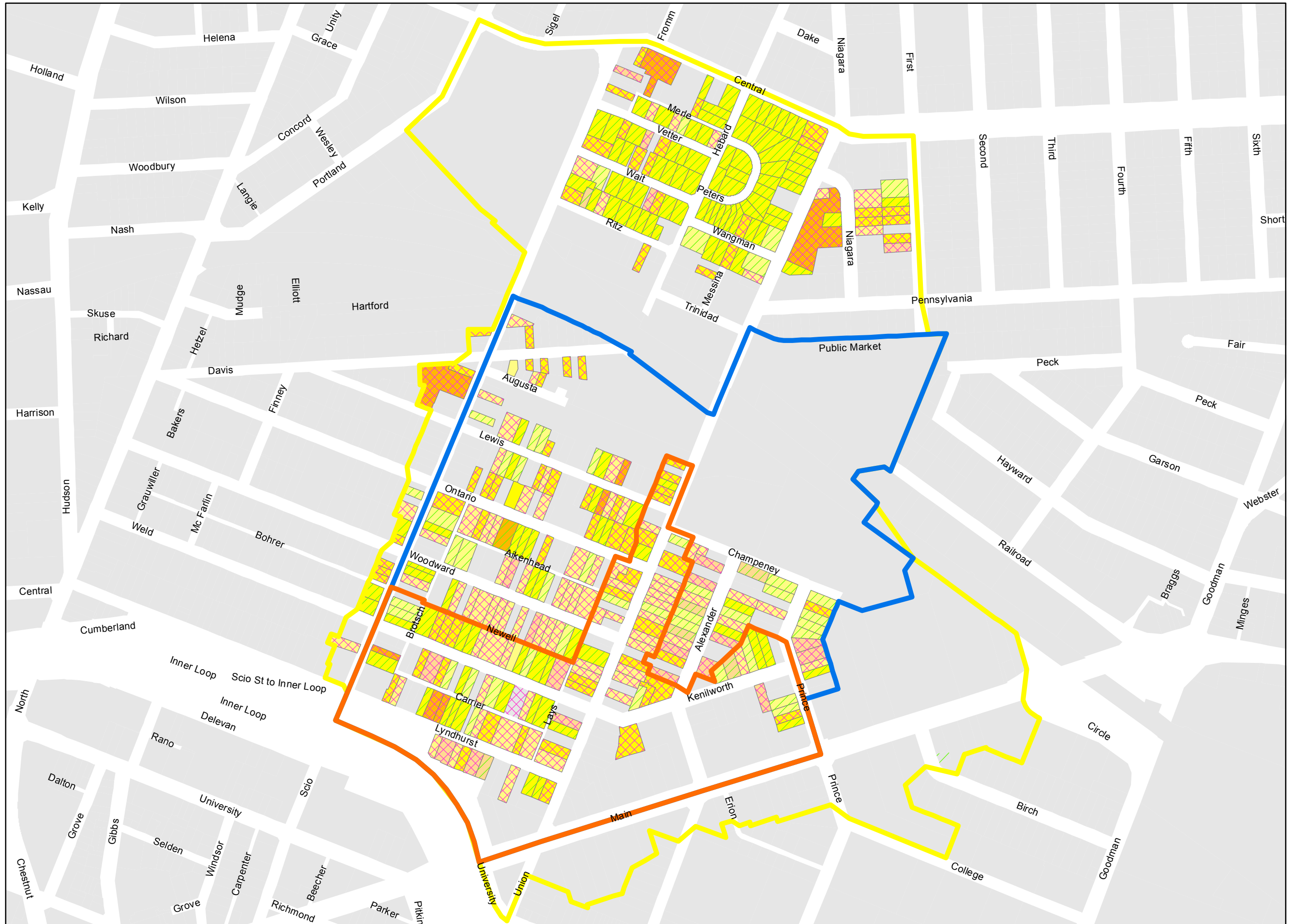
INVESTOR

- 
- OWNER
- INVESTOR

LU_Code

- | | |
|---|--------------------|
|  | Single Family |
|  | Two Family |
|  | Three Family |
|  | Multi Family |
|  | Apartment |
|  | Vacant Lot |
|  | Commercial |
|  | Community Facility |
|  | Industrial |
|  | <Null> |

150 75 0 150 Feet



Appendix B

**The Marketview Heights Collective Action Project's (MVHCAP)
"Neighborhood Revitalization Strategy", published in February of 2006**



marketview heights neighborhood revitalization strategy

making change happen

prepared for and with the

Marketview Heights Collective Action Project

February 2006

for more information contact

Rural Opportunities, Inc.

400 East Avenue

Rochester, NY 14607

585.340.3720

Marketview Heights Collective Action Project

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Joshua Abrams Community Planning Collaborative

Sara Hernandez Community Planning Collaborative

And many thanks!

The Marketview Heights Neighborhood Revitalization Strategy was created through a participatory process that involved over 150 neighborhood residents, business owners and other stakeholders. Thank you to everyone who gave their time, energy, ideas and talents! Together, we have already begun to make change happen.

Funding for this effort has been provided by Enterprise Community Partners, Housing Opportunities, Inc. and the Rochester Area Community Foundation.

This plan is dedicated to Larry Stid, long-time Director of City Planning, who passed away suddenly in November 2005. Larry was part of the group who met for nearly a year to discuss how to approach this planning effort. His quiet, thoughtful support was important in establishing the City's commitment and was greatly appreciated.

contents

marketview heights neighborhood revitalization strategy

1	planning for action: an overview	1
2	our process: developing the strategy	5
3	here and now: marketview heights today	9
4	our vision: the future we want to create	15
5	ten big ideas: making our vision reality	19
6	phase one: union street gateway + other priorities	33
7	implementation: action teams + future phases	41

appendix a: community assets

appendix b: north union street walking tour notes

statement of purpose

Marketview Heights is a great neighborhood, with a rich past and a promising future.

One of our community's strengths is its history of community organizing and resident-led action. Through various initiatives, we have coalesced around key ideas and projects for neighborhood revitalization. These initiatives have resulted in important wins for the neighborhood, including significant new housing development in the last ten years. Even so, community issues persist that must be addressed to achieve the future we want to create.

The Marketview Heights Neighborhood Revitalization Strategy (MHNRS) builds upon this strong history and previous successes, but seeks to create a more coordinated and comprehensive mechanism for neighborhood organizing, planning and action to achieve our primary goal: **increased investment in our neighborhood.**

The MHNRS was developed through a collaborative process with neighborhood residents, business owners and other community stakeholders beginning in March 2005. Through community-wide workshops and action team planning sessions, we developed a revitalization strategy that responds to community priorities and lays the foundation for long-term success.

The MHNRS:

- ➡ Articulates our vision for neighborhood revitalization
- ➡ Defines ten "big ideas" for priority action
- ➡ Details a two-year plan for action and investment (totallying \$2.6 million per year) to physically revitalize the North Union Street Gateway corridor and address neighborhood-wide issues essential to revitalization
- ➡ Describes how we will work together, sustain our efforts over time, and measure our success.

The MHNRS is a different kind of document for a different kind of community initiative. It is an organizing tool, an action plan and an investment strategy. We know that redevelopment projects will only succeed if they are supported by the community, and we know that sustaining community action requires that people see something happen from their efforts. We need a comprehensive approach for working together and getting things done.

We also need to get to work immediately (in fact, implementation has already begun!). Toward that end, the strategy outlines specific steps that build momentum and signal to potential partners that this movement is real and viable.

We look forward to your input and participation as we work together to revitalize Marketview Heights.

"Never doubt that a small group of thoughtful committed citizens can change the world: indeed, it's the only thing that ever has."

MARGARET MEAD

planning for action

an overview

1

NOTE: This four-page 'executive summary' also serves as a pull-out newsletter that will be distributed throughout the Marketview Heights area.

Marketview Heights Neighborhood Revitalization Strategy Is Ready for Action!

For the past year, an intrepid group of Marketview Heights residents, business-owners, property owners and other stakeholders have been working together to draft a new revitalization strategy for the Marketview Heights neighborhood.

The resulting Marketview Heights Neighborhood Revitalization Strategy (MHNRS) is a vision for our neighborhood's future, a plan for investment, and a call to action.

The planning process was initiated by a collaborative effort of Housing Opportunities, Inc. (a division of ROI), Marketview Heights Association, and Enterprise Community Partners, working in conjunction with the City of Rochester. Together, the group refers to themselves as the Marketview Heights Collective Action Project (MHCAP).

The following pages give an overview of the process, content and near-term priorities of the MHNRS, including ways you can get involved in making revitalization happen in Marketview Heights.

We are our own best hope for making revitalization a reality.

Take a chance and make a difference: GET INVOLVED!



The MHNRS planning area, and the Union Street Gateway—our first focus for action!

Why the MHNRS?

Marketview Heights is a neighborhood with many assets to build upon, as well as many challenges to address. One of the neighborhood's key assets is a history of community participation in efforts to address local issues and stimulate revitalization.

Previous initiatives have achieved important victories and helped shape and strengthen the community we know today, both socially and physically—achievements such as First Place, Freddie Thomas High School, new investment in the Public Market, neighborhood-based agricultural programs like GRUB, and the efforts of the North Street Business Association. These and other activities lay the foundation for further revitalization efforts.

The MHNRS builds on prior planning efforts and fills in the gaps on issues and areas not currently being addressed. The MHNRS process seeks to complement and expand—not duplicate or challenge—other planning efforts.

Most importantly, the MHNRS seeks to engage residents, business owners and other stakeholders in identifying priority strategies and actions, and then working together to make change happen.

We welcome your participation and collaboration in improving Marketview Heights and attracting new investment to our neighborhood!



The MHNRS Story

The Marketview Heights Neighborhood Revitalization Strategy (MHNRS) was developed through a participatory process that engaged residents, business owners and other stakeholders in evaluating current conditions, defining a vision for the future, identifying priorities for action, and developing action plans.

Launched in early 2005, the project initiated action on key priorities even during the planning process. Action teams not only worked to develop the plan's content, but they also started taking action—from working with the police to address crime “hot spots” to organizing neighborhood clean-ups.

Key planning events included:



“Tell Us” + Visioning Workshops
March and April 2005



Action Team Meetings
Summer and Fall 2005



Draft Plan Review
January and February 2006

Over the course of the past year, over 150 residents and other stakeholders helped shape the MHNRS and worked together to make change happen!

More information about the planning process can be found in Section 2 of the MHNRS, beginning on page 5.



VISION

Participants in the MHNRS process described what Marketview Heights will be like when we achieve everything that we want to achieve. They described a neighbor-



hood that is diverse, well-kept, safe and affordable, with high quality schools, employment opportunities, recreation and shopping. Of course, none of these are particularly surprising. But knowing what we are trying to achieve together is an important starting point, as is recognizing the many assets we already have in our neighborhood that we can build upon, including our #1 asset: ourselves.



BIG IDEAS

The MHNRS defines ten “big ideas” that help link our vision to action:

- 1 work together** towards our shared goal of a vibrant, safe, healthy and livable neighborhood.
- 2 involve our youth** energy, creativity and unique contributions to make our neighborhood a better place for people of all ages.
- 3 show our pride** by cleaning up and beautifying our neighborhood, and making sure it is well-maintained.
- 4 build on our key assets** in addition to our valued “human resources” and active community organizations, including such assets as the Public Market and historic buildings of citywide and regional importance.
- 5 partner with the police** to control crime and drugs in our neighborhood so that we are comfortable and safe on our streets and in our homes, and visitors will not be afraid to come shop here.
- 6 promote crime prevention thru environmental design** recognizing that the design and management of our neighborhood can help deter crime.
- 7 focus on economic development** to create and sustain jobs and economic activity, including vibrant commercial areas.
- 8 train ourselves for good jobs** with better incomes by focusing on education and training.
- 9 improve our homes + buildings** by removing or replacing abandoned buildings that are beyond repair and rehabilitating those that can be saved.
- 10 increase homeownership** to strike a better balance between owners and renters, build wealth, and create real investment by more residents in our neighborhood's future.



We can't do everything at once. So the MHNRS identifies near-term priorities that build on our strengths and create opportunities for us to work together. We also want to avoid duplicating existing programs, services and initiatives, and include things we can ourselves as a community, while also seeking the partners and resources that are needed for long-term success.

North Union Street Gateway *having an impact*

North Union Street is centrally located in the southern half of Marketview Heights, running from East Main Street to the Public Market and up to Central Park. The "Union Street Gateway" includes one of our neighborhood's major physical assets (the Public Market) as well as a number of empty lots, buildings in need of rehabilitation, and areas with significant safety issues. It is also a major point of access to the Public Market, and thus an area of high visibility. For these reasons and more, it was identified as an area to focus near-term revitalization activities, some of which are described below.

Area-Wide Actions *responding to other priorities*

There are also some near-term action priorities that will benefit the entire neighborhood. These include revitalization activities that have strong resident support, activities that are time-sensitive, and activities that are necessary first steps for actions that will come later. These actions are also listed below.

Action Teams *making things happen*

The MHNRS defines four action teams that will involve residents and business-owners in working with other stakeholders and partners to implement priority revitalization activities both in the Union Street Gateway and area-wide.



outreach + organizing

will ensure that residents and businessowners remain at the center of the NRS process through door-to-door outreach, regular project bulletins and neighborhood meetings. They will also collaborate with the school district on the Rochester Children's Zone.



safety + security

will work closely with Rochester police and NET officers to identify crime "hot spots" and coordinate efforts to prevent and eliminate crime through police response, resident efforts (e.g., Neighborhood Watch and PAC-TAC) and improvements such as improved lighting and housing rehabilitation.



streetscape + beautification

will lead efforts to improve public spaces, including sidewalks, street trees, landscaping, community gardens, parks and facade improvements. They will coordinate with Outreach to utilize beautification activities as community-building tools.



housing + development

will coordinate rehabilitation of housing and commercial buildings, promote homeownership, and undertake targeted property acquisition and redevelopment activity. They will also take the lead on coordination of ongoing efforts related to the Eastman Dental Dispensary.

MHNRS Contents

The Marketview Heights NRS is a road map to the future. It contains seven sections:

- 1 planning for action**
overview of the MHNRS structure and content, formatted as a "pull-out" newsletter for wide distribution—it's *what you're reading right now!*
- 2 our process**
overview of the meetings and discussions that led to the MHNRS
- 3 here and now**
summary of background info about the neighborhood and the people who live here
- 4 our vision**
vision statement and guiding principles defined by residents and other stakeholders
- 5 ten big ideas**
how we plan to respond to key neighborhood issues—*this is the largest section of the plan*
- 6 phase one**
what we plan to do in the first two years of implementing the plan—*these are our highest priority near-term actions*
- 7 implementation**
overview of how we will manage and update the plan

make a difference *get involved*

How can you get involved in making Marketview Heights a great place to live, work, shop, learn and play?

There are lots of ways!

Following are a few options:

- ☑ Join one of the four MHNRS Action Teams to work with other concerned citizens in making neighborhood change happen.
- ☑ Attend the MHNRS neighborhood workshops and special events.
- ☑ Join in a neighborhood clean-up day or tree planting party.
- ☑ Join your neighbors in creating a Neighborhood Watch Program or block club association (or if you don't have one, work with us to help create one!).
- ☑ Donate your time, special skills or goods/services to help us achieve common goals. For example, we need gardening supplies, food for community meetings, graphic design, and printing services—*just to name a few!*
- ☑ Give to the Marketview Heights Neighborhood Revitalization Fund and watch your contributions grow.

For more information, contact Spring Worth, MHNRS Coordinator, at (585) 340-3720.

Many Thanks!

Thanks to everybody who gave their time, effort, enthusiasm, talents and ideas to make the MHNRS a reality, and who continue to work to put our ideas into action. Special thanks to our funders, Enterprise Community Partners, Housing Opportunities, Inc. and the Rochester Area Community Foundation!

The MHNRS is dedicated to the memory of Larry Stid, long-time Director of City Planning, who helped shape the MHNRS effort and the City's commitment to its success.



making ends meet

Implementation of the MHNRS will take a lot of hard work, and money. Preliminary cost estimates total approximately \$2.6 million per year for the first two years of implementation. This includes \$1.5 million per year for property acquisition and redevelopment in and around the North Union Street Gateway area. Other major expenditures include \$300,000 to capitalize a revolving loan program, \$300,000 per year to support a homeownership program, including downpayment assistance and interest rate subsidies, and an estimated \$750,000 over two years for sidewalk, lighting and streetscape improvements.

Raising funds is a critical next step. This can be in the form of targeted City expenditures, grants, lender contributions and community fundraising. It can also come from “in-kind” contributions of time and talent from community members, local businesses and partner organizations. *Every contribution is needed, and valuable.*

monitoring success

The MHNRS includes a draft set of indicators for monitoring success over time, as well as recommendations for managing the NRS over time and phasing in other parts of the neighborhood for focused action.

Indicators include outcomes like having more residents involved in the MHNRS effort, as well as outcomes like more street trees, lower crime rates, fewer abandoned properties, and more high school graduates.

Newsletter distributed by

Marketview Heights Collective Action Project

c/o Rural Opportunities, Inc.

400 East Avenue

Rochester, NY 14607

(585) 340-3720

sworth@ruralinc.org

our process

developing the strategy

2

The Marketview Heights Neighborhood Revitalization Strategy was developed through a participatory process that engaged neighborhood residents, business owners and other stakeholders in evaluating current neighborhood conditions, defining a vision for the future, identifying priorities for action, and developing specific action plans.

Launched in early 2005, the planning process has given significant attention to community outreach and participation. It has also sought to initiate action on neighborhood priorities even as the planning was proceeding. Participants in the various action teams have not only worked to develop the plan's content, but they have also been taking action—from working with the Rochester police to address crime “hot spots” to organizing neighborhood clean-up days.

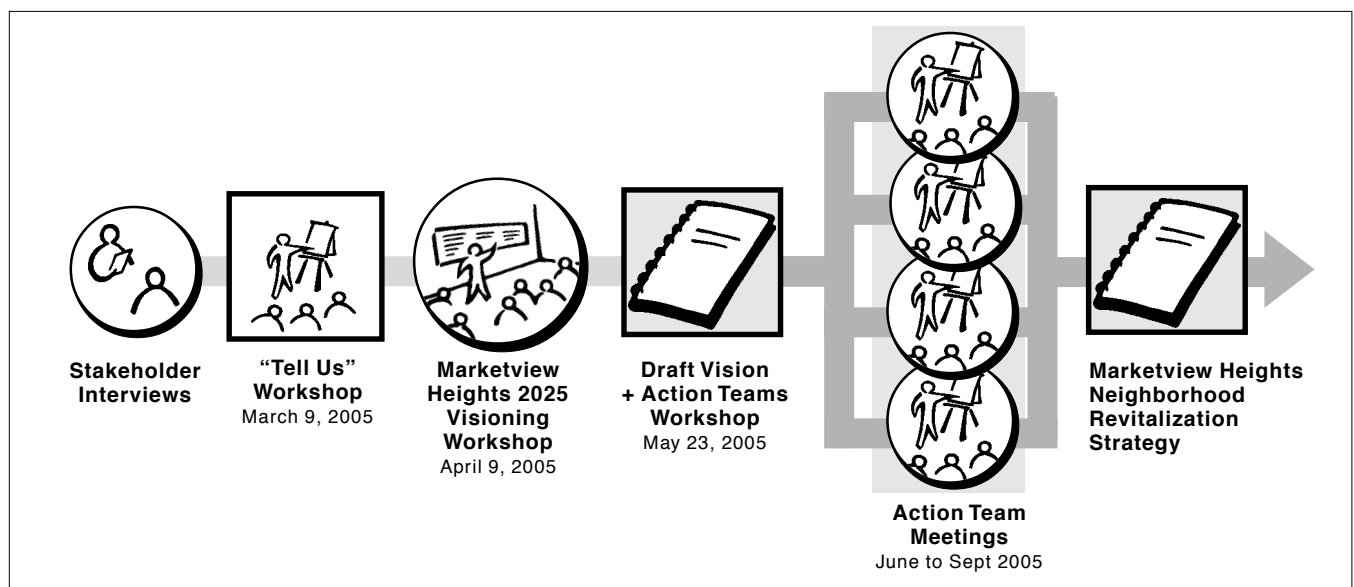
Over the course of the effort, nearly two hundred residents and other stakeholders have helped shape the strategy and worked together to make change happen!

The graphic below illustrates the community planning process that led to the Marketview Heights Neighborhood Revitalization Strategy. The key steps in the process are also described below, and on the next page.

The planning process was initiated by a collaborative effort of Housing Opportunities, Inc., Marketview Heights Association, and the Enterprise Foundation, working in conjunction with the City of Rochester. Together, the group refers to themselves as the Marketview Heights Collective Action Project (MHCAP).



Residents and other stakeholders helped define the values, priorities and actions included in the Marketview Heights NRS through a series of hands-on workshop activities and small group discussions.



The Marketview Heights Neighborhood Planning Process



Small group discussions such as this one allowed workshop participants to give individual input and engage in more indepth conversations.



Wallgraphics were illustrated by volunteer architecture students and others to help capture the input and ideas of workshop participants.

The MHCAP steering committee initiated the planning effort in late 2004 with the hiring of a Community Planning Project Manager, followed by the hiring of a planning consultant, Community Planning Collaborative, in early 2005.

Community input regarding the planning process design, focus and goals was gathered through **stakeholder interviews** in which members of the core planning team met with a variety of different community leaders, business owners and residents. The purpose of the interviews was to understand the range of planning issues and concerns, previous and current planning efforts in and around the neighborhood, and people's hopes and expectations for the planning effort. Based on input from the interviews, the process design and project goals were refined and confirmed.

The first large community event, the **'Tell Us' Workshop**, was held on March 9, 2005. The purpose of the workshop was to provide an opportunity for residents and other workshop participants to voice their opinions about the proposed planning process; to identify how to ensure that it would be an inclusive, community-supported effort; and what they thought were the issues to be addressed in each part of the neighborhood. As part of the workshop, a "virtual walking tour" was conducted in which participants traveled to different work stations, each focused on a different part of the Marketview Heights neighborhood. At each station, participants identified assets, opportunities, issues and challenges in that part of the neighborhood. Comments were recorded on large wallgraphics and area maps.

The next event, the **Marketview Heights 2025 Visioning Workshop**, was held one month later, on April 9, 2005. Following a brief summary of the issues and opportunities identified at the previous workshop, participants were asked to put all their concerns about current issues and limitations aside for the day, and focus on "what would Marketview Heights be like if we achieved everything we wanted to achieve?" With this directive in mind, participants then engaged in a series of activities to:

- Describe our ideal future for the neighborhood.
- Identify common themes and shared values that help define who we are as a community and what we want to build together.
- Define "three bold steps" that we can take in the coming year to begin making our vision of the future a reality.

Most of the work was done in small groups, but when all groups were finished, they came back together as a whole and shared their visions, common themes and bold steps. The vision developed at this workshop is described in Section 4.

In May, a third meeting, the **Draft Vision and Action Teams Workshop**, provided an opportunity for everyone to critique the draft vision statement, consider input related to key issues and "bold steps" from the previous workshops, and determine a short list of "action teams" for organizing the group's work effort for the next three to four months.

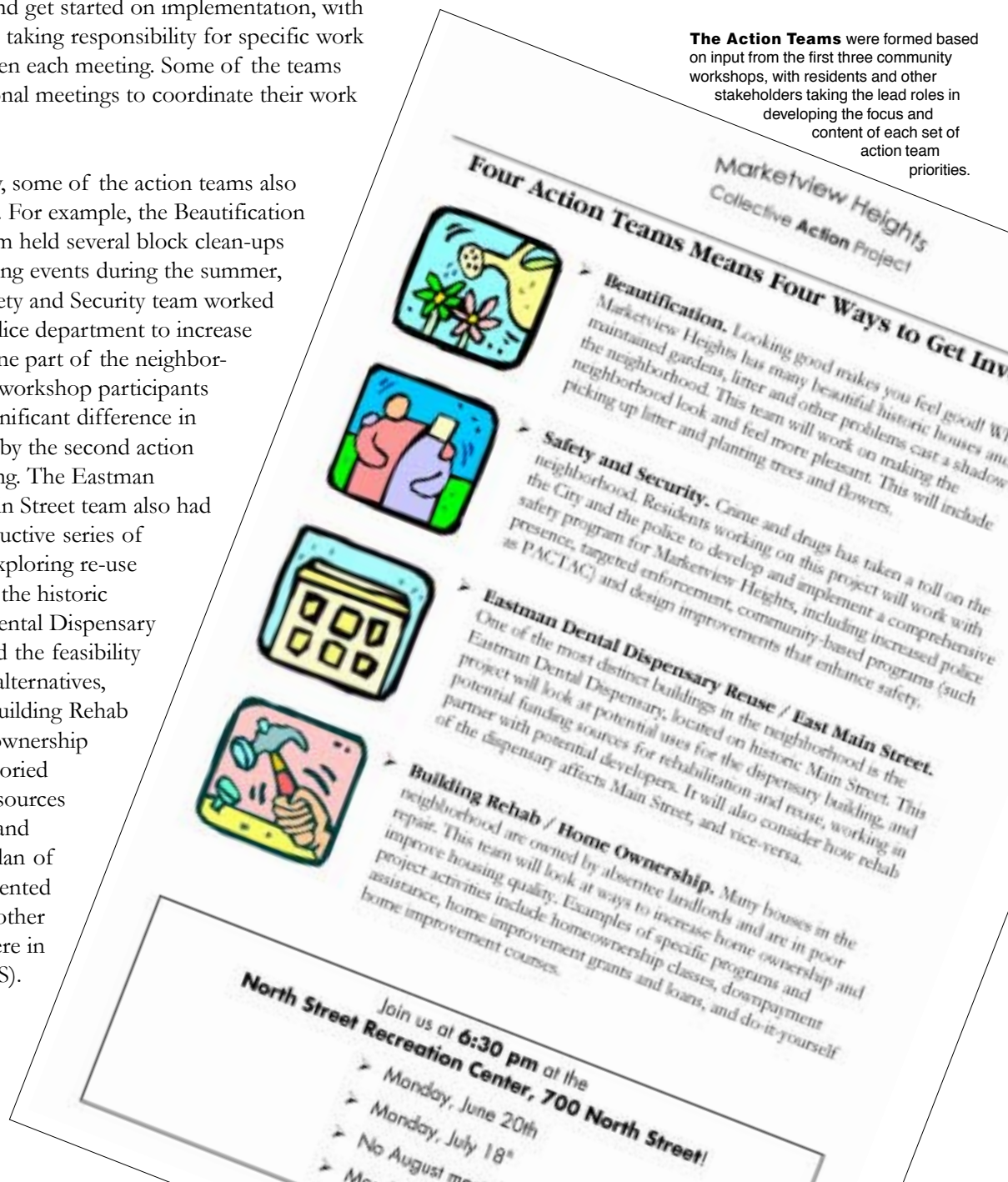
After extensive discussion, voting and more discussion, residents identified four **Action Teams**:

- **Neighborhood Beautification** *to make our community attractive.*
- **Safety and Security** *to make our neighborhood safe.*
- **Building Rehab / Home Ownership** *to improve our housing.*
- **Eastman Dental Dispensary / Main Street Reuse** *to generate investment.*

The action teams met together three times over the course of the summer, in June, July and September, to choose team leaders, identify short and long-term priorities, and get started on implementation, with participants taking responsibility for specific work tasks between each meeting. Some of the teams held additional meetings to coordinate their work efforts.

Importantly, some of the action teams also took action. For example, the Beautification Action Team held several block clean-ups and gardening events during the summer, and the Safety and Security team worked with the police department to increase patrols in one part of the neighborhood, with workshop participants noting a significant difference in safety even by the second action team meeting. The Eastman Dental/Main Street team also had a very productive series of meetings, exploring re-use options for the historic Eastman Dental Dispensary building and the feasibility of various alternatives, while the Building Rehab and Homeownership team inventoried available resources and needs, and defined a plan of action (presented along with other priorities here in the MHNRS).

The Action Teams were formed based on input from the first three community workshops, with residents and other stakeholders taking the lead roles in developing the focus and content of each set of action team priorities.



Action Team Meetings will continue to provide a forum for neighborhood planning and action.



looking ahead

Completion of the Marketview Heights NRS does not mark the end of the community participation process. It marks the beginning.

Organized into action teams during the summer, residents and other stakeholders will continue to guide the NRS and play a key role in its implementation. Sections 6 and 7 of the Marketview Heights NRS document describe the structure for implementation and the role and priorities for each action team.

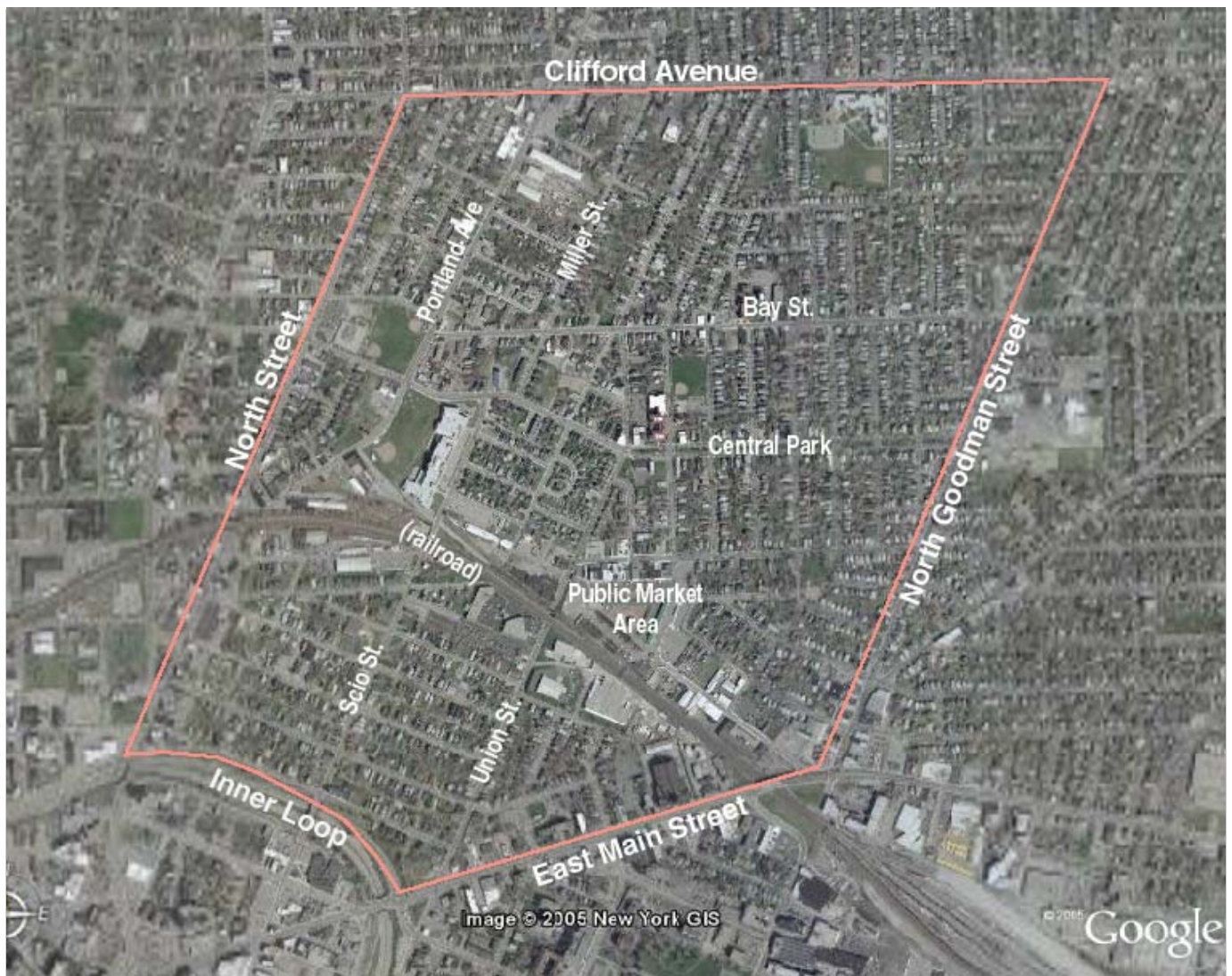
here and now

marketview heights today

3

An effective plan for the future requires a clear understanding of where we are today. The Marketview Heights NRS planning process used data from a number of sources, including resident input about what works well—and what doesn't—in the neighborhood currently. This section provides a brief summary of key background information.

The Marketview Heights NRS planning area is shown in the map below. The planning area's boundaries are defined by East Main Street and the Inner Loop on the south; North Goodman Street on the east; Clifford Avenue on the north; and North Street on the west.

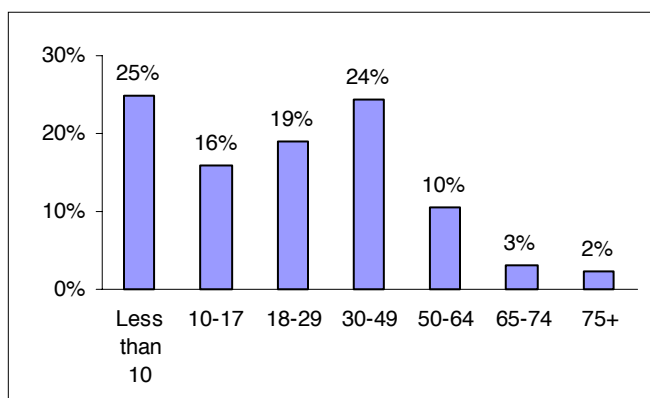


The Marketview Heights NRS Planning Area

who we are

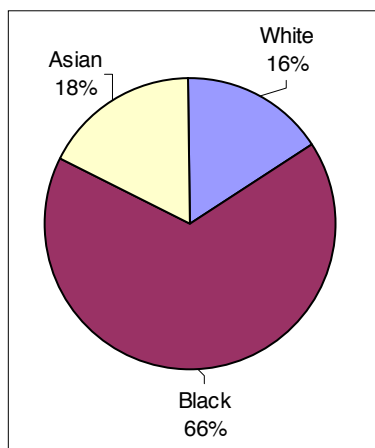
Our neighborhood is made up of over 8,700 residents from many different backgrounds. About a quarter of the neighborhood speaks Spanish at home. The population has fallen since 1990, in large part because the number of houses and apartments has decreased. We are mostly low and moderate income, and correspondingly have relatively high rates of poverty. We also have a large number of residents without high school diplomas (nearly half of all adult residents).

- ☑ **Our population is falling.** An estimated 8,729 people lived in Marketview Heights in 2004, a four percent drop from the 9,118 people that lived here in the year 2000. There was also a loss of population from 1990 to 2000, when the population dropped almost 20 percent. During the same period the City of Rochester population dropped about 5 percent, while Monroe County's population grew 3 percent. (*Source: 1990 and 2000 Census and Claritas, Inc.*)



AGE of Marketview Heights residents
in the year 2000. *Source: US Census*

- ☑ **Many residents are young.** About 41 percent of residents were under the age of 18 in year 2000, compared to 30 percent in the City and 26 percent in the County. (*Source: 2000 US Census*)
- ☑ **We are racially diverse.** In 2000, 66 percent of the population was African American, 18 percent was Asian, and 16 percent was White. Thirty percent of residents identified themselves as Hispanic. Both the City and the County have a higher percentage of white residents (50 and 81 percent, respectively), and a lower percentage of people identifying themselves as Hispanic (13 percent in the County and 5 percent in the City). (*Source: US Census, 2000*)



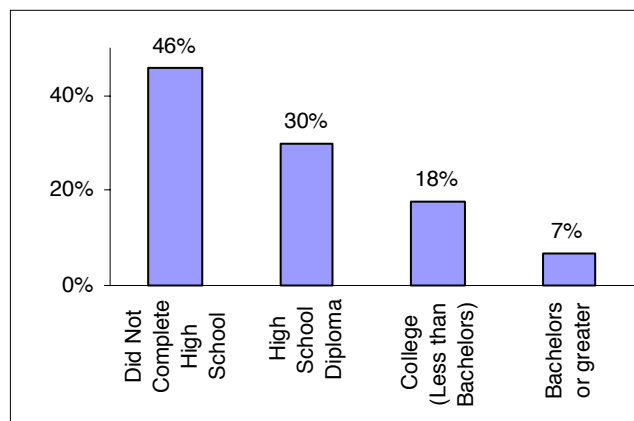
RACE + ETHNICITY of Marketview Heights residents in the year 2000.
Source: US Census

PLEASE NOTE: Marketview Heights census data is compiled using census tract data that approximates the planning area but does not follow the planning area boundaries exactly.

- ☑ **Our families are larger than average.** The average number of people per household varies between 2.8 and 3.0 depending on the part of the neighborhood. Owner occupied units have larger households on average (i.e., more than three persons per household). The average household size citywide is 2.4, while it is 2.5 countywide. Household sizes in the neighborhood are not expected to change much in the next five years. (*Sources: 2000 Census; Claritas*)
- ☑ **Poverty is a persistent problem.** Almost half of the population, 45 percent, was below the poverty line in 2000. Children under the age of twelve had a poverty rate of 54 percent, while seniors had a poverty rate of 30 percent. The poverty rate overall in the city was 26 percent in year 2000, while in the County it was 11 percent. (*Source: US Census, 2000*)
- ☑ **Residents tend to be low and moderate income.** Almost half of residents earned less than \$15,000 a year in 2000 and three quarters earned less than \$35,000. Only 13 percent made more than \$50,000 a year. Citywide, about 29 percent of resident earned less than \$15,000 that year, and countywide only 15 percent of residents did. The average household income in 2004 was estimated at \$26,674, a loss of eight percent in inflation-adjusted dollars from

2000. Median income, the midpoint where half the population makes more and half the population makes less, was \$18,408 in 2004 in the Marketview Heights area. (Source: US Census, Claritas, Inc.)

- ☑ **Residents have different levels of education.** In 2000, 46 percent of residents had not completed high school; about 30 percent had a high school diploma (or GED) and only seven percent had a Bachelor's Degree or higher. City and county residents had a higher graduation rate from high school (74 and 85 percent, respectively) and college education was more prevalent (20 and 31 percent had bachelor degrees). (Source: 2000 US Census)



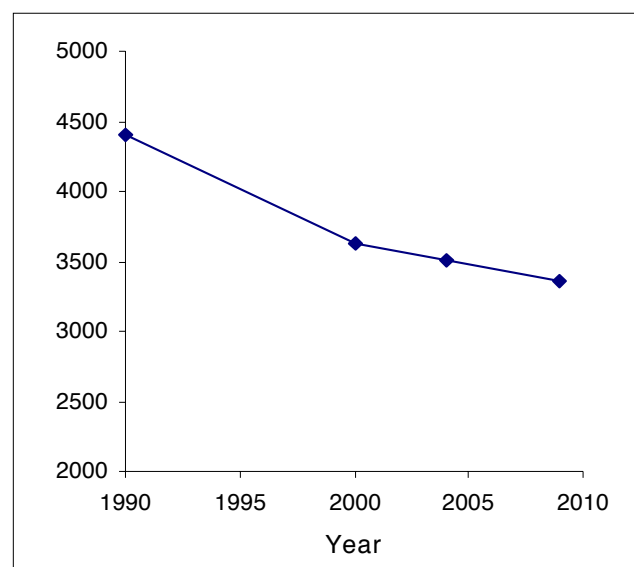
EDUCATIONAL ACHIEVEMENT of Marketview Heights residents
in year 2000. Source: US Census

- ☑ **There is a need for GED program, training.** A recent informal survey in the neighborhood found that a GED program with vocational training in skilled trades would be an effective way to help men stay out of the judicial system. (Source: Pathways to Peace, 2005)
- ☑ **Most residents speak English or Spanish at home.** In 2000, approximately three quarters of residents spoke English at home and one quarter spoke Spanish. Small numbers of residents spoke other languages at home like Italian, Arabic and Native American languages. (Source: 2000 US Census)

where we live

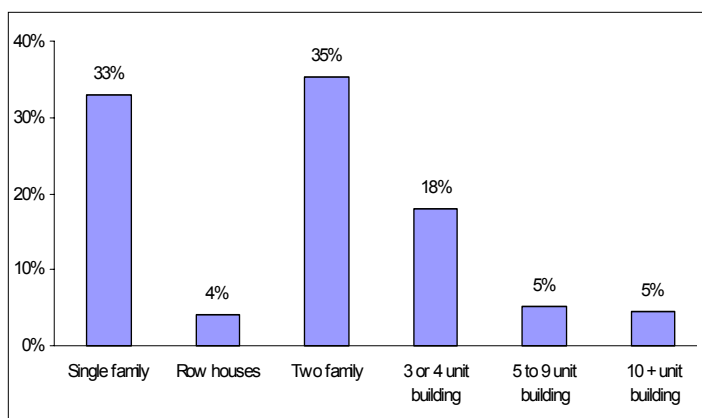
Our neighborhood is made up mostly of older single family homes and duplexes, most of which are rental units. Many renters are stretching their resources to pay rent, almost half of all renters are paying over 50 percent of their income for housing. Between 1990 and 2000 many houses and apartments were lost, a trend that is expected to continue. Housing costs are moderate compared to the County and to other upstate cities like Syracuse and Buffalo.

- ☑ **We have been losing houses.** The number of houses and apartments in the neighborhood has decreased from 1990 to now and is expected to continue to decrease in the future. (Source: 1990 and 2000 US Census, Claritas)
- ☑ **We are primarily a neighborhood of renters.** Renters outnumbered owners three to one in Marketview Heights in year 2000 (70 percent of households were renters). Citywide, about 60 percent of households were renters, while countywide about 35 percent were renters. (Source: 2000 US Census)

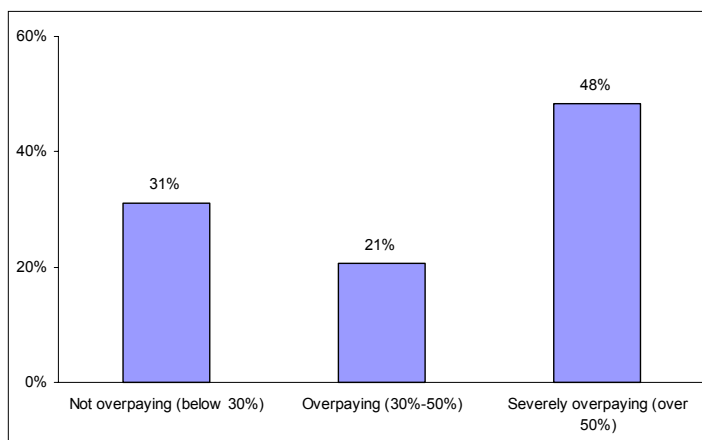


HOUSING UNITS in Marketview Heights, 1990 - 2010 (projected).
Source: US Census and Claritas, Inc.

PLEASE NOTE: Marketview Heights census data is compiled using census tract data that approximates the planning area but does not follow the planning area boundaries exactly.



HOUSING UNITS by BUILDING SIZE
in Marketview Heights, in year 2000.
Source: US Census.



HOUSING OVERPAYMENT
by RENTERS in Marketview Heights
in year 2000. Source: US Census.

PLEASE NOTE: Marketview Heights census data is compiled using census tract data that approximates the planning area but does not follow the planning area boundaries exactly.

- ☑ **Most houses cost less than \$50,000.** In 2000, the median value of owner occupied houses ranged from just under \$40,000 to just over \$46,000, depending on the part of the neighborhood. This was two thirds the median cost in the city (\$61,300) and below half the median cost in the county (\$98,700). Median rent ranged from \$520 to \$580. (Source: 2000 US Census)

- ☑ **We have a rich variety of housing options.** Marketview Heights is made up mostly of single family homes and duplexes. Apartment buildings with five or more units house one out of ten households. The mix of single family and multifamily units has not changed much since 1990. (Source: 2000 US Census)
- ☑ **The housing stock is older.** Most houses in the neighborhood are older than fifty years, but there has been some new investment in the neighborhood, with over 350 housing units built since 1990 (representing about 10 percent of the housing stock). (Source: 1990 and 2000 US Census)
- ☑ **Overcrowding is not a problem for most.** While overcrowding is an issue for some, larger housing options mean most (98 percent of households) are not overcrowded. (Source: 2000 US Census)
- ☑ **However, many renters are stretching their resources to pay their rent.** Almost 50 percent of renters are paying more than half their income towards rent, the standard for severe overpayment. Another 20 percent are paying between 30 and 50 percent of their income. While overpayment for rent is a problem throughout Rochester, the numbers in Marketview Heights are much worse than the city as a whole. Only twelve percent of owners are overpaying for housing. (Source: 2000 US Census)

how we're doing

The Marketview Heights planning area comprises a number of sub-neighborhood areas that have different characteristics. While some block areas are relatively stable, others are experiencing higher levels of physical and social stress—for example, more abandoned and dilapidated properties, higher unemployment, fewer adults with high school degrees, less home ownership and more poverty. While each of these factors individually might not impact overall neighborhood quality, together they can have a significant impact, and pose challenges to neighborhood revitalization strategies.



“Stability and Wellness” of Marketview Heights, by Block Area

The map above summarizes relevant census data for block areas within the Marketview Heights planning area. Data reflected in this cumulative measure of “stability and wellness” include poverty, wealth, education, work status, home ownership, vacant properties, and length of residence (i.e., how long people have been living in their homes). Areas with a rating of “1” perform well across most or all of these indicators, while those with a rating of “5” are experiencing relatively high levels of distress.

resident perspectives

At the March 2005 Tell Us Workshop, residents and other stakeholders went on a “virtual tour” of the neighborhood to identify and discuss the key assets, opportunities, issues and challenges in specific parts of the neighborhood (the four stations on the tour were Public Market Area, southern Marketview Heights, northern Marketview Heights, and Commercial Districts. A complete summary of input is in the “TELL US” Workshop Report. Following is a brief summary of key points:



The Eastman Dental Dispensary is seen as a significant opportunity in the neighborhood because of its architecture and history as well as its size and prime location on East Main Street.

Assets and Opportunities

Community members are enthusiastic about the historic architecture in Marketview Heights. They believe there is potential to develop underutilized properties, in particular the Eastman Dental Dispensary building. They also appreciate that both rental and for-sale properties are relatively affordable compared to elsewhere in the city. People like the location of the neighborhood, with access to the highway, downtown, the public market and shops. They believe this can be a selling point to attract new residents. The number of active neighborhood organizations is also an asset.

Some of the specific assets identified by workshop participants included: Freddie Thomas High School, First Place, YMCA child care, long term residents, churches, MVH Association, beautiful houses, Public Market, strong sense of community, affordable housing, parks and open space, and neighborhood organizations. *A list of community assets based on the organizations, institutions and businesses that participated in or contributed to the MHNRS process is in Appendix A.*

Some of the specific opportunities identified by workshop participants included: a police substation on Woodward between Union and Scio on vacant lots; redevelopment potential on North Street; redevelopment/reuse of the Eastman Dental Dispensary, possibly as a cultural center (must not be knocked down!); neighborhood watch programs; and removing the Inner Loop.



Neighborhood crime and violence are major concerns, and make revitalization a significant challenge. Shootings in the neighborhood have catalyzed residents in the past, as shown above in the spontaneous memorial at the site of a shooting last year. But a more systematic and sustained crime prevention strategy is needed.

Issues and Challenges

Public safety is the number one issue of community members. Shootings and drugs are problems. Additionally, a number of parks are perceived as unsafe. Closely tied to this are concerns about deteriorated or abandoned houses and poorly maintained public spaces (see the maps on pages 30 and 31, showing vacant and abandoned properties as well as building conditions). Another set of challenges revolves around quality of life issues like speeding, abandoned cars and panhandlers. Finally, many workshop participants felt that the perception of Marketview Heights is a problem in and of itself. For instance, some participants cited problems with realtors not wanting to show properties in the neighborhood.

Specific issues and challenges identified by workshop participants included: lead paint and pipes; drug houses; crime; abandoned houses; landlords who rent to anyone; poor maintenance; STDs among youth; tire dumping; loitering; speeding cars; poor lighting; poor police response; lack of opportunity for youth; vacant commercial structures.

our vision

the future we want to create

4

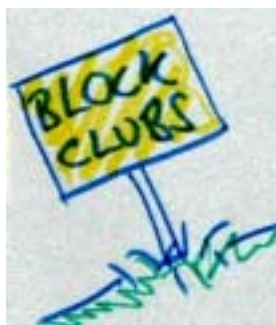
The Neighborhood Revitalization Strategy (NRS) aims to create and sustain a community that meets the needs of the people who live, work, shop, learn and play here. We know that a successful neighborhood is more than just bricks and mortar—it is a place that nurtures us, individually and collectively, and reflects the values and priorities that we share. The Vision Statement and Guiding Principles presented in this section establish the NRS framework and guide its development and implementation.

In 2025, Marketview Heights will be...

- A peaceful neighborhood made up of residents from all walks of life, young and old, rich and poor.
- An area of well-kept affordable homes on quiet tree-lined streets.
- A place where community members know and watch out for each other, and drug dealing and crime are things of the past.
- A neighborhood with shopping opportunities on commercial streets, including many local shops and a full service supermarket.
- A community known for its high quality schools attended by neighborhood children.



Participants at the “Marketview 2025” Workshop described what the neighborhood would be like if they achieved everything they wanted to achieve.



Specifically, by the year 2025

Safety

Active neighbors and attentive police will have controlled crime and drugs in the neighborhood. Residents, old and young alike, will feel comfortable walking at night. The community and the police will have a close and cooperative relationship.





Community

People from all walks of life will live in Marketview Heights. Residents will know each other and there will be neighborhood activities like block parties. A newsletter will keep everyone informed about community events and promote integrated services as well as a shared sense of identity.

Housing

The neighborhood's historic housing stock will be renovated to highlight its rich architectural detail. There will be no abandoned houses. Lots, once empty, will be turned into side yards, gardens and parks. Many homeowners will live in the neighborhood, but there will also be renters. Housing will be affordable to all. Neighborhood environmental hazards, both inside and outside our homes, will be cleaned up.



Jobs, Shopping and the Economy

All residents that want to work will be able to find living wage jobs in or near the neighborhood. The neighborhood's commercial districts will be filled with businesses and shoppers, offering stores that sell essential goods, like supermarkets, as well as restaurants, music stores, bookstores and internet cafes. The Public Market, a unique and valued resource, will continue to grow, creating new businesses, employing more local residents and providing enhanced shopping opportunities. A revitalized Main Street will build on the Public Market's success, creating an attractive gateway to the neighborhood and supporting the success of the restored, revitalized and thriving Eastman Dental Dispensary, another valued community asset.



Schools and Youth Services

Children will attend local schools that provide a quality education and take advantage of the latest technology. The schools will serve as community centers for residents during off school hours. There will be many well-coordinated programs for youth and community members run by various service providers.



Beautification and Parks

The neighborhood will be clean and appealing with mature street trees on all blocks. Parks, some former abandoned lots, will provide play space for children and will be a source of pride for the neighborhood. The Central Park median will be a showpiece.



guiding principles

“Guiding Principles” draw upon the values expressed in the vision to create a concise summary of key ideas to guide both the development of the Strategy and the future of the neighborhood.

Work together!

- ☑ Create a framework and process for sharing information and working together on planning and action in Marketview Heights, recognizing the unique skills and aspirations of the different agencies and organizations involved.
- ☑ Find opportunities in the NRS and its implementation activities to build and strengthen collaborative working relationships.

Improve our physical environment

- ☑ Provide a blueprint and action plan for physical revitalization and development in Marketview Heights and implement improvement activities that will attract new investment to the neighborhood.

Celebrate our diversity

- ☑ Maintain the Marketview Heights neighborhood’s economic, racial and age diversity by ensuring that the area remains affordable and attractive to all.
- ☑ Create a physical environment with a range of housing and shopping opportunities, reflecting the neighborhoods’ diverse cultural heritage and providing places for people of different groups to meet and socialize separately, and together.

Create a community that is safe, healthy and attractive

- ☑ Work with the police, neighborhood associations, block clubs, business associations and other stakeholders to reduce crime in the area, and create an environment that promotes safety and health by making it easy to walk and bike and by creating a positive, active street life.

Protect and improve our housing and neighborhoods

- ☑ Strive to ensure a mix of housing types, owner/renter opportunities, and price/rent levels, and to create residential neighborhoods that are safe, friendly and attractive.



Shared values and common themes were defined by workshop participants based on their visioning discussions. These were the basis for writing the vision statement and guiding principles.



Make our neighborhoods great places for young and old

- ☑ Preserve, create and enhance neighborhood amenities, facilities and programs that serve the needs of children, youth and seniors.
- ☑ Our neighborhood should be a great place to grow up, and a great place to grow old!

Create lively shopping districts and East Main Street as a gateway

- ☑ Reinforce the neighborhoods' shopping districts by attracting new stores to vacant storefronts and improving the current mix of retail establishments.
- ☑ Focus on attracting stores that reinforce the unique character of our neighborhood.
- ☑ On East Main Street, support uses that attract people from outside the neighborhood and connect East Main Street with the Public Market area, creating a positive, enticing gateway to Marketview Heights.



Build on our assets

- ☑ Take advantage of our neighborhood's unique strengths, including the Public Market and historic buildings like the Armory and Eastman Dental Dispensary, as well as our number one community-building asset: the people who live and work here.
- ☑ Build on the positive community planning experiences and successes of the past, and connect those efforts to what we are doing now and in the future.

Help residents get good jobs

- ☑ Promote developments that will create living-wage jobs, and support programs that provide residents with education, skill training and job placement.

ten big ideas

making our vision a reality

5

Implementing our vision will require a significant amount of determination, hard work, cooperation, and resources. We must figure out where to focus our efforts first, where to allocate resources, and how to leverage our work and investments to the best advantage.

The success of the Marketview Heights NRS will also require inspiration, to motivate residents and business owners as well as funders and other stakeholders.

Linking from our vision (Section 4) to our Phase One Action Plan (Section 6) are “ten big ideas” that reflect resident and stakeholder priorities, and represent the core strategies of the Marketview Heights NRS.

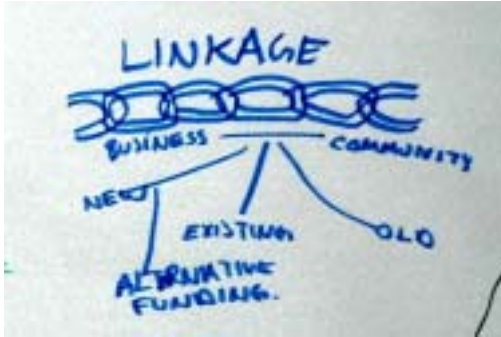
The ten big ideas of the Marketview Heights NRS are:

- 1 Work Together**
- 2 Involve Our Youth**
- 3 Show Our Pride**
- 4 Build on Our Key Assets**
- 5 Partner with the Police**
- 6 Promote Crime Prevention through Environmental Design**
- 7 Focus on Economic Development**
- 8 Train Ourselves for Good Jobs**
- 9 Improve Our Homes and Buildings**
- 10 Increase Homeownership**

Each idea is discussed on the following pages, including key action strategies. Section 6 then identifies near-term priorities for Phase One of implementation, and Section 7 outlines the organizational structure for implementation and subsequent implementation phases.

1 work together

We will reach out to groups and individuals who have not been previously involved in neighborhood revitalization efforts, and we will strengthen our partnerships with groups and individuals who have been involved for a long time. We want to work together towards our shared goal: a vibrant, safe, healthy and livable Marketview Heights.



Linkages of many types are essential to the success of the NRS and the strength and stability of the Marketview Heights neighborhood.

Why is this an issue?

Past disagreements and controversies have weakened relations between some neighborhood groups and individuals, especially among some who have been active in past neighborhood revitalization efforts. At the same time, many groups and individuals continue to be uninvolved, or even alienated. Development of the Marketview Heights NRS has helped bring new people to the table. Implementation and ongoing planning for the NRS must make a concerted effort to re-establish and strengthen relationships with key organizations and individuals, while continuing to bring new people and groups into the process.

What are we going to do?

- **Continue to conduct community outreach and organizing.** Continue to staff a community planner and organizer position to support the action teams in their implementation efforts, conduct ongoing community outreach, ensure that key strategies of the NRS are successfully implemented, and support increased coordination of community planning and improvement efforts.
- **Hold an implementation workshop with key groups and individuals.** The Marketview Heights NRS reflects the input and hard work of hundreds of community residents, but some community groups and individuals have not been involved in its development. A meeting with a broad range of stakeholder groups should be convened and facilitated to help everyone understand the content and focus of the NRS and how they can be involved. At the very least, the meeting can help establish lines of communication and improve coordination and collaboration between revitalization efforts.
- **Host neighborhood block parties and be visible at important community events.** Neighborhood block parties, festivals and other community celebrations provide an opportunity for residents to get to know each other and to learn about what is going on in the NRS process. These activities can be organized by the NRS teams when necessary. They can be valuable opportunities for recruiting volunteers for implementation activities and promoting NRS-related activities and programs.
- **Distribute a quarterly or bi-annual project newsletter.** Keep everyone informed about the NRS project and its implementation, as well as community events and related programs through a broadly distributed project newsletter. This can also help increase project visibility in the neighborhood, create a project identity, recognize resident efforts, and encourage new participants.

2 involve our youth

We have a great asset in our youth. We will make use of their energy, creativity and unique contributions to help make our neighborhood a better place to be, for people of all ages.

Why is this an issue?

Young people are often seen as a problem, rather than as an asset. We need to change this way of thinking, and provide opportunities for young people to constructively engage in making their neighborhood a better place. Young people need access to quality education and development opportunities, both during and after school hours. Residents of all ages expressed a strong desire to improve and expand programs, facilities and activities for children and youth, including programs that pair young people with adult members of the community and give young people opportunities for leadership. Young people should be valued for who they are and what they can contribute *today*, as well as in the future.

What are we going to do?

- ➔ **Conduct a youth needs assessment, by youth.** Launch a youth-led ‘action research’ process in coordination with schools in the area, to involve young people in considering neighborhood issues and identifying priorities for change, including program and facility needs. This could involve a survey, focus groups, and/or youth-run workshops.
- ➔ **Work with young people and community partners to respond to identified needs.** Based on the results of the youth needs assessment, create programs that address the needs of youth. Partner with existing neighborhood programs and groups, such as the North Street Recreation Center, Freddie Thomas High School and other schools, to make the best use of existing resources and build stronger youth-community partnerships.
- ➔ **Make sure young people are integrated in ongoing Marketview Heights NRS planning and implementation efforts.** While some young people were involved in development of the NRS, there was not a concerted outreach and organizing effort. Future planning efforts and implementation of the NRS should actively reach out to and engage young people.
- ➔ **Work with Rochester City School District to successfully implement the Rochester Children’s Zone.** Ensure that input from young people is considered in helping design and implement the Rochester Children’s Zone concept, linking schools with community resources in a comprehensive child and youth development strategy (see sidebar on page XXX).
- ➔ **Create job opportunities for neighborhood youth.** Encourage organizations, businesses and institutions to accept Mayor Duffy’s challenge to each provide one summer job opportunity to a neighborhood teen.



Rochester Children’s Zone
Rochester City School District (RCSD) is working to launch a new program modeled after the successful “Harlem Children’s Zone” in New York City (see www.hcz.org).

The Rochester Children’s Zone (RCZ) will follow HCZ’s model of “surround care” that encourages a comprehensive approach to education, partnering with the community to create safe, healthy neighborhoods that are supportive of positive educational and child development outcomes.

The current plan is for the RCZ to be focused in Northeast Rochester, including the Marketview Heights area and the schools located here.

The RCZ is consistent with the approach and values embodied in the Marketview Heights NRS, including an approach that values and supports community participation in education, safety and community well-being.

The RCSD Superintendent is working to build community partnerships to support the RCZ concept. Residents and other stakeholders involved in developing the Marketview Heights NRS have already expressed their interest and support, and look forward to participating in the implementation of this important initiative.

For updates on the RCZ, visit:
www.rcsdk12.org

3 show our pride

We will clean up and beautify our neighborhood, and make sure it is maintained, to show our pride in Marketview Heights and our commitment to its future.

Why is this an issue?

Litter and overgrown vegetation create a negative impression of the neighborhood and sap the spirits of residents. Consequently, the issue that residents were most excited to work on at the end of the visioning workshop was beautification. They have already organized block cleanups and flower planting. However, some issues are beyond the scope of volunteers. It is important to address larger streetscape and infrastructure issues as well.



Beautification, green space and gardens were common themes at the visioning workshop, generating a lot of enthusiasm among participants.

What are we going to do?

- **Organize regular community clean-up and gardening efforts.** Organize residents during the spring, summer and fall months to clean-up the neighborhood, removing litter and other debris and planting flowers and trees, both on individual properties and in public areas. Use the clean-up days as community building opportunities, promoting other community groups, programs and activities, such as PAC-TAC, homeownership programs and rehabilitation loan programs. Target specific streets and neighborhood areas on a rotating basis, with particular attention to gateway areas and potential show pieces such as the Central Park Median.
- **Obtain free and subsidized plants and materials from local and nearby businesses.** Develop an ongoing relationship with local retailers and wholesalers for plants and gardening materials for use in public areas, posting a sign in the beautified areas thanking them for their generosity.
- **Work with the city to plant street trees.** Identify areas lacking street trees and work with residents and the city to obtain, plant and maintain new trees, creating a consistent “urban forest” throughout the neighborhood.
- **Create parks and play areas on abandoned properties.** Use select abandoned properties as opportunities for creating mini-parks and children’s play areas, taking care to follow CPTED guidelines (see page 21) and to ensure appropriate maintenance arrangements.
- **Create a community signage and art program.** Create and install “Welcome to Marketview Heights” signs that reflect our unique character and sense of community, and take advantage of other opportunities to install community artwork, such as murals and sculptures, in visible locations.
- **Have annual beautification awards.** Give annual awards to residents who contribute to neighborhood beautification efforts, whether on their own properties or through their volunteer efforts in public areas.

4 build on our key assets

We have valuable physical and economic assets in our neighborhood in addition to our valued “human resources” and active community organizations. Such assets include the Public Market and historic buildings of citywide and regional importance. We are going to build on these assets as we revitalize our neighborhood.

Why is this an issue?

Sometimes we fail to realize the value of what we have. In addition to the people who make our neighborhood unique and strong, we have several prominent assets that we can build upon to support the economic revitalization of our neighborhood. Of particular importance are the Public Market, the Eastman Dental Dispensary and the Armory building. The Public Market is a one-of-a-kind resource of regional importance that will continue to grow, creating new businesses, employing more local residents and providing enhanced shopping opportunities. The Armory and Eastman Dental buildings are unique historic structures that cannot be replicated and which are located directly on East Main Street, a major thoroughfare.

What are we going to do?

- **Take advantage of the Public Market as a regional attraction and economic asset.** The Public Market is a regional destination that provides jobs, food, shopping and entertainment. Improvements to the market’s “gateway” areas can create a positive image for the neighborhood and create opportunities for potential commercial ventures targeted to market visitors and/or existing market businesses. The Public Market itself also provides opportunities for local residents to start businesses or gain employment, similar to the previous efforts of the urban agriculture program.
- **Work with the property owner, neighbors and interested groups to renovate and re-use the Eastman Dental Dispensary.** The Eastman Dental Building is in the National Register of Historic Places and located in a prime location on East Main Street. Residents are concerned with some of the uses proposed for the building to-date, while the property’s owner is concerned about its economic viability. Residents agreed that the new use should be an asset, a positive use that enhances the quality of neighborhood life. Further exploration and analysis is needed to better understand the trade-offs between alternative use ideas.
- **Maximize community benefit from re-use of the Armory.** The Armory building is similarly situated on East Main Street and offers a unique opportunity given its size and historic character. The building was recently purchased and plans in development for its use as an entertainment complex for concerts, sporting events and the like. Efforts should be targeted to ensure that neighborhood benefits are maximized (e.g., potential jobs, site improvements, etc.) while impacts are minimized (e.g., traffic, noise and parking).



The Public Market’s “gateway” areas provide unique economic development opportunities, building on the market’s ability to attract customers from throughout the city and region.

5 partner with the police

We will work closely and diligently with the Rochester Police Department (RPD) to control crime and drugs in our neighborhood so that we are comfortable and safe on our streets and in our homes, and visitors will not be afraid to come and shop here.

Why is this an issue?

Residents and other stakeholders feel that Marketview Heights has become less safe in recent years because of a police department reorganization and the closing of a police substation. Open air drug markets and prostitutes mar the neighborhood and prevent residents from enjoying parks and other neighborhood amenities. The perception of crime and danger also makes it hard to attract new residents and customers to local businesses. Neighborhood revitalization efforts will fail as long as crime remains. *Making the neighborhood safe is the number one priority of this plan.*

What are we going to do?

- ➔ **Focus on “hot spots” and increase the RPD’s presence.** Work with the RPD to increase neighborhood patrols, both by car and foot, both in response to specific crime “hot spots” and to ensure neighborhood-wide visibility and improved police response times. Advocate for neighborhood substations and work with the Mayor and Chief of Police to ensure adequate police presence to address community safety concerns.
- ➔ **Hold regular meetings and be vocal.** Create a mechanism for regular meetings between police and residents and ensure that resident voices are heard, and heard often. This might take the form of renewed and restrengthened Neighborhood Watch programs, particularly in areas where crime is a main issue. Phone trees can also be formed to ensure systematic, volume calls to the police department regarding key crime issues and incidents.
- ➔ **Conduct a crime “hot spot” study.** Conduct an analysis of neighborhood crime locations by type and frequency, working with faculty and students at Rochester Institute of Technology and others to ensure coordination and to build on historic data as well as recent surveys. Use the mapping as an opportunity to build awareness and support for PAC-TAC and Neighborhood Watch programs as well as for lobbying to the city for increased crime response and prevention support.
- ➔ **Expand and support PAC-TAC.** Expand the Police and Citizens Together Against Crime (PAC-TAC), a program where citizens patrol their own neighborhoods in pairs in radio contact with the police. Concentrate patrols in high crime areas.
- ➔ **Develop a “Weed and Seed” Program.** Organize a “Weed and Seed” program in collaboration with local law enforcement to draw upon the ideas and resources available through the US Department of Justice’s “Partnerships for Safer Communities.”



Police participation in working group meetings during Summer 2005 resulted in increased patrols in a high crime area of Marketview Heights, with residents noticing a marked decrease in criminal activity between one meeting and the next.

6 promote crime prevention through environmental design

We recognize that the design and management of our neighborhood can help reduce crime, and we are going to work to use every crime prevention strategy we have available.

Why is this an issue?

Crime and safety issues are affected by many factors, including the design and management of the physical environment. Poor street lighting, abandoned and derelict properties and easy curbside pick-up/drop-off areas make it easy for drug dealers and others to engage in criminal activities. Residents in Marketview Heights identified a number of current crime “hot spots” where environmental design changes could help reduce or eliminate crime activity when used in conjunction with other strategies.

What are we going to do?

- **Improve street and sidewalk lighting.** Conduct a neighborhood inventory to identify street and sidewalk lighting needs and priorities to help guide public investment in lighting improvements. Differentiate areas that need new lighting, areas where the lighting is present but not functioning, and areas where street trees block the light. Work with city officials to ensure that lighting improvements are implemented, especially in areas where crime is a primary concern.
- **Organize a “Lights on!” Campaign.** Supplement street lighting with adequate lighting in public and semi-public areas in front of buildings in the neighborhood. Encourage homeowners and other property owners to install appropriate lighting and leave their lights on at night. To make it easier for home and property owners to implement improvements, negotiate special pricing for outdoor light fixtures, motion detectors and energy efficient bulbs from local home improvement stores. Publicize the campaign, available discounts, and other “reducing crime by design” strategies in a neighborhood information and organizing campaign, highlighting actions that individuals can take on their own or in collaboration with neighbors. Work with the Neighborhood Watch and PAC-TAC programs to implement the campaign throughout the neighborhood.
- **Implement “defensible design” improvements in crime hot spots.** Identify specific defensible design improvements for crime hot spots and work with city officials to implement them. Examples include keeping landscaping pruned so that front doors and windows are visible from the street, discouraging walls and other features that create “dead zones” along streets (i.e., areas with little or no activity and which are hidden from view), and repairing and painting dilapidated properties to show that people are taking care of their neighborhood.

Crime Prevention Through Environmental Design (CPTED)

The idea of ‘defensible space’ has been around a long time. The basic idea is that the design of the environment creates, or limits, opportunities for crime to occur. It can also help people feel safer, making it easier for people to know each other and look out for each other.

There are two key components:

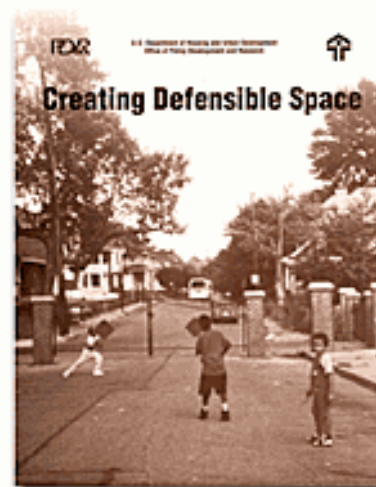
- First, design of the environment should allow people to see and be seen continuously. Ultimately, this diminishes residents fear because they know that a potential offender can easily be observed, identified, and consequently, apprehended.
- Second, people must be willing to intervene or report crime when it occurs. By increasing the sense of security in settings where people live and work, it encourages people to take control of the areas and assume a role of ownership. When people feel safe in their neighborhood they are more likely to interact with one another and intervene when crime occurs.

Resources for more information:

National Institute for Crime Prevention’s CPTED homepage
www.cptedtraining.net

International CPTED Association
www.cpted.net

Architect Oscar Newman’s homepage
www.defensiblespace.com



Get the book! It is available for free at:
www.defensiblespace.com/book.htm

- ➡ **Slow or redirect traffic in residential areas.** Create safer residential streets by slowing traffic and changing traffic patterns so as to make it more difficult for outsiders to come in and out of the neighborhood to cut a quick deal. “Traffic calming” techniques can also help create streets that are safer for pedestrians. Some examples of specific techniques are described below.

Creating Safer Streets

A number of techniques can slow traffic down, redirect it, make it safer and easier to cross the street and generally create safer and more pleasant streets. Below are some pictures of different techniques. A good place to go for more information is www.trafficcalming.org. Another good resource is the book *Traffic Calming: State of the Practice*, published in 1999 by the Institute of Transportation Engineers.



Raised and textured crosswalks tell drivers that pedestrians share the road. They also raise the height of people crossing the street so they are more visible to drivers, reducing accidents. The raised area serves as a speedbump, forcing motorists to slow down.



photocredit: Dan Burden/walkinginfo.org

In a **bump out** or **neckdown** the sidewalk is reshaped so that it bulges out, narrowing the intersection. This technique shortens the distance pedestrians need to cross the street and improves their visibility. It also forces turning cars to slow down.



Traffic circles are a good way to slow speed and reduce accidents. If well maintained, they also can add a small island of green in the streetscape.

7 focus on economic development

We are going to support business development to create new jobs and economic activity, and we are going to improve and support our commercial districts so that they are filled with businesses and shoppers.

Why is this an issue?

While some of our neighborhood businesses are doing fine, others are struggling, with empty storefronts creating dead zones that are unattractive and unsafe. Residents are also unhappy with the lack of some basic goods and services in the neighborhood, and feel that they are having to travel further afield to get the things they need as well as the jobs they want. Revitalization of the neighborhood will not succeed if there is not a sound economic footing. This is especially challenging in a region that is experiencing economic stress and restructuring. The loss of manufacturing jobs creates challenges, but also opportunities—especially for entrepreneurs, technology-driven businesses and service sector industries.

What are we going to do?

➔ **Identify business development opportunities.** Work with faculty and students at Rochester Institute of Technology and others in the area to identify what goods and services are not available in the neighborhood; highlight those that might potentially be filled through new business ventures; quantify the amount of retail space that can be realistically supported; and define potential uses (commercial, residential or public) for any excess space (or, if space is short, preferred locations for new commercial development).

➔ **Support neighborhood entrepreneurs and start-ups as well as existing businesses.** Improve coordination between neighborhood business people and entrepreneurs with city, state and federal programs that can help provide training, advice and financial assistance. Coordinate with local Small Business Development Centers (SBDCs) operated through the SUNY system to help entrepreneurs access one-on-one assistance to develop their business skills and to assist current businesses in strengthening operations.

➔ **Improve the appearance of neighborhood commercial areas.** Work with business and property owners as well as city officials to implement improvements in neighborhood business districts, including improved signage, streetscape and landscape improvements and facade improvements, giving each business district a unique identity.

➔ **Recruit new businesses to the neighborhood.** Work with the city to attract new businesses to the neighborhood, including in the area around the Public Market as well as in the neighborhood's commercial districts on East Main Street and North Street. Target businesses that could build upon the Public Market's economic niche and/or businesses that help meet unserved needs (based on the market study outlined above).



The Central Park Cafe is a relatively new eatery in the neighborhood that provides a place to eat and socialize.



The North Street Business District has been—and will continue to be—the focus of improvement efforts.

8 train ourselves for good jobs

We need better jobs with better incomes. We are going to prepare ourselves for the jobs we want by focusing on education and training.

Why is this an issue?

Education is one of the top needs of the neighborhood and any economic development strategy must address it. Residents listed a General Educational Development (GED) training program as the top neighborhood priority in a recent survey. Better educational training as well as job skill training programs are needed so that residents can qualify and compete for existing and new jobs in the neighborhood as well as elsewhere in the city and region.

What are we going to do?

- ➔ **Promote education.** Work with Rochester schools and area colleges and universities to expose young people to the value of a good education and encourage them to achieve the highest level of education they possibly can. Encourage local institutions to recruit local students and support them with financial aid.
- ➔ **Work with Rochester schools to strengthen GED and job skills training programs.** Partner with existing programs to make that course offerings are appropriately structured and targeted to meet neighborhood needs. Partners in this effort should include Rochester schools, the city, local nonprofits and religious groups.
- ➔ **Make sure residents know about and make use of the re-sources that are available.** Publicize the available educational and skills training programs so that residents know about them, and help residents access the programs through scholarship support, transportation assistance, and/or by offering more courses in local facilities and on evenings and weekends.
- ➔ **Connect neighborhood employers with neighborhood job-seekers.** Create a mechanism by which local employers and local jobseekers can easily connect, whether through an online database/job-posting service, a community bulletin board, or a staffed job office. Avoid duplication of services by collaborating with citywide or other existing job bank operations. Encourage local businesses to give priority to hiring neighborhood residents by recognizing businesses that participate in the program.

9 improve our homes and buildings

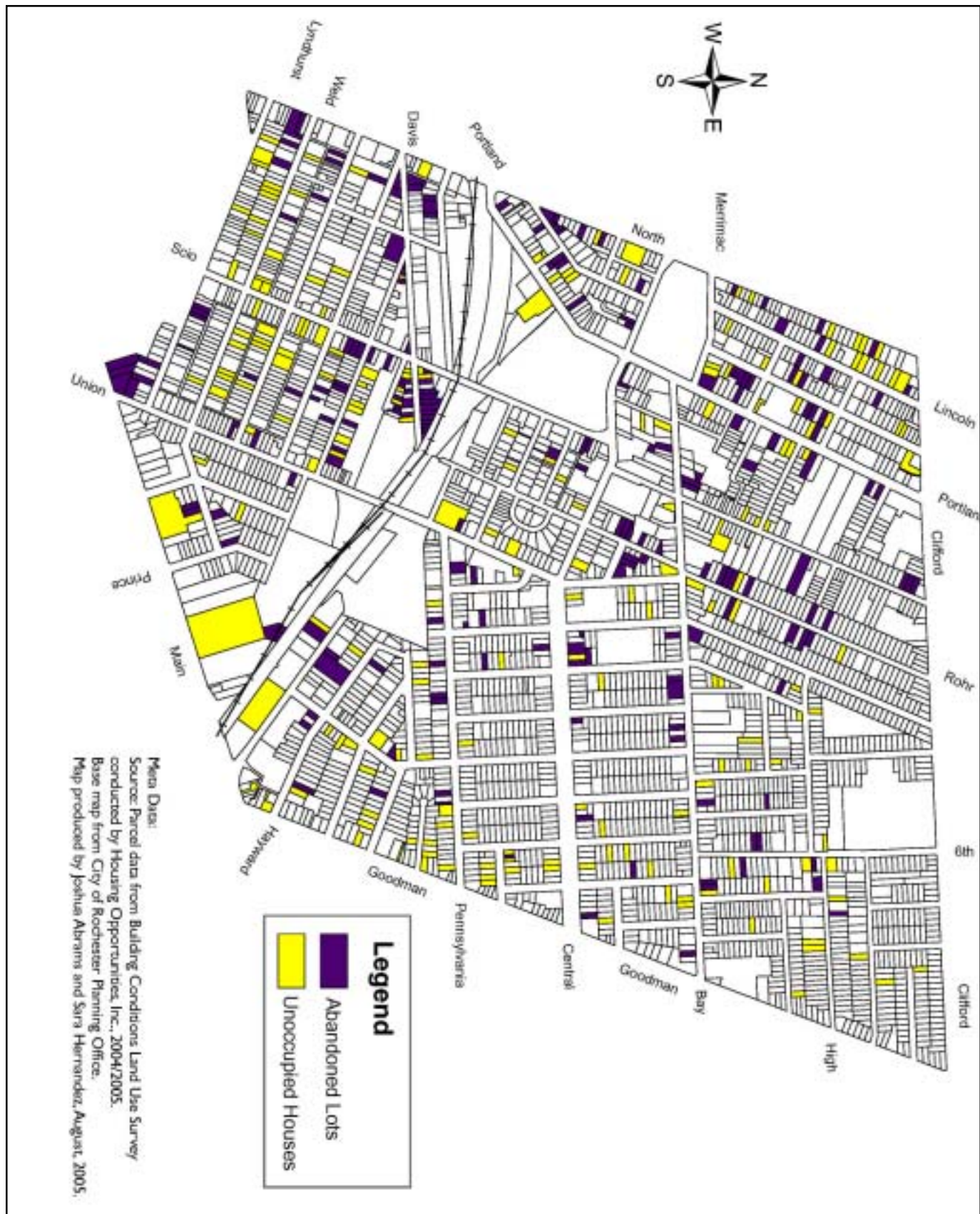
We are going to rehabilitate dilapidated homes and buildings and remove abandoned buildings that are beyond repair, and we will turn empty lots into side yards, gardens and parks.

Why is this an issue?

The neighborhood's historic building stock is one of its great assets. It is a connection to the past and a building block for the future. The city has laws that require buildings to be well maintained, but unfortunately many are not. This creates an unacceptable living environment for residents and also discourages potential homebuyers and investors. The abandoned houses and empty lots that dot the area have often become havens for criminal activity, decreasing safety and the overall quality of life.

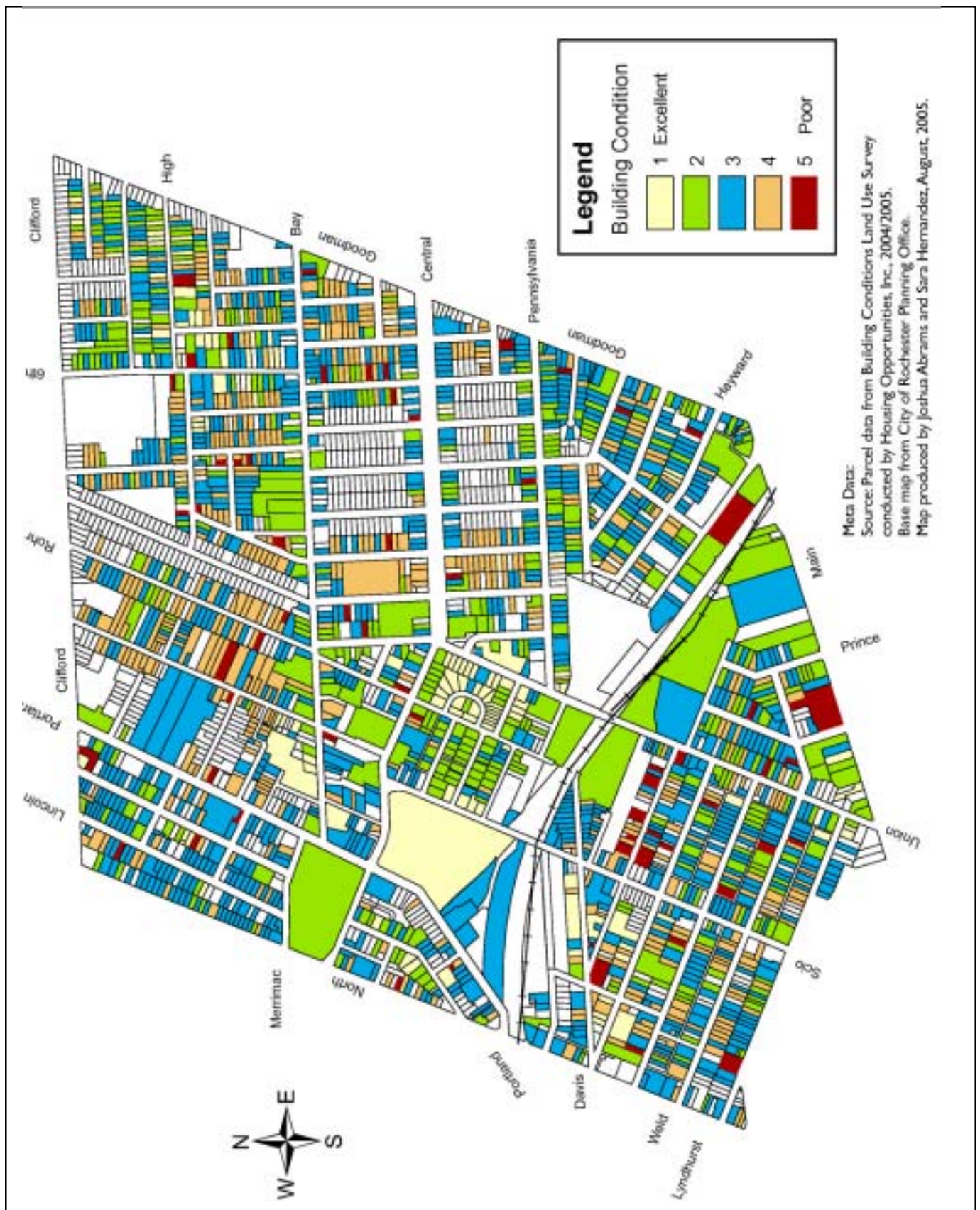
What are we going to do?

- ➡ **Enforce existing laws requiring that properties and buildings be adequately maintained.** Ensure that properties are maintained in accordance with Rochester law. Work with NET inspectors to target problem properties and ensure adequate code enforcement, with particular attention to visible properties on key corners and properties identified as crime hot spots. Work to help organize and educate neighborhood residents on how to make use of available resources and procedures for boarding and demolition, rehabilitation, street improvements and other City services.
- ➡ **Facilitate rehabilitation of substandard housing and commercial buildings.** Work with homeowners and owners of community property to help them access grants and low interest loans for improving their properties (with particular attention to visible properties on key corners and those identified as crime hot spots).
- ➡ **Encourage construction of new, for-sale housing.** Work with non-profit and for-profit housing developers to build quality new for-sale housing on vacant and abandoned properties, encouraging pricing that will attract a mix of household income groups.
- ➡ **Encourage the City to transfer unsalable and undevelopable lots to neighboring homeowners.** Many foreclosed, dilapidated homes and properties have been purchased and cleared by the City, but remain empty. These lots can be sold or leased to next door residents to increase property size and ensure they are well maintained. Where there are no next door residents and the lot creates a hole in the urban fabric, lots should be developed as parks or transferred to non-profits for development.
- ➡ **Streamline condemnation procedures.** Advocate for streamlined procedures to foreclose on abandoned houses.



The Marketview Heights NRS Empty Lots and Unoccupied Properties

Based on survey by Housing Opportunities, Inc. and Enterprise Community Partners, Summer 2004, using Neighborhood Survey Pro.
 NOTE: blank or white properties indicate incomplete survey data.



The Marketview Heights NRS Building Conditions

Based on survey by Housing Opportunities, Inc. and Enterprise Community Partners, Summer 2004, using Neighborhood Survey Pro.

NOTE: blank or white properties indicate incomplete survey data.

10 increase homeownership

We will increase the percentage of residents who are homeowners to strike a better balance between owners and renters and to create real investment by more residents in our neighborhood's future.

Why is this an issue?

In the 2000 census, 70 percent of Marketview Heights residents were renters (compared to 60 percent citywide and 35 percent countywide). In some parts of the neighborhood, over 85 percent are renters, and many landlords live out of town. Homeowners have more incentive to keep properties in good shape, and tend to live in the neighborhood longer, promoting stability. Increasing homeownership is also a way to invest in individuals, since owning a home is the primary method of generating wealth in our country. Promoting homeownership is a key strategy for revitalization.



Vacant and abandoned properties can be purchased, rehabilitated and targeted to first-time homebuyers.

What are we going to do?

➡ **Identify priority properties for acquisition and transition into homeownership.** Use data from the Building Conditions and Land Use survey to identify priority properties for purchase as part of a “rent to own” program (see next paragraph). Also use ownership records to target absentee landlords with large numbers of properties, and work with the city to include city-owned properties.

- ➡ **Develop a scattered site “rent to own” program.** Fund and launch a campaign to acquire properties (especially abandoned homes), rehabilitate them, and sell them to first-time homebuyers or to qualified renters through a “rent to own” program. Prioritize properties owned by absentee landlords and properties in sections of the neighborhood that are more stable (see page 13), then spread to adjoining areas.
- ➡ **Provide attractive financing and home equity assurance.** Work with the City, nonprofit partners and lenders to develop a new mortgage product that includes subsidized interest rates and down payment assistance in targeted neighborhoods. Also, develop a home equity assurance program for homeowners that can help reduce the perceived risk of investing in the area (based on the model implemented in Syracuse—see description at left).
- ➡ **Provide homeownership training and support.** Prepare residents for homeownership by giving them information on training and support services offered by local organizations. Trainings would provide an explanation of the steps in purchasing a home, a summary of resources available to help with the costs, and issues and costs related to home maintenance. Other steps to support homeowners include starting a tool library where residents can borrow supplies, and a small grants program for home improvements.
- ➡ **Create a home marketing campaign.** Build awareness of the positive aspects of Marketview Heights through a home marketing campaign and by including Marketview Heights in the Cityscape tour.

Syracuse Home Equity Assurance Pilot Program

In Syracuse, Neighborhood Reinvestment Corporation and its partners have been running a pilot program for “home equity assurance” for the past couple years. The program requires the homeowner to pay 1.5 percent of the value of the home at purchase to maintain the equity. After three years and upon sale of the home, the policy allows the owner to collect a payment equal to the percentage decline in a local home-price index multiplied by the coverage (typically the house purchase price). The protection is not for the value of a specific home, but rather for the index of housing prices in a particular ZIP code. Thus, a buyer who spruces up a house and sells it at a profit can still collect on the protection if the neighborhood index is down.

phase one

union street gateway + other priorities

6

Our vision and our “big ideas” provide the overall structure and direction for revitalization of Marketview Heights. They represent our shared understanding of what is important to us, and the kinds of changes we want to work on together.

But, unfortunately, we cannot do everything at once. Time and resource constraints require that we focus our efforts on achievable first steps and our highest near-term priorities first. We need to take care of first things first, and we need to build momentum with visible and meaningful successes.

This section of the Marketview Heights NRS outlines the first phase of activities for implementation. It translates our “big ideas” into specific courses of action, identifying who is going to do what, when they are going to do it, and how it is going to be paid for.

Section 7 outlines the organizational structure for implementation, how the NRS will be managed over time, and subsequent phases of priority activities.

The Phase One Action Plan is presented in four sections:

- **Overview of Phase One**
- **The Union Street Gateway**
- **Area-Wide Priorities**
- **Phase One Action Plan Checklist**

overview of phase one

The Phase One Action Plan was developed based on the vision and “big ideas” articulated in Sections 4 and 5 of the NRS, and based on the input from the MHCAP Action Team Meetings during the Summer of 2005.



Action Team Meetings in Summer 2005 helped identify the focus and priorities of the Phase One Action Plan.



Bold Steps was a theme at the visioning workshop, and is carried forward in the priorities of the Phase One Action Plan.

Priority implementation activities are presented in two parts:

- **Union Street Gateway Actions** specifically focused on this area; and
- **Area-wide Actions** that do not have a specific geographic focus.

The Phase One Action Plan is as an implementation tool for continuing the work begun during the planning process, providing a values-driven framework as well as specific activities that we can undertake as a community network of concerned individuals and organizations.

At the end of this section is an “action plan checklist” organizing Phase One actions by “action team” (see Section 7) and identifying for each action who will need to be involved, the timeline for implementation, and any costs that might be involved. As in the NRS planning process, neighborhood residents and business owners will be central in acting on the NRS priorities and advocating others to support its implementation.

We know that implementation of Phase One will not complete our work in revitalizing Marketview Heights, but it will build considerable momentum that will spur other activities and investments, and lay the groundwork for subsequent phases.

The priority areas and activities set forth in Phase One were identified so as to:

- Build on strengths, making sure that we make the most of the assets we have (including the people who live here and their talents, skills and dedication).
- Respect and respond to resident priorities, as defined in the NRS planning process.
- Avoid duplication of programs and services in place and underway that are or will be contributing to area revitalization, such as the Rochester Children’s Zone initiative, the Sector 10 planning process, initiatives of the North Street Business Association, and the Public Market Master Plan.
- Build community by prioritizing activities that we can do ourselves, and that help us to work together.
- Build momentum, by articulating a compelling vision for focused revitalization activities and having a visible impact in the near-term.
- Support residents’ roles as activists and advocates for improving the neighborhood.

the union street gateway

What is it?

The Union Street Gateway is centrally located in the southern half of the Market-view Heights neighborhood, the length of Union Street from East Main Street to the Public Market, and extending past the Market up to Central Park. It serves as a major point of access through the neighborhood to the Public Market.



Why focus our efforts here?

A number of area-wide priorities will be moved on during Phase One, benefiting residents throughout the neighborhood, and future phases of implementation will move the focus of revitalization activities into other neighborhood areas. However, for Phase One the Union Street Gateway area was chosen as the priority geographic focal point because it:

- Builds on some of our neighborhoods key assets, including the Public Market (page 23) and some of our most stable residential areas (page 13).
- Bridges to neighborhoods in need of high levels of investment (pages 13 and 27).
- Includes a number of empty lots and unoccupied properties (page 28) suitable for rehabilitation and creation of new homeownership opportunities (pages 26 and 29).
- Is an area with significant safety issues, identified as the number one problem in the neighborhood (page 21).
- Is an area through which people from around the region travel, creating potential economic development benefits (page 24) as well as an opportunity to show our pride (page 30).

phase one: union street gateway



The Gateway area runs the length of Union Street from East Main Street to Central Park, extending the depth of at least one property on either side.



outreach + organizing

- 01 Door-to-door outreach.** Canvas door-to-door to let residents know about the Union Street Gateway Revitalization effort, encourage their involvement, and register voters. Use the executive summary newsletter from the NRS to give people an overview of the revitalization effort.
- 02 Project bulletin.** Let residents and business owners in the Union Street area know what is going on with the project on a regular basis through a quarterly project bulletin.
- 03 Design charette.** Work with the Rochester Regional Community Design Center to host a one-day community design charette where Union Street residents and business owners can give their input on potential streetscape, housing and other planned improvements.
- 04 Regular meetings.** Hold regular project meetings with residents, business owners and other stakeholders. Each consecutive meeting can be focused on a different Gateway topic (e.g., housing, safety, etc.) as well as to regular project updates and business.
- 05 Action Teams.** Encourage a core group of residents to regularly participate in action team meetings and to take on positions of leadership in the project's implementation.



streetscape + beautification

- B1 Sidewalks, street amenities and pedestrian crossings.** Work with the City to ensure continuous, quality, well maintained sidewalks along the entire length of Union Street. Also work to install pedestrian amenities (covered bus stops, benches, and lighting) and create safe crosswalks.
- B2 Identity (signage and artwork).** Create a unique identity for the Gateway area, emphasizing its connection to the Public Market, through signage and appropriate artwork, similar to the way in which signage and art have been used in Rochester's Upper Monroe neighborhood. These installations should create a strong sense of the corridor being a Gateway to the Public Market.
- B3 Facade improvements.** Work with businesses and owners of commercial properties along Union Street to improve their buildings and signage, offering assistance where possible and appropriate. If necessary, establish sign and landscaping guidelines for the corridor to ensure quality and consistency.
- B4 Street trees and landscaping.** Work with residents and city officials to obtain and plant street trees along the entire length of the Union Street Gateway, and to implement other landscape improvements, including landscaping on every corner similar to what exists on University Avenue.
- B5 Neighborhood clean-ups.** Hold regular neighborhood clean-up days, and work with the City's Solid Waste Collection Division to offer free pick up of refuse and bulk items on those days.

phase one: union street gateway



Properties for acquisition, rehabilitation and/or redevelopment can be in adjoining neighborhoods, with priority to those fronting on or visible from Union Street.



safety + security

- S1 Police response and enforcement.** Work with the police to ensure that the Union Street Gateway area, especially its southern end around Union and Weld, is a high priority for patrols and other crime prevention in the neighborhood. Create a phone tree, if necessary, to ensure that multiple calls are made about crimes and that the Gateway remains high on the priority list until crime is stopped.
- S2 Neighborhood Watch and PAC-TAC.** Organize a Neighborhood Watch Program in the Union Street Gateway area and work with PAC-TAC to involve residents in stopping crime.
- S3 CPTED.** Work with residents, NET officers and other city officials to implement appropriate CPTED measures (page 25), possibly including installation of closed circuit TV cameras in key locations, lighting improvements, and ensuring adequate sight lines to all building entrances. Coordinate with housing rehabilitation, development and streetscape improvement activities.
- S4 Lighting.** Work with the city to install and maintain adequate lighting along the full length of the gateway area (not just street lighting, but pedestrian lighting along the sidewalks). Also work with residents along the gateway to implement a “Lights On!” program (page 25).



housing + development

- H1 Code enforcement.** Work with the City to review properties along the Gateway corridor, identifying code violations and confirming building condition data. Notify owners of violations and appropriate remedies, and provide information about rehabilitation programs and other forms of assistance. Also, ensure enforcement of regulations related to sales at mini-marts in the neighborhood.
- H2 Housing rehabilitation information and loan assistance.** Focus rehabilitation efforts in the Gateway area, distributing information to property owners regarding programs that are available.
- H3 Property acquisition and improvement.** Identify priority properties for acquisition, focusing on those that are abandoned, extremely dilapidated, in prominent locations, and/or owned by absentee landlords uninterested in improving and maintaining their properties. Rehabilitate or replace structures on acquired properties to quality housing and homeownership opportunities; or clear them for use as parks, play areas and gardens or for resale to adjacent property owners who wish to expand their lot.
- H4 Homeownership pilot program.** Create homeownership opportunities through a scattered site “rent to own” program, which can be piloted and targeted to renters in the Gateway area.
- H5 Landscape buffers.** Ensure that home values and residential life quality are protected from the potential negative impacts of neighboring non-residential uses through appropriate use of setbacks, landscape buffers, and other mitigation measures.

phase one: area-wide actions

In addition to the priorities outlined for implementation in the Union Street Gateway, Phase One will focus on implementation of several important area-wide actions.

- A1 Police substation.** Work with the Mayor and the Chief of Police to fund, staff and open a new neighborhood police substation in Marketview Heights.
- A2 Crime “hot-spot” study.** Conduct an analysis of the neighborhood to map crime locations by type and frequency. Based on the study results, identify priority areas for near-term action (as part of Phase One), working with the police, NET officers and residents and business owners in the affected areas to develop and implement a targeted crime response and prevention plan.
- A3 Eastman Dental Dispensary re-use plan.** Work with residents, the city, the property’s current owner and other stakeholders to develop a feasible, community-supported plan of re-use for the Eastman Dental Dispensary building, including a plan and budget for renovation and ongoing maintenance and operation.
- A4 Neighborhood market analysis.** Conduct a market study to identify what goods and services are not available in the neighborhood, highlighting those that might potentially be filled through new business ventures. The study should also quantify the amount of retail space that can be realistically supported and potential uses (commercial, residential or public) for any excess space (or, if space is short, preferred locations for new commercial development). Specifically, the study can also analyze potential re-use options for the Dental Dispensary to identify those that are feasible, and those that are not.
- A5 Rochester Children’s Zone.** Work with the Rochester City School District and North Street Community Center to successfully implement the Rochester Children’s Zone concept (see sidebar, page 21), ensuring that Marketview residents—including young people!—are involved in program development and implementation, including the linkage of schools with community resources, and vice-versa.
- A6 Home Equity Assurance Program.** Work with lenders and other stakeholders to explore the possibility of creating a home equity assurance program accessible to Marketview Heights home buyers, helping reduce the perception of risk for home purchases in the neighborhood. The program could serve a larger area than just Marketview Heights. An exploratory group could visit Syracuse to learn from their experience in piloting such a program in their city (see page 32).

phase one: action plan checklist

OUTREACH + ORGANIZING TEAM

What...	With...	When...	Cost...
O1 Door-to-door outreach	outreach coordinator	immediately + ongoing	cost of outreach coord.
O2 Project bulletin	outreach coordinator	3x/year	cost of outreach coord. \$2250 /yr (printing, post)
O4 Regular meetings	outreach coordinator	6x/year	cost of outreach coord. \$1500/yr (food, supplies)
O5 Action teams	outreach coordinator	~10x/year	cost of outreach coord. \$5000/yr (food, supplies, misc. fees/costs)
A5 Rochester Children's Zone	outreach coordinator; RCSC*	Year 1 + 2 (ongoing)	cost of outreach coord.
Estimated Cost Subtotal			\$ 17,500 (approx.)** for two years

STREETSCAPE + BEAUTIFICATION TEAM

What...	With...	When...	Cost...
O3 Design charette	outreach coordinator; RRCDC*	next 6 months	\$4000 (fees, materials)
B1 Sidewalks, etc.	City (planning, public works)	Year 1	\$ TBD (mod)
B2 Identity (signage, artwork)	City (planning), RRCDC*, local artists	Year 1	\$ TBD (mod)
B3 Facade improvements	City (planning)	Year 1 + 2	\$50,000/yr
B4 Street trees + landscaping	City urban forestry + public works	Years 1 + 2	\$15,000 /yr (trees, plants, materials, fees)
B5 Neighborhood clean-ups	outreach coordinator	Year 1 + 2 (ongoing)	cost of outreach coord. \$1000/yr (misc.)
H5 Landscape buffers	City (planning)	as needed	\$ TBD (low)
Estimated Cost Subtotal			\$ 685,000 (approx.)** for two years

*RCSD = Rochester City School District; RRCDC = Rochester Regional Community Design Center

** Costs are rough estimates based on activity-specific assumptions. They do not reflect the value of volunteer time. **Staff costs and contributions are noted, but not quantified.** Amounts "to be determined" (TBD) are indicated as being low (<\$100k), mod (\$100k-\$500k) or high (>\$500k).

phase one: action plan checklist

SAFETY + SECURITY ACTION TEAM

What...	With...	When...	Cost...
S1 Police response	police dept.	Year 1 + 2 (ongoing)	police officer time
S2 Nbhd Watch + PAC-TAC	police dept.	Year 1 + 2 (ongoing)	police officer time
S3 CPTED	NET office City (planning, public works)	Year 1 + 2 (ongoing)	City staff time \$ TBD (low)
S4 Lighting	City (planning, public works)	Year 1	City staff time \$ TBD (mod)
A1 Police substation	mayor, police chief	begin effort in Year 1	City staff time
A2 Crime “hot spot” study	police dept.	begin immediately	police staff time
Estimated Cost Subtotal			\$ 350,000 (approx.)** for two years

HOUSING + DEVELOPMENT ACTION TEAM

What...	With...	When...	Cost...
H1 Code enforcement	NET office; City staff	immediately	City staff time
H2 Housing rehab info + assistance		immediately	\$300K/yr (loans, grants)
H3 Property acquisition + improvement	City (com dev, planning)	Year 1 + 2	City staff time \$1.5m/yr (prop acquis., rehab, const.)
H4 Homeownership pilot program		Year 1 + 2 (ongoing)	\$300k/yr (marketing, admin., down-pmt. assist.+interest subsid.)
A3 Eastman Dental Disp. Plan	Market analysis consultant	Year 1	\$10k
A4 Neighborhood Market Analysis	Market analysis consultant	Year 1	\$15k
Estimated Cost Subtotal			\$ 4,225,000 (approx.)** for two years

TOTAL ESTIMATED COST			\$ 5,277,500 (approx.)** for two years
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** Costs are rough estimates based on activity-specific assumptions. They do not reflect the value of volunteer time. **Staff costs and contributions are noted, but not quantified.** Amounts “to be determined” (TBD) are indicated as being low (<\$100k), mod (\$100k-\$500k) or high (>\$500k).

implementation

making change happen

7

The Marketview Heights NRS represents our agreement as a group of concerned citizens on how we are going to work together to revitalize our neighborhood. Putting our agreement into action will require a lot of hard work and determination, and ongoing collaboration. We have already had a good start in this direction on several fronts during 2005. Though there will certainly be setbacks along the way, our initial success tells us that this can work, and that it's worth doing.

Section 7, the last section of the NRS, describes how we are going to work together, what our responsibilities are as members of NRS action teams, and how we envision future phases of action moving forward.

The section includes:

- **NRS Action Team Structure**
- **Action Team Responsibilities**
- **NRS Fundraising**
- **Future Phases**
- **Managing the NRS**
- **Monitoring Success**

NRS action team structure

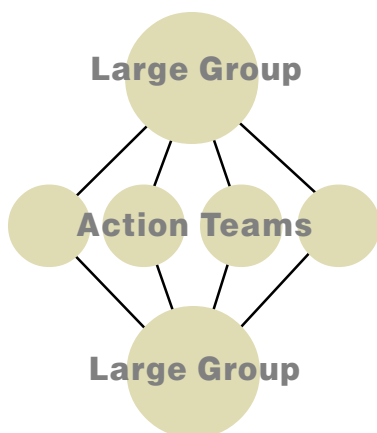
In Spring and Summer of 2005, residents and other stakeholders organized themselves into four ‘action teams’ to help shape key sections of the Marketview Heights NRS and to begin taking action on important issues, when and where possible. The four action teams were: Beautification, Safety and Security, Building Rehab and Home Ownership, and Eastman Dental Dispensary and Main Street.

As indicated in the Action Plan Checklist for Phase One, the NRS is implementing a slight restructuring of the Action Teams to focus them on key components of the Phase One activities. The four Action Teams for implementation of Phase One (years 1 and 2 of the NRS’ implementation) are listed below, with brief descriptions of each, including identification of the lead staff person who will support each Action Team’s work.

Action Team Coordination

Action Teams have specific areas of responsibility in terms of implementation activities, but must continuously coordinate their efforts to ensure maximum impact and to minimize redundancy or conflict of purpose.

As during Summer of 2005, Action Teams will meet on a regular basis (monthly, with August and December off), using an “accordion” meeting format, meeting in a large group to share announcements, meeting individually to take care of business, and then checking in with each other once again as a large group.



Outreach + Organizing

Staffed by HOP/ROI Community Planner

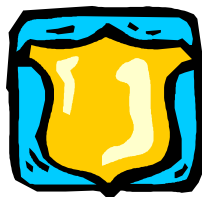
This action team will ensure that residents and businessowners remain at the center of the NRS process, supporting them as community leaders and acknowledging their long-term investment in revitalization. They will support other action teams in ensuring community participation in their activities.



Streetscape + Beautification

Staffed by HOP/ROI Community Planner

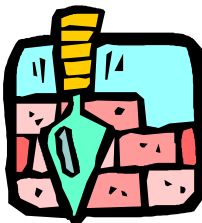
This team will lead efforts at improving the quality of public spaces, including sidewalk areas, street trees and other landscaping, community gardens and parks. They will work closely with Outreach and Organizing to use beautification activities as community-building tools; with Safety + Security on CPTED efforts; and with Housing on targeted rehabilitation.



Safety + Security

Staffed by Marketview Heights Association

This team will work closely with Rochester police and NET officers to identify crime “hot spots” and focus coordinated efforts on eliminating and preventing crime in the neighborhood. They will work with Streetscape + Beautification on CPTED efforts (page 23) and with Housing + Development on targeted redevelopment of problem properties.



Housing + Development

Staffed by HOP/ROI

This team will coordinate rehabilitation of housing and commercial buildings, promote homeownership, and undertake targeted property acquisition and redevelopment activity. It will work with Streetscape + Beautification to target rehab efforts, and with Safety + Security to acquire and redevelop properties that are sources of community problems. They will also take the lead on coordination of ongoing planning efforts related to the Eastman Dental Dispensary.

action team responsibilities

The NRS implementation process should provide a range of opportunities for resident participation, from responding to questionnaires or surveys, attending design charettes and large community workshops, or being a regular participant in an Action Team.

All forms of participation are important and valid. Many residents do not have the time or ability to commit to regular attendance at Action Team meetings, due to work, family, school and other commitments. However, successful resident-led implementation will require a core group of residents and business owners who are committed to participation in the NRS Action Teams.

To that end, it is critical that Action Team members understand the commitment they are making, to the NRS and to each other.

Following is a draft set of commitments that each Action Team should review, refine and commit to early in the NRS implementation process.

- **Team Size and Meeting Schedule.** Each team should have between 7 and 15 core members, and meet a minimum of 10 times per year. Teams may meet more often if necessary and agreed to by the team members.
- **Being There.** Members will regularly attend Action Team meetings. If it is not possible to attend, then the Action Team member should contact the team's staff support person or another team member prior to the meeting to let them know. More than two unexcused absences during a calendar year may result in a request to leave the team.
- **"Shoe Leather" Visits.** Members unable to attend a meeting will meet individually with another team member prior to the next team meeting to get caught up on what he or she missed, including near-term priorities (and responsibilities) for action. Meeting minutes will also help keep everyone up to speed.
- **Recognizing and Contributing Expertise.** Some members may be recruited for their expertise in a subject area (e.g., real estate, accounting, design...) while others are there because they are experts about the neighborhood (they live or work there!). Everyone will contribute their expertise, and value the other expertise at the table.
- **Action Orientation.** Members are there to make things happen. That means making realistic commitments to follow-through on specific work tasks between meetings of the action team.
- **Community Conduits.** Members are committed to seeking out community input on issues under discussion, and communicating NRS activities to people in the community.
- **Annual Commitment.** Members will make annual commitments to the team. When their commitment is completed, they may renew their membership for another year or help the team in finding a suitable replacement.

NRS fundraising

Implementation of the NRS is going to take a lot of hard work, and money. The Action Plan Checklist on pages 39 and 40 summarizes the line item costs (where estimates are currently available) for specific implementation activities. The total costs of implementation (for Phase One only) is approximately \$2.6 million per year. This includes \$300,000 to capitalize a revolving loan program (which would use repaid loan funds to support subsequent loans) and \$1.5 million per year for property acquisition and redevelopment in and around the North Union Street Gateway area. The other major expenditures are \$300,000 per year to support a homeownership program, including downpayment assistance and interest rate subsidies, and an estimated \$750,000 for sidewalk, lighting and streetscape improvements. This figure would be lower in Year 2, but would increase again as revitalization activities move into other areas of Marketview Heights.

Raising funds for implementation of the NRS is a critical next step. But not all financial support needs to be in the form of direct dollar payments. Following is an overview of potential sources of support for implementation:

Local Contributions, including donations or price reductions for goods and services from businesses in and around the neighborhood who will benefit in the long-term from revitalization. These expressions of support can help leverage outside grant funds and other contributions since they show real commitment from local stakeholders.

Volunteer Time and Expertise have real value, and should be shown as an in-kind contribution from local residents, businesses and nonprofits in any requests for support from government, private and nonprofit funding sources.

Member Organization Contributions are already playing a key role in supporting development and implementation of the NRS. These organizations—Housing Opportunities, Inc. (a division of Rural Opportunities Inc.); Marketview Heights Association; and Enterprise Community Partners—are supporting the project in meaningful, and valuable ways. The value of these in-kind contributions should also be shown in any requests for support.

Existing Programs and Services, whether government operated or otherwise, have funding in place to provide many of the services outlined in the NRS. In particular, City and County programs and services, and in some instances State and Federal programs, can (and should) assist in significant ways to implement NRS priorities. Many programs, such as Low Income Housing Tax Credits, are specifically intended to support revitalization efforts in distressed neighborhoods. Others, such as Community Development Block Grants, are also suitable for this purpose.

Grantwriting can help cover specific activity costs, especially for community organizing, specific study efforts (e.g., the Neighborhood Market Survey) and pilot programs (e.g., the Rent-to-Own or Community Land Trust initiatives). They can sometimes be targeted to specific capital projects as well, particularly those that are responding to a well-documented community need and which are unlikely to be met by private developers and programs. Private local, regional and national foundations are keen to support resident-led revitalization efforts, especially if it can be shown that local residents, businesses, nonprofits and the City are making a real commitment to long-term success.

Lender Contributions, whether in the form of direct grants or low-interest financing, can be a significant source of support. Local lending representatives should be included on the Housing + Development Action Team to help negotiate these forms of support. Lenders are required under the Community Reinvestment Act to support efforts such as the NRS that help address historic inequities in development and home financing.

Marketview Heights Action Fund should be created within one of the partner organizations as a conduit for local donations to support implementation of the NRS. It should be structured to accept tax-deductible donations from local and area residents, businesses, employers, charities, estates and civic organizations. The fund should be well advertised in the neighborhood and the area. Marketview Heights has a long history, and many Rochester residents have emotional connections to it.

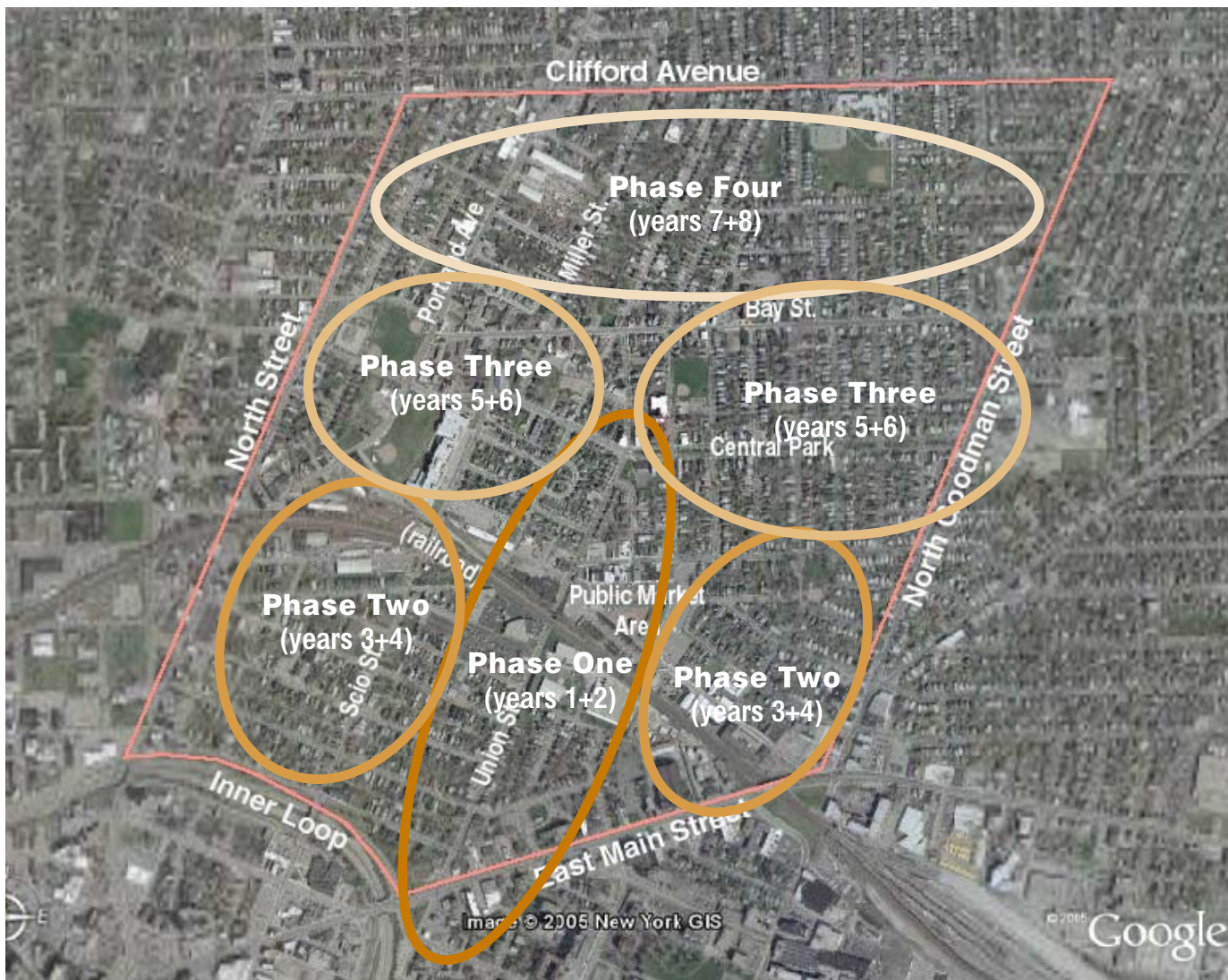
Community Fundraisers can be an annual event that not only helps raise funds for NRS implementation, but also help generate visibility, awareness and broad community support. Many fundraising options are possible, from “silent auctions” of goods and services donated by local businesses, to walk-a-thons and dance-a-thons (which people of all ages can participate in), to community dinners and gala parties. These types of activities can raise a lot of money, or a little. Regardless, they make it possible for many different people to invest themselves in revitalization of their neighborhood.

Marketview Heights Special Improvement District can help generate project funds through property taxes, ensuring that a portion of property tax levies within the designated project area are used specifically to support improvements within that area, thereby directly benefiting the property owners who made the original contributions.

future phases

Section 6 outlines priorities for the first two years of NRS implementation. Based on the successes and lessons learned in the Union Street Gateway area, subsequent phases of revitalization activities will be launched. These phases will encompass similar activities—using the same Action Team structure, many of the same priority actions as used in the Gateway area (especially in relation to housing and development, safety, and beautification) as well as the other “big ideas” presented in Section 5 of the NRS—to revitalize all areas of Marketview Heights.

The map below illustrates the planned sequence of phasing. The exact geographic areas to focus on in each phase, and the timing of implementation, will be reviewed and refined as implementation of Phase One moves forward and the NRS is regularly reviewed and updated (see page 47). Remember that all of the areas will be served in Phase One through the area-wide priorities listed on page 38, and incorporated in the Phase One Action Plan (pages 39 and 40).



The Marketview Heights NRS Implementation Phases

managing the NRS

The NRS summarizes the results of our community planning process, and our agreement on how we want to move forward from here. But it is not an end point, or a “static” product. It needs to be managed, reviewed and updated on a regular basis if it is going to be useful tool in the revitalization of Marketview Heights.

Following are a few key points related to managing the NRS over time:

- **NRS Community Planner.** This person is responsible for coordinating NRS logistics and making sure that the Steering Committee and Action Teams stay focused on the tasks they have assigned themselves. This person can be thought of as “the keeper” of the NRS as the group’s agreement. If decisions are made that are counter to or different from the directions established in the NRS, then she or he needs to bring it to the group’s attention, and decide to either amend the NRS, or amend the course of action. This person is also the key staff support for both the Outreach+Organizing Action Team and the Streetscape+Beautification Action Team (with assistance as appropriate when both teams are meeting at the same time!).
- **Steering Committee.** An NRS Steering Committee should be formalized and meet on a quarterly or as-needed basis to monitor overall implementation, troubleshoot any coordination or strategy issues, and take the lead on fund-raising initiatives. The NRS-SC should be established through a Memorandum of Understanding between participating organizations, and should include representatives from initiating organizations of the NRS (Housing Opportunities, Marketview Heights Association, Enterprise Community Partners) as well as resident representatives, local business and/or property owner representatives, and City and RPD representatives. To be manageable, the Steering Committee should not be larger than 8 to 10 people. Amongst the NRS-SC members should be at least one representative from each the Action Team.
- **Annual NRS Community Summit and Action Plan Update.** A large community workshop should be held each year to provide an opportunity for as many residents and stakeholders as possible to give input on the past year of implementation activities, celebrate successes, identify and address areas for improvement, and establish implementation priorities for the coming year. In addition to a meeting summary, the output of each NRS Community Summit will be a revised and updated Action Plan (in format similar to that on pages 39 and 40) outlining the specific tasks to be undertaken by each Action Team in the coming year. The Summit can be coordinated with a large community dinner, dance and/or awards ceremony to celebrate and acknowledge successes over the past year, NRS funders, and the hard work of community volunteers.
- **Five-Year Plan Review and Update.** The NRS document should be reviewed, evaluated and updated every five years. Updates can be presented in any form (online, memo format, or otherwise) but should include any new or changed information in terms of neighborhood conditions, market trends, and new challenges and opportunities. Most importantly, it should incorporate any changes to the community vision statement, the NRS’ “big ideas,” and priority activities for revitalization. NRS updates should be overseen by the NRS-SC.

monitoring success

One of the difficult aspects of planning is knowing whether you're being successful. Too often the crisis-of-the-day overshadows gains made in other areas, or important achievements aren't readily visible when walking down the street.

Having measurable "indicators" for success that are based on community goals and values can help us know how well we're doing. These can be used for annual NRS monitoring and, in particular, for the five-year NRS reviews and updates.

We don't want to create unnecessary work in keeping track of indicators, but we do want to know if we're getting to where we want to go.

Following is a draft set of indicators that can be monitored without too much work, and used to track our success in making change happen:

We will have more people participating in the NRS process

- ☒ Records of number of people attending NRS meetings and activities.

We will have fewer homes in need of rehabilitation

- ☒ "Windshield survey" of residential areas.

We will have fewer crimes, in all categories and all areas, and fewer crime "hot spots"

- ☒ Police department crime statistics.

We will have more young people graduating from high school and attending college or professional training schools

- ☒ RCSD graduation rates and reporting of post-graduate plans.

We will have more street trees.

- ☒ Count of street trees in the neighborhood.

We will have fewer vacant storefronts.

- ☒ Reports from business districts.

We will stabilize our property values and our population.

- ☒ Data from census and local realtors.

The "domino effects" of revitalization were highlighted by visioning workshop participants. Neighbors helping neighbors, and investing in community change, can lead to many types of positive outcomes.



appendix

community assets



The Marketview Heights NRS was created through a collaborative process that drew upon numerous community strengths and assets. In addition to the many individuals who participated, there are a number of organizations and institutions that bring valuable skills, experience, ideas and resources to the neighborhood's revitalization efforts. Following is a list of organizations, institutions and businesses that contributed in one way or another to the MHNRS effort and which represent a constellation of very valuable community assets for ongoing revitalization activities:

- City of Rochester Bureau of Neighborhood Initiatives
- City of Rochester Bureau of Parks and Recreation
- City of Rochester Department of Community Development
- City of Rochester Bureau of Housing and Project Development
- North St. Recreation Center
- Center for Popular Research, Education and Policy
- Wegmans
- Dr. Freddie Thomas High School
- Rochester City School #58
- Rochester City School #14
- Rochester City School #25
- CONEA
- NEBCA
- Sector 10 NET office
- Rochester Police Department
- Pathways to Peace
- Baden St. Settlement of Rochester, Inc.
- Costanza real estate development
- Bridging Neighborhoods
- Marketview Heights Neighborhood Association
- Enterprise Community Partners
- Housing Opportunities, Inc.
- Rural Opportunities, Inc.
- Greater ROI
- Wal-Mart
- Rochester Institute of Technology
- University of Rochester
- Action for a Better Community
- Democrat and Chronicle
- B&L Wholesale Supply
- Chase Pitkin

B

appendix

north union street walking tour notes

In October 2005 a group of residents and other stakeholders met for a brief walking tour of the North Union Street Gateway area to walk the length of the street from the Public Market to East Main, identifying potential issues along the way that could be addressed in the revitalization program. Following is a summary of comments made during the walking tour, as compiled by Spring Worth and read back to the group at the end of the walking tour meeting.

These notes do not represent a consensus opinion. There were differences of opinion about specific properties and issues (e.g., whether the corner store at Weld and Union should be closed or left open, and whether specific dilapidated and abandoned properties should be rehabilitated, rebuilt or cleared. The notes are reproduced here as a point of reference for action teams as they begin work on the North Union Street Gateway initiative.

North of the Overpass

- City purchased 275 Union, directly across from the Public Market for \$350,000 and plans to make it a parking lot. However, there is asbestos and lead in the building. Residents would like good landscaping around the lot when it is built.
- Brick building sort of adjacent to 275 has been purchased by a private owner. What are the owner's plans with the building?
- White concrete wall next to the Public Market (on east side) needs to be fixed.

The Overpass

- The overpass needs improvements: better lighting, steel needs refinishing, sidewalks need to be redone, potholes need to be fixed, leaking walls need to be fixed and painted, and drainage needs to be fixed.

South of Overpass

- Landscaping is needed on east and west side immediately south of the overpass.
- Need to research possibilities for getting a house built near Wise potato chip building.
- Are Wise and AJ Camp buildings open? Vacant? Who owns them? Does ABVI own the old Wise building?

Properties in Need of Immediate Work

- 227 N. Union (old gas station) - possibly come down, make a park?
- 223 - knock down?
- 206 - hedges need to be trimmed
- 200 - looks horrible
- 192 - looks like a box, is it for sale?
- Next door to 172, for rent (330-0294)
- 160 needs paint, people hang out
- 158 needs paint
- House on corner of Union and Woodward - knock down?
- 151-153 cornerstore needs paint. Close store? Knock down?
- Gantt's lot at corner of Main and Union - what's going to happen?

Other Things...

- Invite storeowners to our next meeting
- Lewis up toward Main -Victorian Queen Ann style houses could beautiful if rehabilitated
- Make the street more walkable and pedestrian-friendly near the underpass
- Weeds on railroad tracks contribute to abandoned feeling

Street Themes

- Whole length of street needs trees
- Every corner on street needs to be landscaped - look at University Ave. as a model
- Install a gateway sign on Union and Main
- Install signs that lead to the Public Market along the street, and put in planters for landscaping

Appendix C

North Union Street Corridor

A Community Vision Plan - July 2008

Download at:

<http://www.archive.org/details/MarketviewHeightsNorthUnionStreetCorridorCharretteReport>

Please use the link of the left of the page to download the PDF file.

Appendix D

Marketview Heights FIS Team

Stakeholders

Pamela Reese Smith	Pathstone - formerly HOP-ROI	Community Project Manager
Susan Ottenweller	Pathstone - formerly HOP-ROI	Sr. Vice President
Francisco Muhammed Rivera	Marketview Heights Association	Executive Director
Amy Robbins	Marketview Heights Association	Housing Director
Merredith Arrington	Resident	Resident
Inez Burns	Homeowner; lives next to community garden	Resident
Rich Holowka	Homeowner active in community	Resident
Martin Pedraza	Homeowner	Resident
Richard Sarkis	Realtor with Nothnagle	Realtor

City Team

Anne Da-Silva Tella	Community Development	Housing Planner
Marisol Lopez	Neighborhood Service Center	Administrator
Amy Terrance-Rivera	Neighborhood Service Center	Neighborhood Conservation Officer
Roberto Burgos	Neighborhood Planning	Sr. Program Planner
Daisy Rivera Algarin	Economic Development	Sr. Marketing Specialist
Jim Farr	Public Market	Manager
Jason Haremza	Zoning	Sr. Planner/Urban Design
Erik Frisch	Transportation	Transportation Specialist

Appendix E

MHA Program Description

Marketview Heights Association

308 North Street * Rochester, New York 14605 * 585-423-1540

Designations & Certifications

2008	Received HUD Approved Housing Counseling Agency designation. Services include Pre-purchase Education, Homebuyer Counseling, Post-Purchase Education, Mortgage Delinquency, Foreclosure Prevention, and Home Maintenance Counseling. MHA Housing Counseling program is approved with the City of Rochester, Federal Home Loan Bank of New York, New York State Affordable Housing Corporation, New York State Division of Community and Housing Renewal, HSBC Mortgage Corporation, KeyBank, M & T Bank, Citizens Bank, and JP Morgan Chase Bank.
2008	Received NeighborWorks America Certification for Post-Purchase Education Received NeighborWorks America Certification for Advanced Foreclosure Counseling
2006	Received NeighborWorks America Certification for Pre-Purchase Education Received NeighborWorks America Certification for Homebuyer Counseling Received NeighborWorks America Certification for Mortgage Lending Received NeighborWorks America Certification for Basic Foreclosure Prevention Received NeighborWorks America Certification for Loan Servicing and Collection
2007	Received Real Estate Agency License through the State of New York
2001	Received Community Housing Development Organization (CHDO) designation from the State of New York
1992	Received Community Housing Development Organization (CHDO) designation from the City of Rochester
1992	Received 501[c]3 designation from the U.S. Department of Treasury
1984	Received Neighborhood Preservation Company (NPC) designation from the NYS Department of Housing and Community Renewal (DHCR)

Housing Programs & Activities (current programs in bold print)

2009	Main Street Grant. \$443,000 (Project \$948,000). Commercial rehabilitation on Railroad, Pennsylvania, and N. Union Street.
2009	EARP provider for the Northeast Quadrant (Sectors 9 and 10). 50 units
2008	Developer-Mixed-use project. MHA will receive \$1.1 M from DHCR, HTFC, Urban Initiative Projects, and Federal Home Loan Bank of New York to develop a residential rental project and homeownership center located at 302 and 308 North Street. MHA will rehabilitate commercial space to provide a homeownership center along with 8 rental units for safe affordable housing for transitional women and low income families.
2008	Local Program Administrator -Access to HOME program. Ten homeowners will be assisted with up to \$20,000 for accessibility repairs. Local Program Administrator -HOME Program. MHA will assist 13 homeowners with rehabilitation grants up to \$25,000 per unit.
2008	Administrator -New York State Affordable Housing Corporation Acquisition Rehab for \$700,000 to complete 20 projects. Each potential first time homebuyer will receive up to \$35,000 (\$30,000 for rehab and \$5,000 for closing costs).
2008	Developer-MHA has been approved to develop 10 properties for the HOME Rochester Program through the Greater Rochester Housing Partnership. As of October 2008, MHA has 7 homes remaining. MHA also administers homebuyer education to the families involved in the program and is approved by the City of Rochester.
2008	Sponsor-Federal Home Loan Bank of New York Affordable Housing Program to provide 20 families with up to \$7,000 in down-payment and closing cost assistance.
2008	Administrator -New York State Affordable Housing Corporation Home Improvement Program to assist 60 owner-occupants with repairs of up to \$5,000.

Appendix F

FIS Immediate Strategies

FIS IMMEDIATE STRATEGIES

Marketview Heights Association Goals and Objectives

01/30/2009

Residential Property Renovation and Reinvestment:

- Development and implementation of a property improvement program for owner occupants
MHA to administer the following programs to help with property improvement:

Affordable Housing Corporation home improvement program up to 120%

HOME LPA home improvement program up to 80%
- Development and implementation of a property improvement program for investor owners
MHA will help commercial owners in the FIS area to secure some funding for improvements and renovations to add affordable housing units (New York Main Street)
- Development of a repair and improvement program for seniors that promotes aging in place

MHA to administer the following programs to help with senior homeowners:

RESTORE up to 80%

Access to Home up to 80%

Affordable Housing Corporation up to 80%

HOME LPA up to 80%

Homeownership:

- Opportunities for acquisition/rehabilitation of vacant properties, developments for middle income, or mixed income developments
MHA to administer the following programs to help increase homeownership to all mixed income:

Affordable Housing Corporation Acquisition/Rehabilitation program

CHDO development within the HOME Rochester Program

Homebuyer Education

Local lender grants to help with homeownership

Partner with the City's application for NSP funds for additional development

- Outreach to homeowners to help prevent foreclosure
MHA will administer foreclosure prevention services to help homeowners that are in foreclosure or are in danger of losing their homes

MARKETVIEW HEIGHTS ASSOCIATION CERTIFICATIONS, DESIGNATIONS, and FUNDING

Certifications and Designations

HUD Certified Housing Counseling Agency for the City of Rochester in the following services:

Homebuyer Education
Post-Purchase Education
Foreclosure Prevention
Mortgage Lending
Mortgage Delinquency
Budgeting
Home Maintenance Counseling

Certified by NeighborWorks America in:

Homebuyer Education
Post-Purchase Education
Foreclosure Prevention
Mortgage Lending
Loan Servicing and Collections

CHDO Designation within the State of New York and City of Rochester

MHA funding available in the FIS areas

New York State Affordable Housing Corporation:

\$150,000 Home Improvement

\$200,000 Home Improvement

\$490,000 Acquisition Rehab

New York State Division and Community Renewal

\$160,000 Home Improvement

\$200,000 Access to Home

\$170,000 Foreclosure Prevention

City of Rochester

\$247,174 Emergency Assistance Residential Program in the Northeast Quadrant \$60,000 in Sector 10

CHDO subsidy for 7 additional houses by June 30, 2009

Pending: NYS Main Street \$410,000 for property owners in and around the public market

MARKETVIEW HEIGHTS PLANS IN THE NEIGHBORHOOD

1. Provide Post purchase counseling to area homeowners and investors

All area homeowners receiving grants will be required to take a post purchase class with MHA

All families receiving pre-purchase grants are required to take post purchase classes with MHA with a year of closing

Outreach to area homeowners and landlord of post purchase classes

2. Provide Homebuyer Education and counseling

All families interested in buying a home, receiving a grant, and going through local lender partners will receive 8 hours of homebuyer education

All families will receive a 1-1 counseling session to help with budgeting, credit counseling, and mortgage affordability

Outreach throughout to promote homeownership

3. Provide foreclosure prevention services

MHA will administer workshops for families to attend to make foreclosure

Prevention services available

MHA will work with loan servicers to help families transition out of foreclosure or make the foreclosure process easier.

4. Promoting homeownership

MHA feels that increasing homeownership throughout the FIS and City of Rochester is the key to improving the neighborhood.

MHA will promote homeownership with area businesses, partners, advertisements, media channels, etc.

Appendix G

Recommendations from PathStone (formerly ROI/HOP) 6/06

Lower Marketview Residential Development Opportunities

This analysis was undertaken by Housing Opportunities, Inc. in conjunction with the University of Rochester summer intern program. Colette Carmouche, anthropology major at the University of Rochester, was instrumental in collecting data for this study. It was done as part of the Marketview Collaborative Project, a joint planning effort among Marketview Heights Association, the City of Rochester, Housing Opportunities, Inc. and the Enterprise Foundation.

In undertaking this overview of residential development opportunities, the following were key considerations:

1. A primary goal is to undertake residential developments that will help create a viable neighborhood, recognizing that the area is currently home to many lower-income residents. A major goal is to create a neighborhood that will attract a mix of incomes, ethnic groups and housing types while recognizing that the neighborhood will likely remain - at least for the immediate future – a predominantly low/moderate -income neighborhood. A key challenge is to demonstrate that low/moderate -income neighborhoods can be vibrant, safe, attractive and viable.
2. Any future development should build upon the strengths of the neighborhood. These include:
 - The Prince/Alexander/Champney Terrace area, which includes architecturally significant housing on the interior streets, as well as larger buildings along Main Street, such as the Eastman Dental Dispensary, Armory and the Corpus Christi campus.
 - The Public Market, including the proposed loft development on Railroad Street.
 - The renovation of the Susan B. Anthony Building. This is a major architecturally significant building in the City of Rochester. Housing Opportunities, Inc. invested \$2.2 million dollars in hard costs to upgrade and stabilize this building in 2006.
 - First Place, including the adjacent Niagara Place development.
3. New residential development should also attempt to remove blighting influences in the neighborhood. This includes the area south of the Public Market/railroad tracks along Davis, Augusta and Lewis Streets between North Union and Scio Streets and vacant property along N. Union Street, which serves as the main entrance to the Public Market.
4. New residential development should result in a mix of housing types that serve as wide a range of income levels as is possible.
5. Where prudent, land banking should occur. When such occurs, the neighborhood should realize that this can create other problems, e.g. dumping, loitering.

A. Prince/Alexander/Champney Terrace Neighborhood

Existing Housing Stock

This neighborhood has a number of large homes, most of which were built as single-family homes. They have interesting architectural features. Many have been converted into multi-family homes and are currently rental property. Data indicate that about 25% of the residential structures are owner-occupied.

The primary goal for this neighborhood is to increase owner-occupancy in the area. The goal should be to reach a 50% ownership level. The following three activities could help achieve this goal:

1. The availability of financing programs that encourages homeownership;
2. Affordable financing to encourage existing property owners upgrade their properties; and
3. Activities which promote the neighborhood to potential homebuyers.

Financing Programs to Promote Homeownership

Financing programs to accomplish this goal should address two issues. The first is to make funds available both for the purchase and rehabilitation of existing homes. The second is to encourage the deconversion of homes to single-family structures, specifically if the house were originally constructed as a single-family home.

It is recommended that the neighborhood work with the City of Rochester to obtain an allocation of Community Development Block Grant funds that would be used to write-down the interest rate on mortgages that would be used to purchase homes and rehabilitate them use as owner-occupied structures. At least 25% of the mortgage proceeds should be used for rehabilitation purposes. A bank would need to be identified to administer the program. CDBG regulations should enable this program to be operated without income limits in this neighborhood.

The second recommendation is to use CDBG funds as a grant to assist in the conversion of multi-family structures into owner-occupied, single-family homes. A grant of \$10,000 per unit is recommended.

A total allocation of \$200,000 for the above two programs is recommended.

For existing property owners, the neighborhood should explore the following options to encourage them to upgrade their property:

- HOME funds administered for DHCR. These funds are available to assist low and moderate- income, owner-occupants make improvements to their property. Local, non-profit organizations can apply for such funds as well as neighborhood preservation companies. Programs can be designed to assist landlords who rent to income qualified tenants.

- Neighborhood Housing Services (NHS) located at 570 South Avenue, Rochester operates loan and grant programs to assist property owners make improvements. The program is geared toward major and emergency repairs. It is recommended that the neighborhood explore program options with NHS for this neighborhood.

Initiatives to Promote the Neighborhood

Just as important are programs and initiatives that the neighborhood develops to promote and advertise its housing stock. There are many examples of such activities that various neighborhoods have done. Some that appear to be suitable to the Prince/Alexander/Champney Terrace area are:

- Work with the Landmark Society to update the 1985 study of the area. This study rated the buildings within the Prince/Alexander/Champney Terrace area in terms of their architectural significance.
- House tour of existing structures that have been rehabilitated. This could be done with as few as five or six houses. If the tour were free, it would most likely attract a large number of visitors. It might be jointly sponsored with the Landmark Society.
- Promotion of front yard flower gardens. The neighborhood should pursue obtaining a small grant that could be used to help property owners install front yard gardens. These gardens do not have to be fancy or expensive. Flowers could be purchased at the public market as part of the neighborhood promotion campaign.
- Landscaping public areas within the neighborhood. If there are any small parcels of vacant land, the neighborhood should landscape and maintain these areas. Funding sources, such as the Urban and Community Forestry Program administered by the NYS Department of Environmental Conservation should be explored. This program provides funds for trees and other plantings in the neighborhood.
- Develop activities that solidify the neighborhood, such as an ice cream social, Christmas decoration contest, etc.

B. Neighborhood West of N. Union Street

The remainder of lower Marketview Heights is the area west of the Prince/Alexander/Champney Terrace area and is bounded by North Street, the railroad track, N. Union Street and the Inner-Loop. Other studies have documented that this area has a high percent of lower-income families and renters. Much of its housing stock is older and much built as worker housing. While newer housing, both rental and home ownership, has been constructed over the past 20 years through a variety of affordable housing initiatives, real estate prices in the area have not increased. The private real estate market is virtually inactive. Much of the property ends up in City-ownership due to property tax foreclosure.

In structuring a development strategy for this section of the neighborhood, the strengths and weaknesses of the area should be considered.

Strengths include:

- Architecturally interesting buildings in the Prince/Aleander/Champney Terrace area to the west and the Susan B. Anthony building to the north. Also, the Mt. Carmel Parish on Ontario Street, 163 N. Union Street and several other residential structures on N. Union have architectural significance.
- The Public Market, immediately to the north of the area.
- The proposed loft development just to the east of the Public Market on Railroad Street.
- Proximity to downtown and the University Avenue neighborhood (Neighborhood-of-the-Arts). The existence of the Bridge Group, whose purpose is to integrate the two neighborhoods.
- Reconstruction and/or repaving of most of the streets within the neighborhood.
- Major investment by B & L Wholesale in recent years.
- Landscaped area on North Union St. maintained by the North St. businesses.
- Lewis St. Settlement, which has a well maintained playground in lower Marketview Heights.
- Major property owner (Housing Opportunities, Inc.), which is willing to invest time and funds in the neighborhood.

Liabilities that impact development opportunities include:

- Existence of drug traffic, particularly around the mini-markets on Scio and N. Union Street.
- Alleys. While alleys are currently a largely negative impact in that they are not maintained by the adjacent property owners and serve as “get-a-ways” for drug traffickers, they could become an asset. If used as originally intentioned, they could get parked cars off the streets, thus improving the livability of the area.
- Vacant structures, particularly on N. Union Street, which serves as the main entrance to the public market.
- Vacant lots, which tend to be used as dumping areas.
- Vacant structures, which are not only unsightly but are not safe.
- Weak housing market.
- Area around Lewis/Davis/Augusta Streets which is virtually abandoned.

Development Strategies

1. *Implement recommendations outlined above for the Prince/Alexander/Champney Terrace neighborhood.* This should be done to reinforce the steps outlined below.
2. *Remove and redevelop the area between N. Union and Scio Streets, the railroad tract and Lewis Street.*

This area is outlined on the map attached. This area is distressed. Much of the property is either City-owned or vacant structures. Redevelop the area with a mix of rental and single-family structures. Design considerations might include:

- Rental units placed at the northern end of the site which is not as conducive for homeownership units as other portions of the site. Units should be kept away from the railroad tract.
- Consideration should be given to working with Ametek to reassign its parking area to City-owned land along the railroad tract, thus freeing up land for new residential development in a land swap. See attached map.
- Maximizing the number of owner-occupied units to be developed through an affordable housing program. Initially, this development would need to be done by an organization that can provide as much subsidy as possible. One potential in Habitat for Humanity which has the ability to write-down monthly housing payments further than any other organization. As the market improves, other homeowner initiatives funded by the Affordable Housing Corporation, the NYS Division of Housing and Community Renewal and the City of Rochester could be incorporated into the plan.

Construction costs for a 3 to 4-bedroom house with a garage and built to NYS Division of Housing and Community Renewal design specifications are about \$160,000. The maximum sale price for such a house in the Marketview neighborhood is approximately \$65,000. It is, therefore, important to take steps to reduce this gap in order to access public programs designed to construction housing for first-time homebuyers. These programs typically limit the subsidy to \$40,000 or less. In addition, consideration should be give to working with both the NYS Affordable Housing Corporation and the NYS Division of Housing & Community Renewal so that the programs for homeownership can be used simultaneously.

- Including as much of N. Union Street as it possible in this first phase initiative.
- Negotiating with the adjacent industry (Ametek) to either swap, purchase of have gifted some if its vacant land.

- Obtaining funds to assist property owners within the area to upgrade existing properties.
3. *Demolition of vacant structures within the remainder of the neighborhood, land banking for the development of single-family homes on these sites as land and financing become available.* As the market changes and improves, decisions can be made as to what income group these lots should serve. Excluding the area around Lewis/Augusta/ and Davis Streets, there are currently three City -owned, vacant parcels, which could accommodate about five single-family houses. There is an additional 20 unbuildable, City-owned vacant lots. There are four privately owned vacant lots, each of which could accommodate a single-family house. Some of the buildable parcels are adjacent to vacant structures or buildings in poor condition. Until the property condition of surrounding properties improves, these sites should not be developed.
 4. *Landscaping Unbuildable Spaces.* There are several City-owned spaces that are not buildable as well as privately owned vacant spaces within the neighborhood, both of which should be landscaped and maintained. The City-owned parcel at 443 Scio Street is one which could be landscaped and maintained by the adjacent property owner, Housing Opportunities, Inc. The entrance to B & L Wholesale off Davis St. is a second area that should be landscaped and maintained by the property owner.

An inventory of such spaces and a strategy as to what do to with each parcel should be developed by the neighborhood.

Next Steps

Discussions with City staff on the proposed redevelopment strategies for lower Marketview Heights indicated that until the City Housing Market Study is complete, no definitive plans can be made. This study is analyzing what City-owned land should be allocated to future residential, commercial and industrial development and what privately owned parcels should be acquired to support these developments. In the interim, the following actions could be pursued:

- Continued monitoring of the vacant land and structures in the neighborhood.
- Working with the NET office to develop a priority listing for structures to be demolished.
- Identification of a partner for promoting homeownership development in the neighborhood.
- Continued land banking vacant parcels.

- Work with Enterprise to develop a strategy for the properties along N. Union Street. Of the 78 parcels in lower Marketview Heights, 94% are investor-owned. This includes identifying sources of financing. Currently, the only City programs available to investor-owners are those for lead based paint removal.

Appendix H

City of Rochester Focused Investment Strategy Recommendations

Submitted 2009

In April of 2008, the City of Rochester selected one neighborhood in each quadrant of the City to receive additional CDBG for five years. An area within Marketview Heights (southwest of the Public Market) has been selected from the Northeast District. Housing Opportunities, Inc. (HOP), and affiliate of Rural Opportunities, has developed and managed more than 150 housing units in the Marketview Heights area since the mid-1980's. HOP has the following recommendations to the City regarding the use of Focused Investment funds.

Increased Code Enforcement:

Within the Focused Investment Area, there are at least thirty identified properties that clearly need code enforcement, and there are a far greater number of such properties in Marketview Heights overall. It is well understood that increased code enforcement is an important first step to the revitalization of troubled neighborhoods. Expanding upon an existing system is consistent with a focused investment strategy, as it will leverage money and will be highly cost-effective. Furthermore, increased code enforcement will set the legal ground work for the City acquiring these lots and buildings, which can later be utilized for development projects.

Increased Demolition of Vacant Buildings:

Within the Focused Investment area, there are at least seven City-owned vacant buildings that need to be demolished. The City could increase the number of vacant buildings that it has control over by acquiring privately-owned vacant buildings through increased code enforcement (see above). The City could continue to utilize Restore NY funding for this effort.

Purchase/Rehab/Sale to Owner-Occupants:

Three privately-owned single-family homes in a strategic location (106 and 110 Weld Street and 142 Ontario Street, on the corner of North Union) offer an opportunity for rehab and sale to owner-occupants. All were built post 1980 as single-family homes, and are currently renter-occupied.

HOP desires to purchase these homes immediately in order to prevent them from being purchased by an investor. HOP will then apply for rehabilitation funding from DHCR's Urban Initiatives Program. The houses will then be offered for sale, with the DHCR funds used as a write-down on the purchase price. Current renters will be offered the opportunity to purchase the rehabilitated house or will be moved to another affordable unit.

Application for DHCR funding will be made in July 2008 and the project will be completed within six months of receiving a funding commitment.

Revitalization of Weld and North Union Intersection:

There are five properties at the intersection of North Union and Weld Streets that remain a major factor in neighborhood deterioration. Success in the Marketview Heights focus area largely depends on the redevelopment of this corner. If the City of Rochester were able and willing to use its power of eminent domain to acquire and subsequently demolish these properties, HOP could redevelop the area into a mix of rental and for-sale housing. Attached are two conceptual drawings that complement the architecture of the older buildings in the immediate area.

The current assessed value of these five properties is \$211,600. If the buildings could be acquired and demolished, HOP will apply for redevelopment funds through DHCR's Small Initiatives Program. If the City were able to acquire these properties this fall, an application for funding would be submitted in February 2009, with project completion by February 2011.

140 Weld Street is a three family home with two units facing Weld Street and one unit facing Lay Alley. At all times during the day, there are several people hanging out on the porches of both first floor units. HOP is currently trying to sub-lease this home for use by Slater's Raiders, a community-based safety initiative.

Some traffic-calming measures may be necessary to slow the one-way traffic on Weld Street. If well-planned, the measures may also beautify the landscape of the street. Also, many motorists use Kenilworth Terrace as a through street, which creates a lot of unnecessary and high-speed traffic.

Capital Improvements to Marketview I:

HOP is developing a capital improvement program for 27 units of housing on Scio, Lewis and Davis Streets. A physical needs analysis has identified porch repairs, upgraded landscaping, driveway upgrades, garage door repairs, and interior renovations as the major capital improvements needed at this time.

The capital improvements should be done in the late summer or early fall of 2008. The upgrades will cost approximately \$270,000 and will be funded out of project reserves.

Refinancing of Selected Rental Units:

HOP intends to submit an application in July to DHCR's Small Projects Initiatives for funds to transfer ownership of seven HOP-owned projects to a HDPC. This application will also include upgrading all of the 13 units in these buildings. Four of the units are in the Focused Investment Strategy area (38-44 Weld Street) and the remaining nine units are in lower Marketview Heights. Upgrades include energy improvements, lead abatement, new kitchen cabinets and bath vanities, upgraded landscaping, exterior painting and driveway repairs.

The cost of this project will be \$80,000, and work should be done in the summer of 2009 and be completed by the spring of 2010.

Mixed Income Development in Lewis/Augusta/Davis Streets:

HOP recommends a major redevelopment on Lewis, Augusta, and Davis Streets, adjacent to Ametek. Within the boundaries of Finney, Union, Ontario, and Davis Streets, there is a substantial amount of privately and publicly owned vacant land and buildings. The City should continue to demolish its structures in this area and should begin land-banking vacant land. In regards to the privately owned vacant land and buildings, the City should increase code enforcement as a means for eventually acquiring these properties.

The redevelopment should consist of both owner-occupied and rental units. In addition to being a link between the Public Market and HOP's Marketview I, this area is also one of the most distressed areas in the City of Rochester. Redeveloping this area will create an anchor at the north side of lower Marketview Heights.

Attached is a map that outlines both City-owned properties and vacant property owned by Ametek which is not being used at the present time. At some point, we should begin discussions with Ametek about acquiring land from it and possible land swap in order to relocate existing parking for Ametek.

This project has a longer term, with the redevelopment projected to occur in 2013.

Marketview Heights Purchase/Rehab Program

The Marketview Heights Association has received a grant from the Affordable Housing Corporation to assist owner-occupants purchase and rehab existing single-family properties in the neighborhood. Funding for approximately twenty houses has been received. The first house in the neighborhood, on Lyndhurst Street, has been identified.

Appendix I - Recent Home Sales in Marketview Heights from Assessor's database

Sale Year	Data	USE CODE *				Grand Total
		210	220	230	280	
1991	Average Sale Price		\$ 31,750			\$ 31,750
	Number of Sales		2			2
1992	Average Sale Price	\$ 74,800	\$ 24,000			\$ 49,400
	Number of Sales	1	1			2
1993	Average Sale Price	\$ 57,881	\$ 47,750			\$ 54,504
	Number of Sales	4	2			6
1994	Average Sale Price	\$ 69,600	\$ 51,000			\$ 64,950
	Number of Sales	3	1			4
1995	Average Sale Price	\$ 75,143	\$ 126,700			\$ 79,108
	Number of Sales	12	1			13
1996	Average Sale Price	\$ 80,366		\$ 56,000		\$ 76,305
	Number of Sales	5		1		6
1997	Average Sale Price	\$ 89,996				\$ 89,996
	Number of Sales	4				4
1998	Average Sale Price	\$ 92,400				\$ 92,400
	Number of Sales	2				2
1999	Average Sale Price		\$ 6,600			\$ 6,600
	Number of Sales		1			1
2000	Average Sale Price		\$ 25,000			\$ 25,000
	Number of Sales		1			1
2001	Average Sale Price		\$ 12,000	\$ 57,000		\$ 34,500
	Number of Sales		1	1		2
2002	Average Sale Price	\$ 58,250				\$ 58,250
	Number of Sales	2				2
2003	Average Sale Price	\$ 68,450	\$ 31,875			\$ 44,067
	Number of Sales	2	4			6
2004	Average Sale Price	\$ 32,125	\$ 36,984	\$ 68,000		\$ 38,142
	Number of Sales	4	5	1		10
2005	Average Sale Price	\$ 34,700	\$ 26,625			\$ 30,086
	Number of Sales	3	4			7
2006	Average Sale Price	\$ 41,475	\$ 39,667	\$ 92,000		\$ 47,113
	Number of Sales	4	3	1		8
2007	Average Sale Price	\$ 62,602	\$ 62,725	\$ 63,000		\$ 62,689
	Number of Sales	6	6	1		13
2008	Average Sale Price	\$ 38,483	\$ 40,333	\$ 127,000	\$ 35,000	\$ 46,718
	Number of Sales	6	3	1	1	11

* 210=Single Family - 220=Two Family - 230=Three Family - 280=Multi-Family - 411=Apartments