

Beechwood Focused Investment Strategy Area: Situational Analysis

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Focused Investment Strategy Overview

The City of Rochester Focused Investment Strategy (FIS) initiative has selected four areas of Rochester in which it will target resources and services in an effort to boost the real estate market. 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

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.

neighborhood. Healthy neighborhoods have an image that says this is a stable, functioning place. 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 Beechwood Focused Investment Strategy (FIS) and FIS Priority Areas (Blue and Red) contains roughly 15 blocks bounded by the Bay Street to the north, Greeley Street on the east, Melville Street to the south to Denver Street north to Rosewood Terrace and then Webster Avenue on the west from Lamont Street back up to Bay Street.

The Priority Area (Red) includes Webster from Lamont to Bay, and Rosewood from Greeley to Webster.

The FIS Impact Area (Yellow) is bordered by Bay Street on the North from Ackerman Street to Culver Road, Culver Road on the East, Parsells on the South to Webster on the West to Ackerman north back to Bay.

- there are approximately 343 properties with 525 buildings in the FIS Area.
- 306 properties (89 percent of) properties in the area are residential and 205 properties (60 percent) are single family residential.
- 131 (43 percent) of the residential buildings are occupied by renters.
- About 42 (12 percent of) properties in the area are commercial uses.
- 9 (3 percent of) properties are vacant lots.
- 15 (4 percent of) buildings in the area are vacant.
- Census Tract 58, in which much of the FIS area is located, had a median household income in 2000 of \$29,699 among its 3,981 residents and 1,462 households. The population of this Census Tract has remained roughly stable since 1990, when it had 4,179 residents and 1,563 households.
- Census Tract 57, in which much of the FIS area is located, had a median household income in 2000 of \$19,167 among its 1,943 residents and 676 households. The population of this Census Tract has remained roughly stable since 1990, when it had 2,463 residents and 863 households.

See FIS Area map Appendix A

Planning processes informing the strategy

Implementation of a Focused Investment Strategy for the Beechwood FIS Area must give consideration to a number of planning processes that have engaged the community and identified issues and strategies for neighborhood improvement. The processes are listed below:

- While they are not sources of formal neighborhood development plans, the activities of the Beechwood Neighborhood Coalition, the North East Area Development Corporation

(NEAD), the Community Place of Greater Rochester, Inc. and the Ryan Center project must be considered while assembling the Beechwood FIS strategy.

- NEAD has been working with the City of Rochester and other partners to improve the “Challenged Streets” (Webster, Crescent, Diamond, and Lamont Place which run perpendicular to Webster Avenue on the south-western boundary of the Beechwood FIS. Investments in these “Challenged Streets” will include \$180,000 for rehab grants to homeowners.
- The Sector 8 Neighbors Building Neighborhoods (NBN) plan relates to a larger geographic area which includes the Beechwood FIS but is not specific to the FIS. See Appendix G. It’s highest level goals are:
 1. To increase community support and involvement in health and safety programs at John James Audubon School #33.
 2. To cultivate neighborhoods where adults and children can socialize, play, talk, walk, eat and learn together.
 3. Increase residential ownership in blocks that have over 60% rental units.
 4. Maintain the viability of existing residential property.
 5. Encourage existing businesses to remain and new businesses to locate in Sector 8.
 6. To establish a neighborhood arts center in our community.
 7. The community will ensure an educational process that secures for students a future of self-sufficiency and prepares them to take an active role as citizens of their neighborhood and larger community.
 8. Use neighborhood beautification to make sector 8 visually appealing to neighbors, visitors and patrons.
 9. To increase community policing involvement and partnerships in Sector 8.
- 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.
- A plan exists for the development of the Ryan Center which is currently in progress which can be obtained from (Anthony Jordan of) the Department of Youth Services.
- 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.
- The Mayor’s office has submitted an application for a Weed and Seed grant for the Beechwood neighborhood Situation 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 Ryan Center, named after former mayor Thomas P. Ryan, Jr. is clearly one of the cornerstones of the FIS area. The City of Rochester, the Rochester Public Library and Rochester City School District have launched a cooperative effort to replace the Webster Avenue Recreation Center and the Sully Branch Library. The combined multi-purpose facility will connect to the Audubon School #33 to provide community and library space and gymnasium facilities for both public use and school system physical education classes and competition. The project has a planned completion date of September 2009. See Democrat and Chronicle article Appendix B
<http://www2.libraryweb.org/orgMain.asp?storyid=1023&orgid=526>
- The work NEAD had undertaken throughout the FIS area was referenced repeatedly by those interviewed. NEAD's housing and commercial development efforts in the neighborhood are appreciated and considered a positive impact on the image of the neighborhood.
- The Beechwood Neighborhood Coalition has been in existence for approximately 20 to 25 years and is viewed as a positive influence and a significant promoter of the area. There is a total membership of about 250 people with a regular attendance in excess of 40 people at monthly meetings. The regularly held block parties sponsored by the Coalition were mentioned as positive events that draw the community together. Residents Kyle and Ginger Crandall were mentioned for dedicating much of their time to the organization. Kyle is the President of the Beechwood Neighborhood Coalition and is a guidance counselor and athletic coach at East High School. See the Daily Record article in Appendix E.
- The mature trees and wide streets of some sections of Beechwood were mentioned as attractive features.
- The area is known for its large homes that sell at affordable prices. On the desirable streets the homes are considered an asset.
- The general impression is that the neighborhood is the home for numerous families that are active and intent on making the neighborhood successful, and that there is a real opportunity to make that happen.

- School 33 has a very good image because of the test scores of its students within the past 5 years.
- The Culver Road Business District is seen as stable. This is also perceived to be a good area for residential investment properties.
- The Gateway to the neighborhood at the southern end of Webster Ave. presents a very positive image with the recently constructed Home Expo houses on the left and the Landmark Building on the right. There is an opportunity to enhance this gateway by extending the FIS area on Webster Avenue down to Goodman Street.

Challenges

- Crime, safety and drug dealing were regularly referenced in the interviews as significant detriments to the area's image. The presence of 2 warring gangs also creates an unappealing image.
- Beechwood is generally portrayed negatively in the media. As an example, on 9/25/08 there was a shooting incident near the corner of Parsells Ave and Greeley, close to one of the convenience stores previously mentioned. An 8 year old child was struck by a stray bullet while on the porch of his home at 8:30 PM. Details are sketchy but there may have been an altercation between two young men. Regardless, the incident was highly publicized in the media drawing negative attention to the neighborhood.
- The FIS area and the adjoining blocks present a varied picture of condition and desirability. The neighborhood west of Goodman is perceived to be less stable, blighted and more prone to crime. Conversely, the neighborhood northeast of the FIS Impact Area is stable with middle income households. East of Culver is more affluent.
- Specific convenience stores at 452 and 386 Parsells Avenue at the corners of Greeley and Denver, respectively, are considered a challenge because of loitering and other negative behavior that occurs on and around those properties.
- Absentee landlords were mentioned as a source of problem properties and therefore a problem for the image of the FIS area.

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?

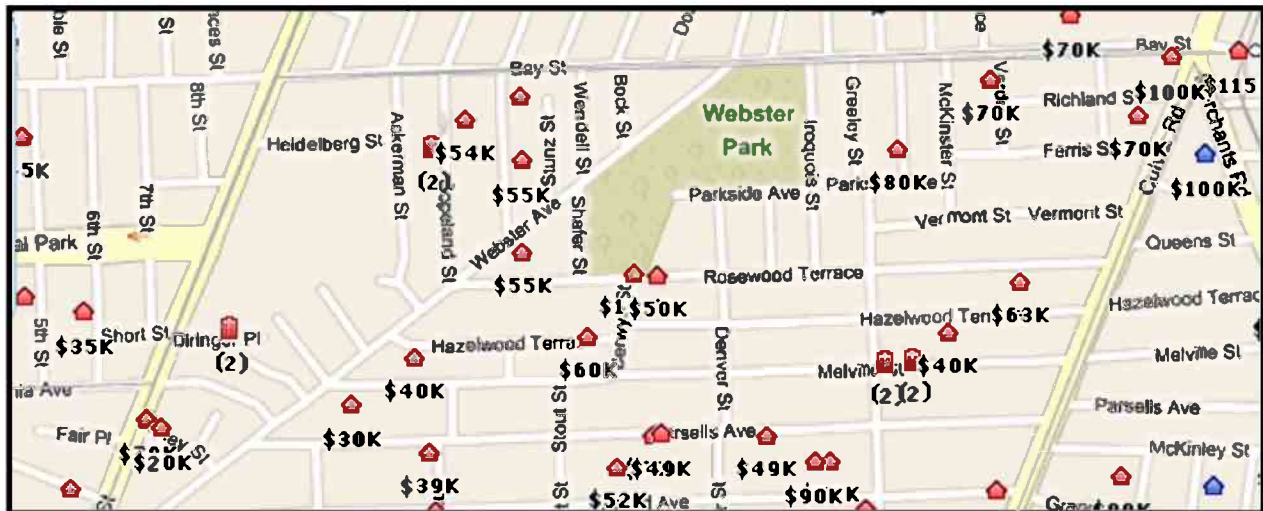
Strengths and opportunities

- The Ryan Center project is universally seen as an opportunity to solidify the northern portion of the FIS area and strengthen the nearby housing and commercial markets.
- As has been previously mentioned, the housing stock is large and affordable. Many renters are probably paying more in rent than they would pay for a mortgage. This is an opportunity to increase homeownership but maintenance requirements of the ageing housing stock must be taken into account for first time homebuyers.
- The Home Expo project completed on the lower end of Webster Ave. in 2002 is located within the Impact Area and considered successful as the homes are well maintained. As previously mentioned, the homes present a good impression upon entering Beechwood.
- NEAD has addressed the commercial and residential real estate markets with numerous projects and also has developed educational facilities for the area.
 - NEAD has years of experience delivering owner-occupied housing rehabilitation services through the City of Rochester Residential Assistance Program (RAP) program and will continue those efforts through the new Emergency Residential Assistance Program (ERAP) program. NEAD has provided assistance to 67 homeowners through the RAP program in the Beechwood neighborhood from 2006 through 2008.
 - Acquisition and rehabilitation of vacant properties is another avenue that NEAD has pursued. Through the HOME Rochester program, NEAD has developed 9 properties in the FIS neighborhood and 15 in or within a few blocks of the Beechwood neighborhood.
 - Close to the Home Expo homes and in the Beechwood FIS area is a large commercial project that NEAD developed which includes the Landmark Building at 90 Webster Avenue and the Dazzle Theater. The Landmark Building contains a daycare facility on the first floor. The Museum of Kids Art (MOKA) is on the third floor of the Landmark Building. NEAD developed the Dazzle Theatre for the current owner who purchased the property after renting it from NEAD for about 2 years. NEAD also runs several programs aimed at neighborhood revitalization. One such program is a tool library to encourage housing maintenance by residents.
 - NEAD's Freedom School opened in July of 2008 at 630 N. Goodman St. See Democrat and Chronicle article Appendix C.
- In the 1970's sections of the neighborhood were rezoned from R1 (single family residential) to R2 and R3. Through the efforts of residents and the Beechwood Neighborhood Coalition the area was rezoned back to R1 in 2003 to limit the number of units within the housing stock. This might have a stabilizing effect on the neighborhood's housing market over the long term.

- 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 Beechwood HOME Rochester 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 is an opportunity to market the more desirable sections of Beechwood's Impact Areas to the east and build from the strength of these areas to make inroads into the more stressed sections of the neighborhood.
- There is an opportunity to market the Beechwood neighborhood's close proximity to the Public Market, the fact that Swan's Market is a regional landmark and attracts customers from some distance, and Charlie Brown's is a popular neighborhood restaurant.

Challenges

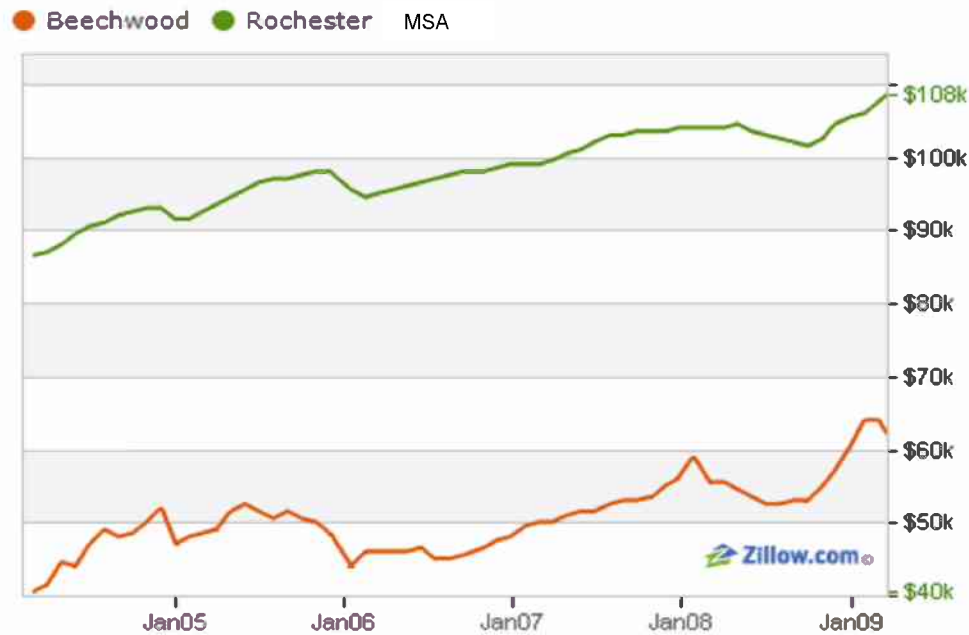
- The housing market in the FIS area of the Beechwood neighborhood is varied both in price, condition and property type making it difficult to generalize. Zillow.com provides the following properties listed for sale as of 3/20/09 which demonstrates the diversity of housing prices in Beechwood:
 - A single family home built in 1929, 1,200 SF, 3 bedroom 1 bath property for sale on Rosewood Terrace for \$54,900
 - A circa 1900 single family, 5,400 SF, 7 bedroom 4 bath home on Rosewood Terrace for \$99,000
 - Very close to the house listed above on Rosewood Terrace there is a 2 family, 4 bedroom 2 bath, 1,900 SF home built in 1910 for \$49,400
 - There are numerous other homes for sale within the Impact Area ranging in price from \$40,000 to \$90,000.
 - Note the map below produced by Zillow.com in March 2009.



- The area has a high percentage of rental properties at 59.2%. Those interviewed thought the percentage was close to 65%.
- Accurate statistics on foreclosures are difficult to obtain at this moment but efforts are underway to create an accurate inventory of such properties.
- Those surveyed believe that investors purchasing properties for use as rentals have dominated the real estate market. Absentee landlords and their substandard properties were a significant concern for most of the interviewees. With a high percentage of rental properties, increasing homeownership is a standard goal 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 Beechwood than to rent. The median value for a 3-bedroom, single-family home in Beechwood is estimated by Zillow.com to be \$52,500. Total principal, interest, taxes and insurance (PITI) of roughly \$550 per month for such a home is competitive with rental rates for an apartment in the area. In the Beechwood neighborhood rents for 3 bedroom apartments range from \$595 to \$650. 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 other barriers besides monthly housing costs that are affecting the decision to own versus rent in Beechwood. Ongoing maintenance of an older home may be a prime deterrent to homeownership along with poor credit scores and lack of cash for downpayment.
- 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. 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.

- The Bay Goodman Plaza is adjacent to the Beechwood neighborhood to the west. While it could be a neighborhood amenity, some consider it to be run down, unattractive, and not up to its potential.
- According to the Zillow.com price index, single-family home prices in the Beechwood neighborhood (orange line) are considerably lower than for the 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). (Note: Zillow's boundaries for Beechwood do not match the FIS boundaries)
- Following the referenced graph from Zillow is a chart that outlines market statistics also from Zillow.

Zillow.com Home Price Index



Beechwood Home Value Information

	Beechwood	Rochester	National
Zillow Home Value Index:	\$62,000	\$108,500	\$201,604
1-Yr. Change:	\$6,000	\$4,500	-\$26,431
Zestimate Per Sq. Ft.:	\$34	\$71	\$258
Flips (Sold Twice Within the Last Yr.):	2.6%	2.7%	2.3%
Turnover (Sold Within Last Yr.):	3.4%	3.2%	2.2%
Property Tax:	\$3,329	\$3,831	\$2,861
Median Condo Value:	\$50,500	\$170,500	\$216,500
Median Single Family Home Value:	\$52,500	\$106,000	\$234,000
Median 1-Bedroom Home Value:	\$38,000	\$73,000	\$196,500
Median 2-Bedroom Home Value:	\$39,500	\$86,500	\$205,000
Median 3-Bedroom Home Value:	\$52,000	\$104,500	\$231,500
Median 4-Bedroom Home Value:	\$49,000	\$92,000	\$337,500

Source: Demographic information comes from data in the 2000 U.S. Census.

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 an exterior home repair program for owner occupants in the FIS neighborhoods, followed by a similar program for rental investors.
- 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.
- Several interviewees suggested that the neighborhood is at a tipping point and could either improve dramatically or deteriorate further depending on both market conditions and the level of support that the neighborhood receives. This could be considered both an opportunity and a threat.
- The housing stock is considered a strength and an opportunity by some both for the condition of housing and its value related to cost.
- The area between Greely and Culver and Rosewood and Bay is desirable and stable with attractive and well maintained homes.
- The Culver Road Business District between Parsells and Merchants is generally well maintained.

Challenges

- Using the 1 through 5 external Building Condition Scale used in the Building Condition and Land Use survey there are 26 properties rated a 4 (8 %) and 3 Properties rated a 5 (1%) of 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.)
- 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.

- Some commercial properties on Webster Avenue are converted single family homes with commercial spaces added to the front as an awkward appendage and many feel that it seriously detracts from the look of the street.
- The condition of the housing stock on the streets which run between Culver and Webster going from east to west (e.g. Rosewood Terrace, Hazelwood, Melville) generally deteriorates going west from Culver.
- The businesses on the east side of Culver are not eligible for assistance from the Economic Development Department because the neighborhood is over income.
- The sidewalks on the eastern side of Webster Avenue south of Bay are not sufficient to support the likely pedestrian activity when the Ryan Center opens. Adding a tree line has been suggested as a possible solution.
- Webster Avenue contains both R1 and C1 Zones which complicates land use planning.

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 Beechwood FIS team is engaged and actively assembling a collection of strategies on a property by property basis.
- The previously referenced Beechwood Neighborhood Coalition has been in existence for over 20 years and is active with a total membership of about 250 with a regular attendance in excess of 40 people at monthly meetings. Their regularly held block parties are a potential for continued and expanded community organizing, and they are an excellent conduit for communications with residents. There is an opportunity to get more of the Beechwood Neighborhood Coalition residents involved in the Beechwood FIS. See the Daily Record article in Appendix E.
- The Community Place is an organization that has focused its resources on the Beechwood neighborhood. The organization was formed in 2001 from the merger of three settlement houses with long traditions of service to the Rochester community: Eastside Community Center; Genesee Settlement House; and Lewis Street Center. They provide support to families and individuals in the following program areas: Family & Housing, Youth Development, Early Childhood, Developmental Disabilities and Aging. They are represented on the FIS team and are actively involved in FIS planning and activities. www.communityplace.org The Community Place brought together a number of residents

and stakeholders around an application for a Greater Rochester Health Foundation grant. Notably, this group continues to meet around community improvement issues.

- “The Rochester Community Asset Mapping Project” was completed in 2007 and 160 area residents were surveyed. The data is stored by the Community Connections through Asset Mapping Project (CCAMP). See Appendix F.
- While outside of the immediate Beechwood FIS, the Goodman Street Business Association meets on issues related to the Main Street grant obtained by NEAD. NEAD has provided assistance in increasing the capacity of this business association.

Challenges

- The fact that the mini-marts are associated with crime and loitering was voiced repeatedly. The FIS team is clearly focused on this issue.
- Engaging the transient renter population of the neighborhood in activities is difficult.
- It is also challenging to engage absentee landlords in neighborhood activities.

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 human service programs 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.
- Webster, Bay, Culver and East Main Streets all have numerous bus stops with connections to downtown, services and employment centers.
- The Freedom School located just outside of the FIS Impact Area offers several programs available to Beechwood residents that support community engagement including an after school programming, a summer youth program and a parenting program.
- The Ryan Center will offer several recreational and community programs when it opens in the fall.

Challenges

- Several people voiced concerns about the large number of transient renters and their lack of concern for the neighborhood. 59.2% of occupied housing units are occupied by renters.
- Employment is perceived to be a significant social issue.
- There is a sense that the drug and gang cultures have created a significant and highly destructive social infrastructure.
- Some neighborhood residents mentioned the lack of communication between neighbors as a challenge to community revitalization.

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 Beechwood FIS area might be as follows:

- Provide continued support for the organizations that are heavily engaged in the FIS and continue the high level of coordination that is apparent today.
- The FIS has developed a list of “Immediate Strategies” for the Beechwood FIS a summary of which are attached in Appendix H. These strategies have been discussed at length and many are in progress. Strategies include:
 - The Melville St. Project on the corner of Melville Street and Webster Avenue and addresses 256, 262 and 264-268 Webster Avenue.
 - Strategies tied to the opening of the Ryan Center and adjacent properties on Webster Avenue including issues for pedestrians, and a detailed property by property plan to address problem properties implementing a combination of business façade improvements, housing rehabilitation and demolition.
 - Addressing key problem properties for loitering
 - Vacant Lot Maintenance
 - Housing Plan including a building by building strategy making use of owner-occupied exterior rehab and investor-owner rehab programs as examples.
- Finalize the plans already voiced to address vacant buildings and lots including funding and the following strategies:

- A short term strategy for greening vacant lots regardless of their long term disposition that replaces or reduces the visual impact of the bollards.
 - 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.
 - 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.
 - Begin to plan now to leverage the opening of the Ryan Center as a neighborhood revitalization success and connect other FIS activities as appropriate to that opening.
 - 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.
 - Consider adding the north side of Bay and the east side of Culver to the FIS area. Dividing the FIS area down the middle of a street creates an awkward and artificial boundary and might limit strategies unnecessarily. Consider the importance of the north side of Bay in the vicinity of the Ryan Center. Also, consider extending the FIS area on Webster south to Goodman to capture the strategic importance of Webster between Goodman and Bay.

Additional strategies to consider

- Housing Rehabilitation Standards for the FIS that would provide guidance and minimum requirements for projects funded through the FIS.
- Technical support for private investors on topics such as tenant selection and property maintenance.

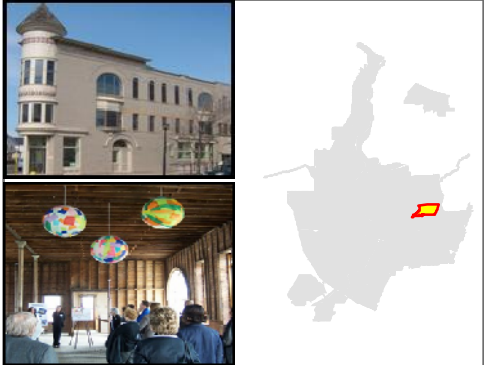
Appendices

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Appendix A

FIS Area maps

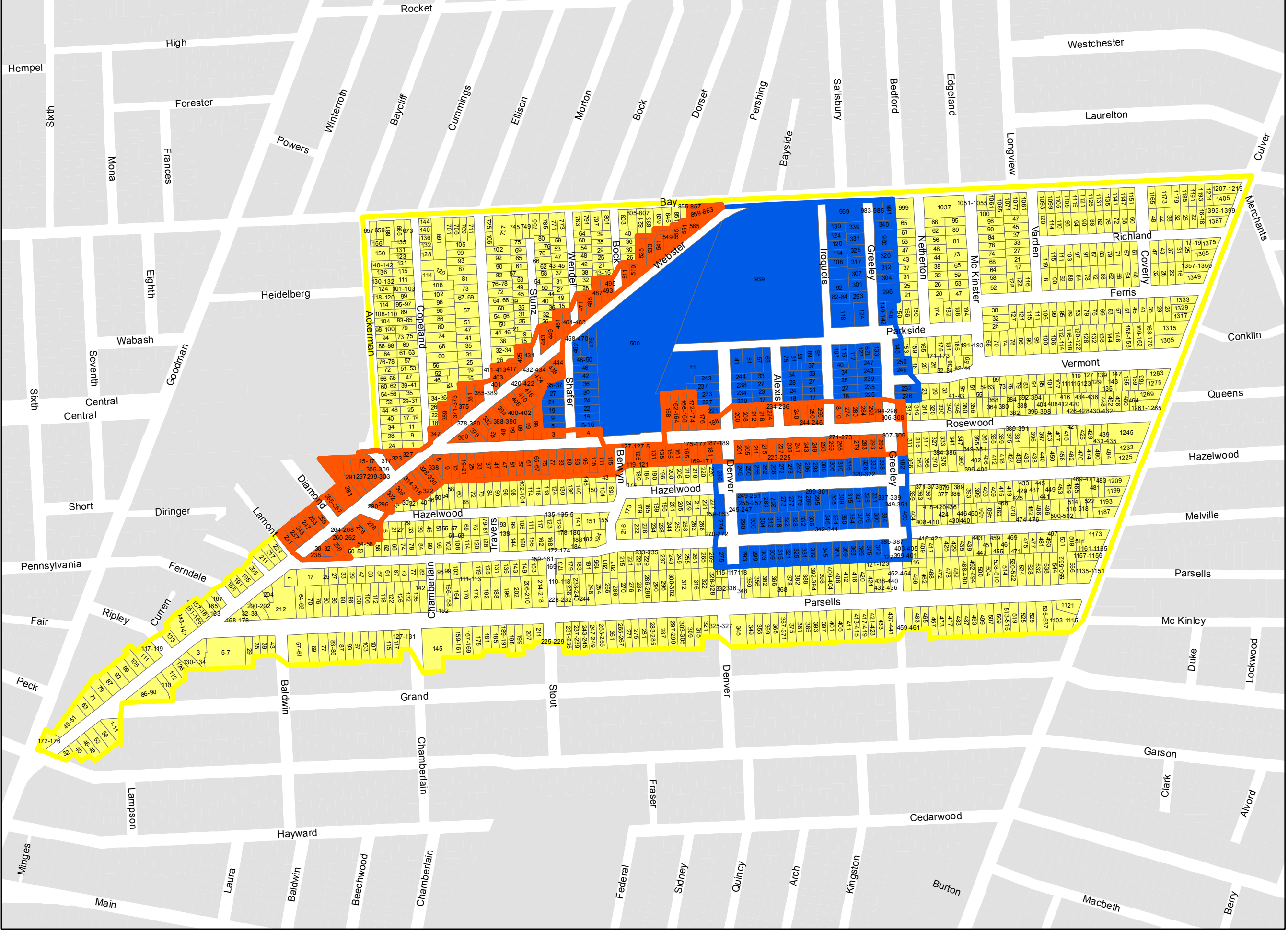


There are 1323 properties with 2037 buildings in the FIS Area.

There are 161 parcels in the Beechwood FIS priority area, 116 parcels in the Beechwood FIS Area, and 980 parcels in the Beechwood FIS impact area

- Legend
- Beechwood FIS Priority Area
- Beechwood FIS Area
- Beechwood FIS Impact Area
- Beechwood FIS Parcels

- FIS ZONE
- FISAREA
- PRIORITY AREA
- FIS AREA
- IMPACT AREA





1144,89%, of properties in the area are residential and 836,65%, are single family residential.

4 percent of properties in the area are commercial uses.

4 percent of properties are vacant

Legend

Land Use

NA

Single Family

Two Family

Three Family

Multi Family

Apartment

Vacant Land

Commercial

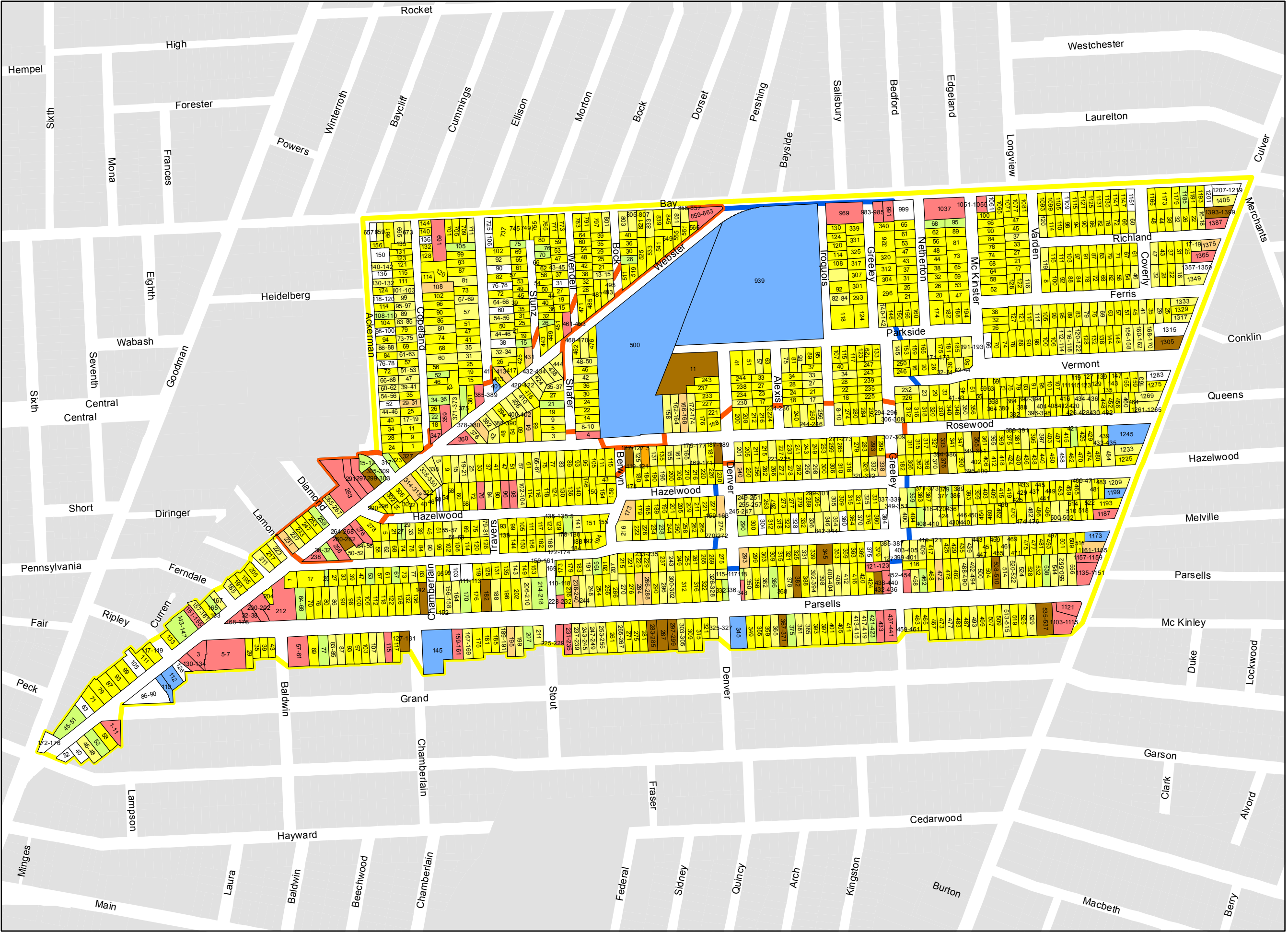
Community Facility

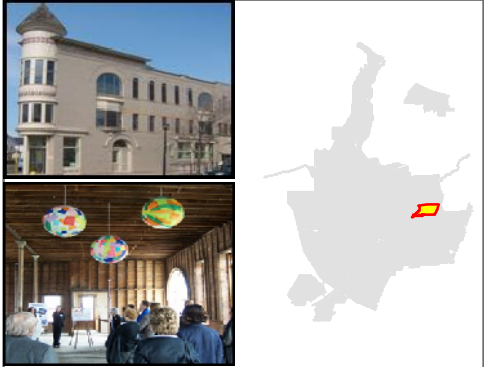
Beechwood FIS Priority Area

Beechwood FIS Area

Beechwood FIS Impact Area

Beechwood FIS Parcels





256 properties, 19%, have code violations
71 properties, 5%, are vacant buildings.

A property condition survey was conducted in the Beechwood Neighborhood with a 1 rating being a property in excellent condition and a 5 rating a property in extremely poor condition:
7 (1%) properties are rated 5's
163 (12%) properties are rated 4's
170 (13%) properties are rated 4or5.

Legend

Beechwood FIS Priority Area

Beechwood FIS Area

Beechwood FIS Impact Area

CODE VIOLATIONS

1

2-3

3-4

5+

VACANT BUILDING

Building Conditions

5

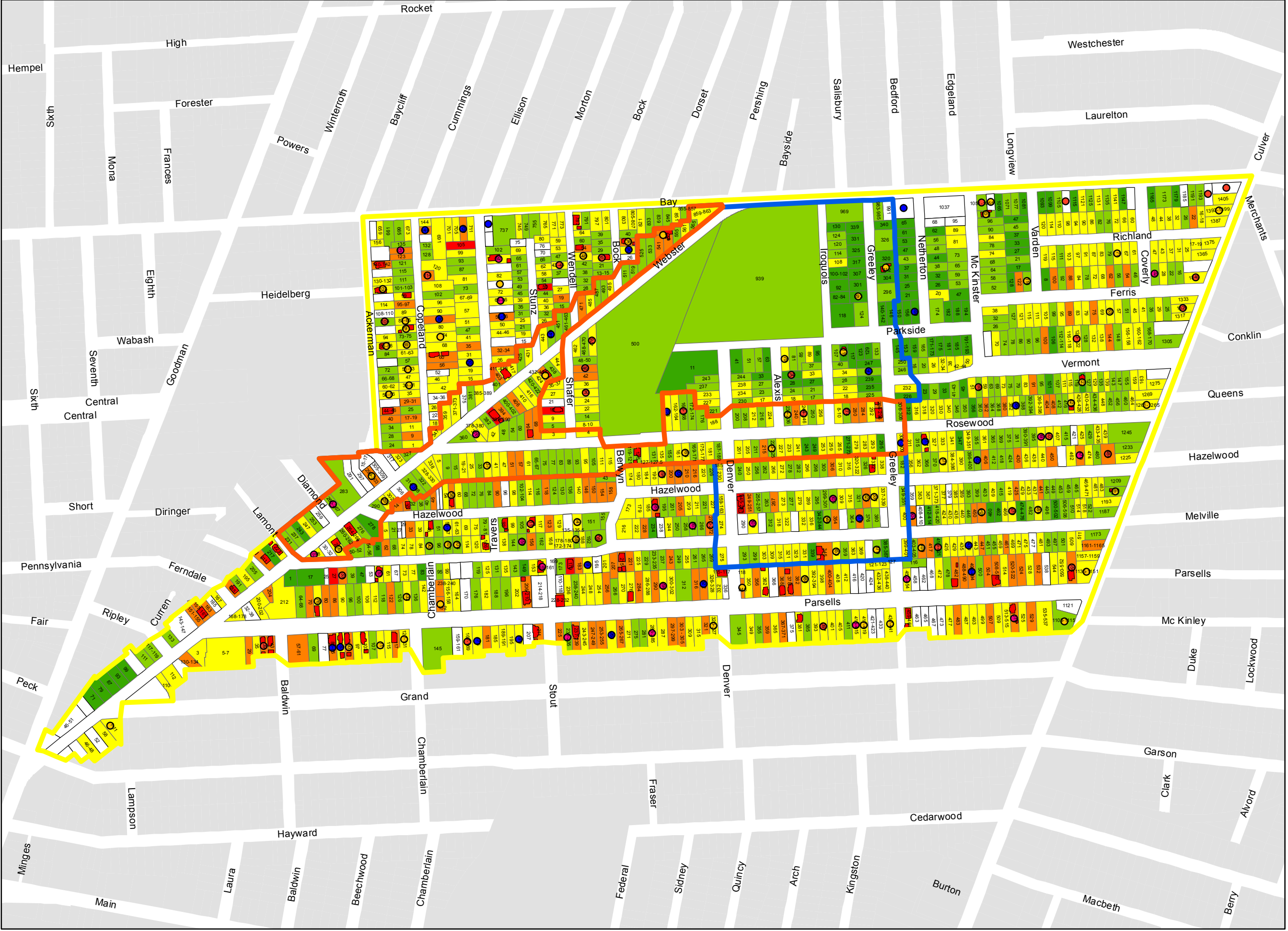
4

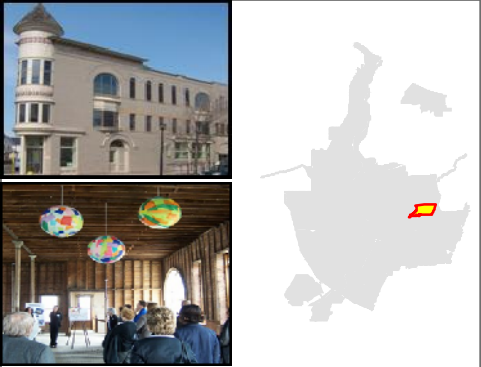
3

2

1

unranked





447 (38%) of residential buildings are occupied by renters.

Legend

Beechwood FIS Priority Area

Beechwood FIS Area

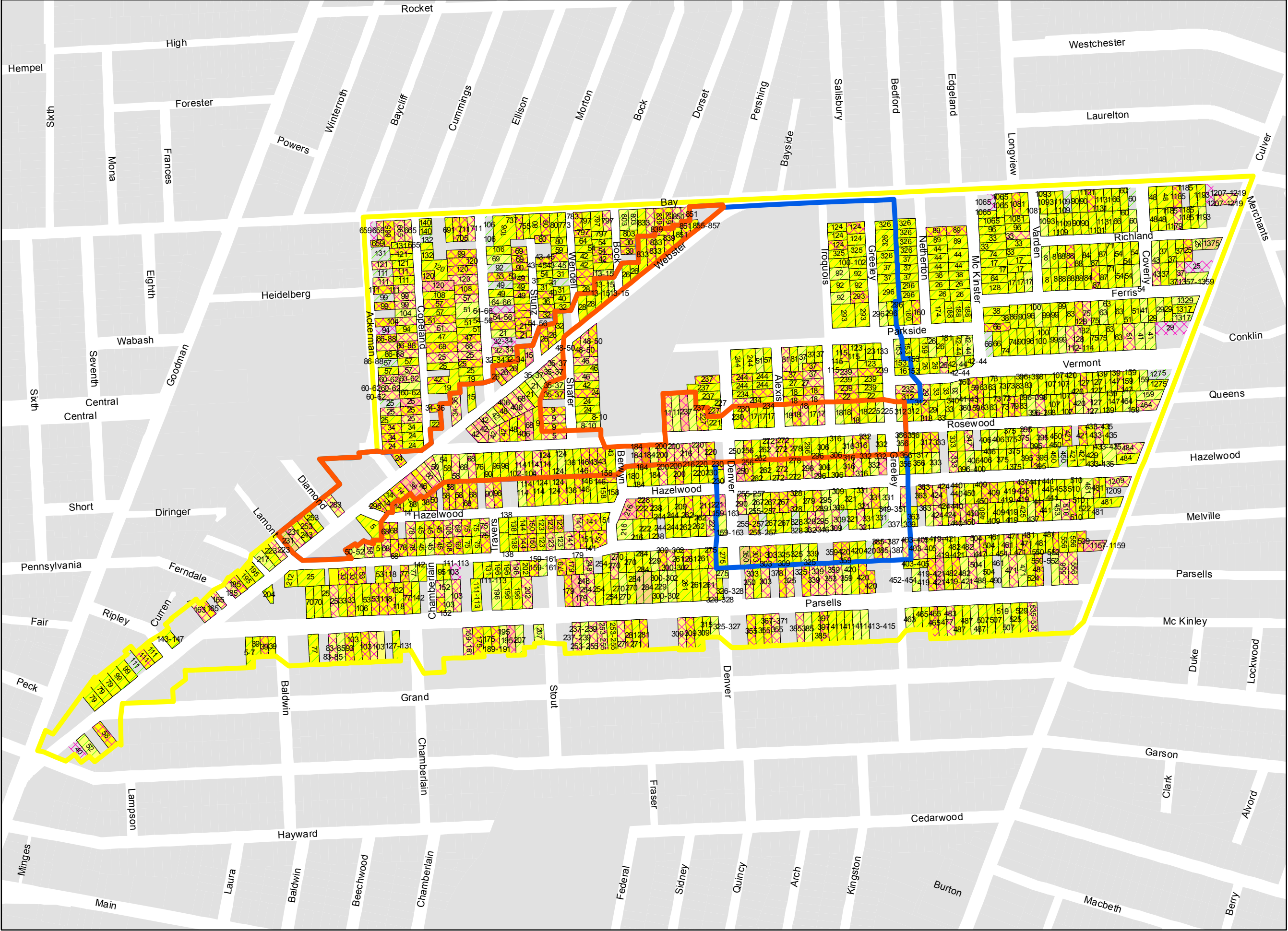
Beechwood FIS Impact Area

beechwoodfisparcels_spatialjoin

HOUSING TENURE

OWNER

INVESTOR



Appendix B

Democrat and Chronicle

June 29, 2008 - Section: Speaking Out - Page: 21A

School, library, rec center: What a trio!
Larry Ellison

Currently, a loud noise of change is being heard in Rochester's Beechwood neighborhood. A major construction project has begun on the campus of John James Audubon School 33.

It involves the renovation and expansion of School 33 and the construction of a new Sully Branch Library and Webster Avenue Recreation Center, all linked together in a single, state-of-the-art facility.

The project is being undertaken jointly by the City School District and city of Rochester. It promises many new opportunities and benefits for School 33 students and families and for the entire northeast Rochester community.

School 33 is an elementary school at 500 Webster Ave. in northeast Rochester in the heart of the Beechwood neighborhood. With nearly 1,200 students, it is the city's largest elementary school. Despite a poverty rate of 88 percent, student achievement has continually climbed over the past six years and is expected to continue to do so.

For the 2008-09 school year, the school will be temporarily relocated: our pre-K program will be housed at School 6 and our K-6 program will be housed at 690 St. Paul St.

In September 2009, students, parents and staff will return to a magnificent new structure. The campus will be called the School 33/Ryan Center/Sully Library Complex. (The center's namesake is the late Rochester mayor, Thomas P. Ryan, who lived in and was devoted to the Beechwood neighborhood.) This unique partnership between school and community will offer expanded educational and recreational opportunities for all.

The school will use the recreation center for before- and after-school programs. There will be additional gymnasium space for physical education. The library will be used to enhance the school library's literature and audio-visual inventories.

The noise of change signals new beginnings for our students, parents, community partners and staff. We are anxiously awaiting our return to an enhanced environment. As our school motto says, we will "soar to do our best as we soar to success" in the spirit of continuous student improvement.

Ellison is principal, School 33 in the City School District.

Guest essayist - Larry Ellison

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Appendix C

Democrat and Chronicle

July 9, 2008

Section: Opinion

Page: 6A

Neighborhood nurturing

The look of a neighborhood can really set the tone for the type of activity that takes place there.

The more well-kept, the greater the community morale and the higher the expectation for what is and isn't acceptable behavior.

That North East Area Development opened its Children's Defense Fund Freedom School this week at 630 N. Goodman St. is promising for a neighborhood that is battling abandoned houses and unseemly activity.

The purpose of the school, to teach kids literacy full time in the summer and after school during the academic year, is encouraging by itself. Project director George Moses and his team have already been making reading and writing fun by utilizing music and art, while also helping to build young people's self-esteem for some time now.

But the opening of the school is another step in the process that can help a struggling part of the city realize its potential. School officials, students and residents are working together to raise a level of awareness in the neighborhood.

On Tuesday, a peace march was held. And there are efforts to take back a local park for its intended purpose — an area for children and families to enjoy — instead of for violence, drugs and prostitution.

It's a critical intersection — education and community nurturing. Showing young people that their blocks, too, can be beautiful and safe can plant powerful seeds for the types of adults those children grow into.

Appendix D

Beechwood FIS Team

Andy Burke	ReMax Realty Group and Community Place of Greater Rochester
Kyle Crandal,	Resident, Beechwood Neighborhood Association
Sue Davin	Community Place of Greater Rochester
Theo Finn	Enterprise Community Partners
Scott Fisk	Pardi Architects
Conrad Floss	City of Rochester
Evan Green,	Community Place of Greater Rochester
Anthony Jordan,	City of Rochester, Ryan Center Representative
Matt McCarthy	City of Rochester
George Moses	Resident, Northeast Area Development
John Page	Resident, Northeast Area Development
Pete Saxe	City of Rochester
Thad Schofield	City of Rochester

Appendix E

Neighborhood Focus: Rochester's Beechwood

Daily Record (Rochester, NY) , Feb 9, 2009 by Colleen M Farrell

A couple of times a month, traditional German music spills out from Swan Market on Parsells Avenue.

Customers stopping by to pick up some Brautwurst or Knackwurst at the meat counter also are treated to the traditional sounds of accordions and singing, as the business hosts live music on the last Thursday and Friday of each month.

"It gets a little wild in here sometimes," market owner Barry Fischer admits. "It's a fun crazy -- not a bad crazy."

The market, which has been in operation since the 1920s, is a vestige of the Beechwood's German past. While the population of the northeast neighborhood has changed since then, residents say it's a friendly community that could be on the verge of something great.

Beechwood is pocket of mostly residential streets between Bay Street, Culver Road, East Main Street and North Goodman Street.

The housing stock, which also dates to the 1920s, is a source of pride, according to Kyle Crandall, president of the Beechwood Neighborhood Coalition.

Gumwood trim, leaded windows, pocket doors and stained glass abound. Home values range from \$55,000 to \$60,000, Crandall said.

"For the price of the house, you really get a tremendous value," Crandall said.

He and his family settled in the neighborhood 10 years ago, drawn to its charm, diverse population and its identity.

Crandall calls Beechwood a transitional neighborhood. It's bordered by successful areas such as North Winton Village, University and Park avenues. To the north is "The Crescent," a blighted area with high concentrations of poverty and crime.

Beechwood, down the road, could go either way, Crandall said. That's where his Beechwood Neighborhood Coalition comes in: Monthly meetings, attended by dozens, address issues such as crime, truancy, housing and other topics. The group throws a police appreciation dinner every year to thank officers for their service.

A few years ago, the grassroots group worked with City Hall to rezone the neighborhood, which mostly was residential two-family homes after single-family owners left for the suburbs in the

late 1970s and early 1980s, Crandall said. Houses were chopped up and rented out as two apartments.

At one point, Beechwood's homeownership rate was about 65 to 75 percent. Now the breakdown is closer to 40 percent owners, 60 percent renters, Crandall said.

About six years ago, the coalition fought successfully to have the neighborhood rezoned to single-family residential in an effort to decrease housing density and keep up the neighborhood's appearances.

"Certainly we value renters and any healthy neighborhood needs to have a percentage of renters and good landlords, but you also don't want to have too many [renters] because people don't take pride in the property," he said.

Besides working on housing issues, the coalition also works to provide opportunities for the neighborhood's youths. Crandall wants to get a coalition newsletter started, put together and distributed by neighborhood youths who would be paid for their work. He also hopes to start a fund to pay youths for mowing neighborhood lawns.

The group's current focus is identifying commercial needs, and members have been working with city administrators on economic development studies to gauge just what is needed to draw businesses in and maintain those already operating there.

"We need to try to make sure that good families don't leave the city, don't leave the neighborhood," Crandall said. "We've found that, basically, if people feel connected to their community, then they're much more likely to stay and work through any issues that might be coming up."

Fischer, the fourth owner of the Swan Market, agreed the neighborhood faces some challenges, but he said he's never experienced any problems since he took over nine years ago.

"It doesn't seem to affect us too much," he said. "I also think that people like coming into an old neighborhood and seeing something like this, like it used to be."

Another source of Beechwood's pride is the Mayor Thomas P. Ryan Jr. Community Center and Library, which will replace the existing Webster Avenue Community Center and the Rochester Public Library's Sully branch. Construction is expected to be completed later in the year. Ryan, who served as Rochester mayor from 1974 to 1993, lived on Rocket Street in Beechwood.

Paul Gongloff, pastor of Covenant United Methodist Church on Culver Road, has been involved at the coalition since he took over at the church almost six years ago and is one of the group's vice presidents.

The neighborhood is looking up, he said, thanks to residents' sense of community and pride. City officials also have been attentive and work well with the residents.

"It's a dynamic city neighborhood where lots of people really care about their neighborhood and the various ingredients of the neighborhood," Gongloff said.

One of its treasures is its diversity, he said. Residents with ties to Ghana, Algeria, Pakistan, Greece and Russia call it home or operate businesses there, along with a significant number of young professionals, and all income levels.

It's a rainbow community," he said. "There's lots of color here - - and folks from all over the world and some folks who have been here their whole entire lives."

Appendix F



RCAMP

Rochester Community Asset Mapping Project

SECTOR 8 YOUTH ADULT PARTNERSHIPS

SUMMER 2007 ASSET MAPPING PROJECT

In the summer of 2007, fifty five of Rochester's youth surveyed over 160 residents in a section of the Beechwood Neighborhood called Census Tract 57. This area has been identified through the 2000 U.S. Census as a community with significant social and economic challenges that hinder its growth and vitality.

The group captured the skills and interests of area residents which will be used to provide the foundation for asset based community development projects in the area. By connecting residents based upon their skills and interests, relationships, activities and initiatives can be formed and powered by intrinsic desires to learn, share.

The summers project was an extension of the work of the Sector 8 Youth Adult Partnership (YAP) which is a community development project operated by the Community Place of Greater Rochester and powered by the skills and talents area youth and adults. Throughout the year, the group works on several community enhancement projects and with the data from the 2007 survey, has drawn wider community involvement for expanded activity.

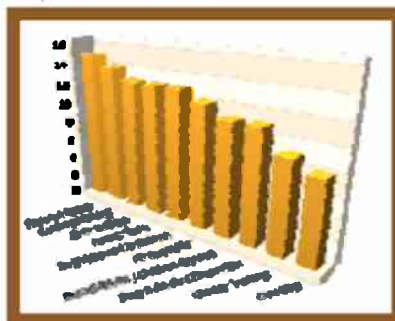
The data collected has been entered into an Internet based application called the Community Connections through Asset Mapping Project (CCAMP). The system enables YAP to generate reports and maps, track volunteer hours, create matches based upon the asset data and much more.

In 2008 the Rochester Community Asset Mapping Project is building upon its success locally and nationally as a leading contributor to the success of the three year Search Institute/CCAMP pilot, by continuing its survey work including community organizations.

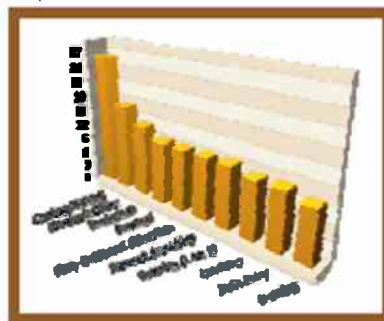


RCAMP 2007 Example Survey Data

Top Ten Interests



Top Ten Skills



Survey Map (street view)



Appendix G

Sector 8 Plan

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Introduction

The Neighbors Building Neighborhoods (NBN), a nationally recognized planning process, is a collaboration between the City of Rochester, the NBN Sector Groups, citizens and various community partners. Since the inception of the NBN Process in 1993, the efforts of our citizens, community stakeholders and City Administration have helped to achieve the sector action plan goals and our vision for a renaissance community.

Throughout the NBN Process, two update processes have been conducted for amending the original sector action plans. The NBN Update Process takes place over a two year period, starting with a six-month planning phase for updating the sector action plans, and eighteen months for implementation. The NBN2 implementation phase, officially concluded in June 2001 with 76% of the sector action plan activities complete. The implementation of NBN3 started in January 2002 and will continue through June 2003.

The NBN3 Process was integrated with the updating

of the "Rochester 2010: The Renaissance Plan" campaign strategies. Consultation meetings were held between NBN sector representatives and R2010 campaign conveners to discuss mutual ideas and strategies for inclusion in the eleven campaigns. The ideas in the R2010 Plan are also reflected in the respective sector action plans.

Each sector action plan includes a current vision statement for the area, an updated committee members list, and an inventory of sector area community assets. In addition, an action plan chart is provided that details the activities the City Administration, sectors and other partners will be engaged in over the 18 month implementation phase.

The contributions and creativity illustrated in these plans reflects a community that is truly "A Renaissance of Involved Citizens."

Sector 8 Vision Statement

To create a better quality of life by empowering the community, our neighborhoods will be safe and attractive, full of opportunity and pride, and we will address effectively the social, economic and cultural needs of all people. We will produce an exciting, involved, and better educated community with happy, healthy and secure children and adults.

Sector 8 Committee

COMMITTEE MEMBER	SECTOR AFFILIATION
Precious Nzima-Moses (Sector Chair)	Beechwood Neighborhood
Sherry Walker Cowart	Community Place of Rochester
John Page	North East Area Development (NEAD)
Marilyn Schutte	North Winton Village Association
Mary Coffey	North Winton Village Association

Rev. Bob Morgan	NEAD
Kyle Crandall	Beechwood Neighborhood Association
Maureen Carr Domaratz	Merchants Area Neighborhood Association (MANA)
Barb Jankowski	Woodstock, Atlantic, Akron, Main (WAAM)
David Kaiser	Browncroft Neighborhood Association
Jonathan Leach	Breck Street Neighbors
John Keltos	Breck Street Neighbors
Vicky D'Augustino	Beechwood Neighborhood
Rachel Winslow	Beechwood Neighborhood
Rich Linder	Beechwood Neighborhood
Gloria Forgione	East Main Neighbors
George Moses	NEAD
Cheryl Robinson	Homestead Heights Neighborhood
Melissa Barnhardt	Homestead Heights Neighborhood

Sector 8 Asset Inventory List

CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
Banks	Charter One Bank	230 Waring Road Rochester, NY 14609
	Chase Manhattan Bank	245 Merchants Road Rochester, NY 14609
	M & T Bank	314 Waring Road Rochester, NY 14609
Businesses	Abert's Hardware	1110 Culver Road Rochester, NY 14609
	Al's Green Tavern	1164 N. Goodman St Rochester, NY 14609
	Alhart's Rebuilt Appliance	1100 Culver Road Rochester, NY 14609
	Allstate Insurance Company	1392 Culver Road Rochester, NY 14609
	Arlene's Costume Shop	1156 Culver Road Rochester, NY 14609
	B&H Auto Repair	585 Bay Street

		Rochester, NY 14609
	Balsam Meat Market	288 North Winton Road Rochester, NY 14610
	Barking Lot	393 Humboldt Street Rochester, NY 14610
	Bausch & Lomb Corporation	1400 N. Goodman Street Rochester, NY 14609
	Bay & Goodman Pizza	906 N. Goodman Street Rochester, NY 14609
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Bay Webster Garage	654 N. Winton Road Rochester, NY 14609
	Beechwood Laundry	440 Parsells Avenue Rochester, NY 14609
	Best Fish Market	11 Parsells Avenue Rochester, NY 14609
	Bill & Earl's Garage	235 N. Goodman Street Rochester, NY 14610
	Browncroft Garage	762 Atlantic Avenue Rochester, NY 14609
	Byrne's Dairy Store	2179 Clifford Avenue

		Rochester, NY 14609
	Calabrese's Culver Bakery	1352 Culver Road Rochester, NY 14609
	Captain Jim's Fish Market	2329 E. Main Street Rochester, NY 14609
	Charlie Brown's Restaurant	495 North Goodman Street Rochester, NY 14609
	Chicken Mom's	1159 North Goodman Street Rochester, NY 14609
	Colter's	262 North Winton Road Rochester, NY 14610
	CVS Drug Store	1004 Culver Road Rochester, NY 14609
	CVS Drug Store	2300 E. Main Street Rochester, NY 14609
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	David's Barber Shop	2320 E. Main Street Rochester, NY 14609
	Donut's Delite	1700 Culver Road Rochester, NY 14609

	Drive Line of Rochester	1035 Bay Street Rochester, NY 14609
	El-Amin Travel	1159 E. Main Street Rochester, NY 14609
	Eckerd's Drug Store	338 Waring Road Rochester, NY 14609
	Elite Bakery	709 Atlantic Avenue Rochester, NY 14609
	Elite House of Hair	920 Merchants Road Rochester, NY 14609
	Expressions Florist	420 Merchants Road Rochester, NY 14609
	Fioravanti Florist	2279 Clifford Avenue Rochester, NY 14609
	Golden Fox Restaurant	1109 Culver Road Rochester, NY 14609
	Goodman Glass	801 North Goodman Street Rochester, NY 14609
	Graves Brothers Home Improvement	755 North Winton Road Rochester, NY 14609
	Hair Waves	244 Waring Road Rochester, NY 14609

	Hawn Heating	154 Humboldt Street Rochester, NY 14609
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Henry's Deli & Grocery	509 Merchants Road Rochester, NY 14609
	Hitchcock's	881 Merchants Road Rochester, NY 14609
	Holiday Cleaners	1364 Culver Road Rochester, NY 14609
	James Brown's Place	1356 Culver Road Rochester, NY 14609
	Jim's Restaurant	233 North Winton Road Rochester, NY 14610
	Jacob's Tile & Marble	1011 Culver Road Rochester, NY 14609
	John A. Dewitte	73 Webster Avenue Rochester, NY 14609
	Johnny's Irish Pub	1382 Culver Road Rochester, NY 14609
	Julian's Dry Cleaners	699 Blossom Road Rochester, NY 14610
	Kim's Carnival Creams	625 Culver Road

		Rochester, NY 14609
	Liberty Family Restaurant	160 North Winton Road Rochester, NY 14610
	Magrera's Service Center	1680 North Goodman Street Rochester, NY 14609
	Mallo Home Improvements	2008 E. Main Street Rochester, NY 14609
	Mark's Pizzeria	1730 Norton Street Rochester, NY 14609
	Matteson Avenue	2260 Clifford Avenue Rochester, NY 14609
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Mayer's Hardware	226 North Winton Road Rochester, NY 14610
	McDonald's	820 Culver Road Rochester, NY 14609
	Midnight Cleaner and Tailor	2238 Clifford Avenue Rochester, NY 14609
	Morgan School of Driving	1349 E. Main Street Rochester, NY 14609
	New China Chinese	2290 Culver Road

		Rochester, NY 14609
	Nino's Pizzeria	1330 Culver Road Rochester, NY 14609
	Munir's Food Market	238 Webster Avenue Rochester, NY 14609
	Norton's Pub	1730 N. Goodman Street Rochester, NY 14609
	Office Equipment Company	675 Atlantic Avenue Rochester, NY 14609
	Papa John's Pizza	1673 E. Main Street Rochester, NY 14609
	Picture Perfect Pet Grooming	1332 Culver Road Rochester, NY 14609
	Playground Tavern	591 Webster Avenue Rochester, NY 14609
	Printworks Plus	1210 Culver Road Rochester, NY 14609
	Pudgies Pizza	1753 North Goodman Street Rochester, NY 14609
	Quality Kitchens	1049 Culver Road Rochester, NY 14609

CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Randolph Beauty Supplies	256 Webster Avenue Rochester, NY 14609
	Rani Mart	1416 Culver Road Rochester, NY 14609
	Remington's Food and Drink	425 Merchants Road Rochester, NY 14609
	Reptile Showcase	686 North Winton Road Rochester, NY 14610
	Riccardo's Bakery	1780 Norton Street Rochester, NY 14609
	Rite-Aid Drug Store	Goodman Plaza Rochester, NY 14609
	Rizzi's Restaurant & Bar	411 Merchants Road Rochester, NY 14609
	Roly Door	668 Blossom Road Rochester, NY 14610
	Salvatore's Pizza	1985 E. Main Street Rochester, NY 14609
	Savoia Pastry	2267 Clifford Avenue Rochester, NY 14609
	Schum's Florist	2020 Clifford Avenue Rochester, NY 14609

	Sew & Vac Repair Center	724 North Winton Road Rochester, NY 14609
	Skip's Meat Market	786 North Goodman Street Rochester, NY 14609
	Swan's Market	231 Parsell's Avenue Rochester, NY 14609
	Top's Markets	175 North Winton Road Rochester, NY 14610
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Veteran Offset Printing	500 North Goodman Street Rochester, NY 14609
	Vietnam Vet Thrift Store	1185 E. Main Street Rochester, NY 14609
	Volunteers of America	1209 E. Main Street Rochester, NY 14609
	Wilson Farms	1691 & 2280 Culver Road Rochester, NY 14609
	Wilson Farms	2300 E. Main Street Rochester, NY 14609
	Winfield Grill	647 North Winton Road Rochester, NY 14610

	Winton Hair Stylists	678 North Winton Road Rochester, NY 14609
	WROC TV8	201 Humboldt Street Rochester, NY 14610
Child Care Agencies	Community Service Center	276 Waring Road Rochester, NY 14609
	Browncroft Day Care Center	933 Atlantic Avenue Rochester, NY 14609
	Covenant Teen Mother's Infant Center	1199 Culver Road Rochester, NY 14609
	Child Care Council Inc.	595 Blossom Road # 120 Rochester, NY 14609
Schools	Rochester City School District (Schools #28, #33, #46, #52, Douglass Middle School and East High School)	131 W. Broad Street Rochester, NY 14614
Service Agencies	Medical Motor Service of Rochester	1 Mustard Street Rochester, NY 14609
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Spectrum Food Service Association	1650 E. Main Street Rochester, NY 14609
	Mechanical Contractors Association	84 Humboldt Street

		Rochester, NY 14609
	Carlson Park Association	100 Carlson Road Rochester, NY 14609
	Adams & Association	40 Humboldt Street Rochester, NY 14609
	Hearthstone Landscape Association	181 Farmington Road Rochester, NY 14609
Community Agencies	Community Place of Rochester	145 Parsells Avenue Rochester, NY 14609
	North East Area Development	360 Webster Avenue Rochester, NY 14609
	NET Area E Office	212 Webster Avenue Rochester, NY 14609
Faith Communities	Christ The Good Shepherd Lutheran Church	1000 Winton Road North Rochester, NY 14609
	Church of the Annunciation	1754 Norton Street Rochester, NY 14609
	Waring Baptist Church	1921 Norton Street Rochester, NY 14609
	Parsells Avenue Community Church	345 Parsells Avenue Rochester, NY 14609
	St. Mark's and John's Church	1245 Culver Road Rochester, NY 14609

	St. John the Evangelist Church	150 Floverton Street Rochester, NY 14610
	Browncroft Baptist Church	420 Winton Road North Rochester, NY 14610
CATEGORY	COMMUNITY ASSETS	CONTACT INFORMATION
	Faith Christian Center	1797 Clifford Avenue Rochester, NY 14609
	St. Ambrose Church	25 Empire Boulevard Rochester, NY 14609
	Covenant United Methodist Church	1124 Culver Road Rochester, NY 14609

NEIGHBORS BUILDING NEIGHBORHOODS (NBN3)
SECTOR 8 ACTION PLAN

Neighborhoods: Beechwood, Browncroft, Culver-Winton, Northland-Lyceum,
Homestead Heights

R2010 CAMPAIGN	GOAL	STRATEGY	ACTIVITY	IMPLEMENTING PARTNERS
Health, Safety and Responsibility	1. To increase community support and involvement in health and safety programs at John James Audubon School #33.	1. Establish a school- based health center at John James Audubon School #33.	1. Conduct informational meetings and host events in the neighborhood to inform residents, school faculty, parents and neighborhood agencies of progress with the Health Center.	LEAD: Sector SUPPORT: City School District (CSD) School #33 COMMUNITY RESOURCES: Community Place of Rochester (Community Place), Neighbors for School #33, North East Area Development (NEAD), Rochester Primary Care Network, Finger Lakes Lead Poison Prevention Control

		<p>2. Establish a committee of appropriate stakeholders to plan and implement the school based health center at School #33.</p>	<p>LEAD: Sector</p> <p>SUPPORT: Police, Fire Department, Neighborhood Empowerment Team (NET) Area E, CSD (School #33)</p> <p>COMMUNITY RESOURCES: Community Place, Neighbors for School #33, NEAD</p>
		<p>3. Secure funding for the Health Center at School #33.</p>	<p>LEAD: Sector</p> <p>COMMUNITY RESOURCES: Community Place, Neighbors for School #33, NEAD</p>
		<p>4. Host school events such as Open House and Fall Fair to recruit enrollees for the Health Center at school #33.</p>	<p>LEAD: Sector</p> <p>COMMUNITY RESOURCES: Community Place, Neighbors for School #33, NEAD</p>

Healthy Urban
Neighborhoods

2. To cultivate neighborhoods where adults and children can socialize, play, talk, walk, eat and learn together.

1. Use promotional brochures to highlight Sector 8 neighborhoods.

2. Establish a community role to address health and safety concerns of at-risk students in Sector 8.

1. Obtain information from neighborhood groups, businesses, churches, and other organizations to encourage new residents to shop in and become involved in their neighborhoods.

2. Represent community concerns about at risk youth on the appropriate committees (i.e., Comprehensive School Safety and Small School Units Committees, Parent Teacher Organization.)

1. Conduct home visits to the parents of at-risk youth.

LEAD: Sector
COMMUNITY
RESOURCES:
Community Place,
Neighbors for
School #33, NEAD,
Via Health

LEAD: Sector
COMMUNITY
RESOURCES:
Community Place,
Neighbors for
School #33, NEAD

LEAD: Sector
SUPPORT:
Department of
Economic
Development (EDD)
COMMUNITY
RESOURCES: NEAD

Healthy Urban
Neighborhoods

3. Increase residential ownership in blocks that have over 60% rental units.

1. Convert vacant houses for home ownership.

2. Get a list of new residents and distribute brochures.

3. Publicize the 'Best of Block' Program to recognize well-maintained properties.

4. Encourage the *Democrat & Chronicle* to profile unique neighborhoods within the sector to promote home ownership.

1. Explore means to reduce the time it takes for City of Rochester property acquisition, redevelopment, and sale to new resident owners.

LEAD: Sector

SUPPORT: Community Development (DCD)

LEAD: NET Area E

SUPPORT: Sector

LEAD: Sector

LEAD: DCD

SUPPORT: Sector
COMMUNITY
RESOURCES: NEAD

Healthy Urban Neighborhoods			2. Develop an incentive program to convert multiple unit dwellings to their original single-family status.	LEAD: DCD SUPPORT: Sector
			3. Provide lots vacant due to demolition as available neighborhood asset by: a) giving to adjacent landowners for needed driveways or incorporation to well-maintained yards; or b) redeveloping new housing through subsidies or sub-market loan programs.	LEAD: DCD SUPPORT: Sector
			1. Extend existing loan/grant programs for home improvements to resident owners as financial resources allow.	LEAD: DCD
	4. Maintain the viability of existing residential property.	1. Expand the capacity of homeowners to maintain and improve their homes.		

	2. Expand information sources for self-help home improvement projects (i.e., videos, pamphlets etc.)	LEAD: Sector SUPPORT: NEAD
	3. Provide information to homeowners about contracting out home improvements.	LEAD: Sector COMMUNITY RESOURCES: NEAD
	4. Conduct customized marketing programs for each neighborhood area (i.e., City Living Sundays.)	LEAD: Sector SUPPORT: DCD COMMUNITY RESOURCES: Neighborhood Associations
2. Establish a landlord-tenant registration system.	1. Meet with sector area landlords to discuss tenant related issues.	LEAD: Sector COMMUNITY RESOURCES: Beechwood Neighborhood Association

Economic Vitality; Healthy Urban Neighborhoods			2. Develop a system to report problem properties to the NET Office (PAC-TAC patrols for neighborhood groups or private citizens.)	LEAD: Sector SUPPORT: NET Area E
			3. Investigate and cite responsible parties for violations, including owners for code violations, and residents for nuisances.	LEAD: Sector SUPPORT: NET Area E
		3. Use City code as a means to improve the appearance of Sector properties.	1. Provide a code violation report to neighborhood groups to use as a means to facilitate upkeep of sector properties.	LEAD: NET Area E SUPPORT: Sector
	5. Encourage existing businesses to remain and new businesses to locate in Sector 8.	1. Establish commercial design guidelines in Sector 8.	1. Identify boundaries for potential commercial design guidelines.	LEAD: Sector SUPPORT: DCD - Zoning, EDD

Arts and
Culture

2. Encourage neighbors to use neighborhood businesses.

2. Research and establish preliminary design guidelines.

3. Make neighborhoods aware of design proposals through meetings and flyers.

4. Work with City Council to designate design districts.

5. Work with CVS to include community input on plans for new North Winton store.

1. Provide advertisements and coupons for new residents ("Welcome Wagon" baskets).

LEAD: Sector
SUPPORT: EDD, DCD

LEAD: Sector

LEAD: Sector
SUPPORT: EDD

LEAD: Sector

LEAD: Sector
SUPPORT: EDD

		2. Utilize neighborhood business listings (i.e., Neighbors Shopping Neighborhoods, Shopping Bag,)	LEAD: Sector SUPPORT: EDD
6. To establish a neighborhood arts center in our community.	1. Partner with existing arts & cultural agency to develop accessibility arts programming for Sector 8 residents.	1. Add additional partners to maximize use of the Wehle Building and increase the arts center project feasibility.	LEAD: Sector COMMUNITY RESOURCES: Dazzle Performing Arts Inc., Growing Place, NEAD
	2. Utilize a vacant building to house a neighborhood arts center.	1. Complete architectural drawings for the arts center.	LEAD: Sector COMMUNITY RESOURCES: NEAD
		2. Close on purchase of property.	LEAD: Sector COMMUNITY RESOURCES: NEAD

Educational
Excellence

7. The community will ensure an educational process that secures for students a future of self-sufficiency and prepares them to take an active role as citizens of their neighborhood and larger community.

1. Develop a relationship with each school in Sector 8.

3. Add day care center to improve viability of the project.

4. Secure additional capital improvement and arts programming grants.

1. Develop a list of school principals that will collaborate on Sector 8's Schools Sub-Committee projects.

LEAD: Sector

COMMUNITY
RESOURCES:
Growing Place,
NEAD

LEAD: Sector

SUPPORT: EDD, DCD

COMMUNITY
RESOURCES: NEAD

LEAD: Sector

SUPPORT: CSD

		2. Identify neighborhood groups within school areas and select a liaison from each neighborhood to be the primary contact with the school.	LEAD: Sector SUPPORT: CSD
	2. Identify school and neighborhood concerns.	1. Encourage each neighborhood liaison to meet with the school principal to identify ways neighbors can assist in meeting needs of students.	LEAD: Sector SUPPORT: CSD
		2. Develop a questionnaire for neighbors near sector area schools to identify the concerns of area residents.	LEAD: Sector SUPPORT: CSD
		3. Survey neighbors near East High School to determine issues and concerns of neighbors.	LEAD: Sector SUPPORT: CSD (East H.S.)

Healthy Urban
Neighborhoods

8. Use neighborhood beautification to make sector 8 visually appealing to neighbors, visitors and patrons.

1. Use landscaping to improve the appearance the railroad property along Atlantic Avenue and Culver Road.

4. Collect data from the Douglass Middle School survey and provide feedback to school and neighborhood residents.

1. Build a coalition of interested community stakeholder to support the landscaping effort.

2. Contact the property owner to determine possible property improvements.

3. Develop landscape plan.

LEAD: Sector
SUPPORT: CSD
(Douglass Middle School)

LEAD: Sector
SUPPORT: DCD, Department of Environmental Services (DES)
COMMUNITY
RESOURCES: North Winton Village Neighborhood Association (NWV)

LEAD: Sector
COMMUNITY
RESOURCES: NWV

LEAD: Sector
SUPPORT: DES

Involved
Citizens;
Health, Safety
and
Responsibility

		4. Obtain materials required to complete plan and install.	LEAD: Sector
	2. Maintain and improve streetscapes, parks, recreation sites and community gardens.	1. Establish an Adopt-a-Grate program to improve the appearance of E. Main Street sidewalks.	LEAD: Sector SUPPORT: DES
		2. Work with East High School to improve campus appearance.	LEAD: Sector SUPPORT: CSD (East H.S.)
		3. Establish a street litter removal campaign.	LEAD: Sector SUPPORT: DES
9. To increase community policing involvement and partnerships in Sector 8	1. Identify appropriate stakeholders and current community safety programs (in the neighborhood.)	1. Contact all human service agencies, block clubs, and faith-based institutions to gather public safety information.	LEAD: Sector COMMUNITY RESOURCES: NEAD

	2. Develop a comprehensive community-policing plan for Sector 8.	1. Recruit key community representatives to solicit input for the community-policing plan.	LEAD: Sector SUPPORT: NET Area E, Police COMMUNITY RESOURCES: NEAD
	3. Collaborate with the appropriate entities on community safety initiatives.	1. Implement PAC-TAC during non-traditional hours and determine the need for a civilian PAC TAC coordinator.	LEAD: Sector SUPPORT: NET Area E COMMUNITY RESOURCES: NEAD
		2. Develop a partnership between NEAD and the Police, the City School District, Pathways to Peace, African-American Youth and Cultural Development (AAYCD) and Community Place of Rochester.	LEAD: Sector SUPPORT: Police, CSD COMMUNITY RESOURCES: NEAD, Community Place of Rochester, AAYCD

3. Develop a Court-Watch database to track repeat offenders and raise the awareness of the community regarding the Court-Watch program.

LEAD: Sector
SUPPORT: Police
COMMUNITY
RESOURCES: NEAD,
Task Force to
Reduce Violence,
Strategic
Approaches to
Community Safety
Initiatives
(SACSI)

4. Produce an educational curriculum and video for youth (ages 8-12 and 13-19) addressing the topic of drug dealing.

LEAD: Sector
SUPPORT: Police,
NET Area E
COMMUNITY
RESOURCES: NEAD

Appendix H

Beechwood Immediate Strategies Summary

Beginning in October 2008, the Beechwood FIS Team assembled on several occasions to discuss projects and initiatives proposed to be undertaken in the first year of operation. After much deliberation, several priority issues were identified:

- a.) Planning for the opening of the Ryan Center is a chief concern of the neighborhood, where considerable pedestrian traffic will likely utilize Webster Avenue;
- b.) Thoughts were given to how to handle problem properties including neighborhood mini-marts that have attracted loitering and other problems;
- c.) Commercial revitalization along Webster Avenue was discussed, with a particular emphasis placed on the development of the corner of Melville Street;
- d.) Investment opportunities were identified at Parsells Avenue and Greeley Street, where 3 buildings have been identified for renovation;
- e.) Efficient property maintenance of vacant lots was discussed, culminating in a proposal to lease a utility tractor.

Other neighborhood issues have been identified, but have not yet been presented.

The proposed projects and programs have ambitious time lines, but it is recognized that some projects may not happen. It is better to have several “balls in the air” rather than be limited to a small menu of possibilities. It is the hope of the group to be given sanction by the administration to further explore each of these initiatives, and to report back periodically of their progress.