

Implementation Matrix

Priority Projects Indicated by: ►

short-term = first 3 years
medium-term = 4-6 years
long-term = 7+ years

Organize for Success - what JOSANA stakeholders should do tomorrow!				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Source of Funds
►	Present the Plan to the City Council for Approval	NOW	City	–
►	Organize a Committee Structure for Implementation	NOW	City, CHNA, United Way, Enterprise Community Partners, Rochester Housing Authority	–
►	Market the Plan & Expand the Local Base of Volunteers; Share the Plan with Local Partner Organizations and Foundations	NOW	City, CHNA, United Way, Enterprise Community Partners, Rochester Housing Authority	–

NOTES

A TRUE COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Keep Up the Good Work: Get Out the Word and Get People Involved				
►	1. Expand the Network of Block Captains	short-term	CHNA, NeighborWorks Rochester	Rochester Area Community Foundation
►	2. Broaden CHNA's Reach with Automated Messaging Software	short-term	CHNA	CHNA
Celebrate School 17 as the Center of the Community				
	3. Express Support for the Return to a Community School System	ongoing	School 17 Administration, Unity Family Medicine, Outreach Dental Clinic	advocacy and organizing only
	4. Rebuild the PTA	medium-term	School 17 Administration, Teachers, CHNA	advocacy and organizing only
	5. Welcome Teens and Adults Back to School with Parent-Child Learning Opportunities and Afternoon GED Courses	medium-term	School District, School 17 Administration, PTA, Monroe Community College	United Way, Monroe Community College, School District
Focus on Youth as the Future of the Community				
►	6. Host Special Events like Movie and Game Nights	short-term	Charles Settlement House, CHNA, Rhinos Management	Charles Settlement House, Rhinos Management
	7. Organize Longer-Term Programming	medium-term	Charles Settlement House, Department of Recreation, Flower City Youth Soccer, Rochester Rhinos, Rochester Red Wings, YMCA, Quad A for Kids	United Way, The Community Foundation, Daisy Marquis Jones Foundation
	8. Establish a Multi-Purposed Dance Studio	long-term	Charles Settlement House, Downstairs Cabaret Theater, RIT or other area film programs, Garth Fagan Dance School, MOKA	NEA, Arts & Cultural Council for Greater Rochester
	9. Develop an Aging-Out Program for the Charles House Teen Club	medium-term	Charles Settlement House	United Way, Daisy Marquis Jones Foundation, The Community Foundation

Organizing activity to tap local leaders as this plan moves into implementation.

Very low cost initiative in terms of capital investment (for the software). Organizing is needed to get people signed up.

Need to tap into existing GED programs offered in the City.

Can be completed at very low cost and organized in conjunction with other CHNA events.

Better Integrate the Stadium with the Community				
	10. Offer Local Discounts or Ticket Give-Away Incentives	short-term	Rochester Rhinos, Northwest Service Center, CHNA	Rochester Rhinos
►	11. Boost Urban Programming and Community Events	short-term	Rochester Rhinos, CHNA	Rochester Rhinos, Rochester Red Wings, The Community Foundation
	12. Invite Seniors to Walk the Loop for Exercise	short-term	Rochester Rhinos, Charles Settlement House Northwest Senior Center, CHNA	Rochester Rhinos
	13. Extend the Open Season with Winter Programming	medium-term	Rochester Rhinos, City	Rochester Rhinos, Foundation Support, City
►	14. Improve the Approach to the Stadium with Signage and Public Art	short-term	Rochester Rhinos, City, CSX, DOT	TE Funds, Arts & Cultural Council for Greater Rochester, Rochester Rhinos
	15. Add Stadium Signage along 490 and at the Intersection of Lyell and Broad; Add Signs to Direct Drivers back to I-490 too	medium-term	Rochester Rhinos, DOT	DOT, private sponsorship
Improve the Image of the Community				
	16. Consider Playing Up the Fruit and Nut Nickname or Another Nickname	medium-term	CHNA, City	private sponsorship, City
►	17. Spruce Up the Gateways to the Neighborhood	short-term	CHNA, City, CSX, Rochester Rhinos, DOT	Rochester Rhinos, TE Funds, Arts & Cultural Council for Greater Rochester

Rochester Rhinos management is already interested in this possibility to make better use of the facility.

Requires only someone to open the gates and control access during designated exercise times.

Rochester Rhinos management is already interested in this possibility to make better use of the facility.

Limited cost associated with the design and installation of signs at key gateways.

A SAFE COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Stabilize and Secure the Physical Environment				
►	18. Maintain an Up-To-Date Demolition Wish List	ongoing	CHNA, Northwest Service Center, City	–
►	19. Reach Out to Existing Owners with Side Yard and Driveway Opportunities	short-term	CHNA, City	–
	20. Prune Overgrown Trees and Weeds to Maintain Clear Sight Lines	short-term	CHNA, City Forestry Division	in-kind services, private donations
	21. Shine a Brighter Light on the Streets	medium-term	CHNA, City	CDBG
Pitch In as Proactive Patrollers				
►	22. Develop a Code and Crime Reporting and Follow Up Tool	short-term	CHNA, Northwest Service Center, Rochester Police Department	–
	23. Launch an Anti-Littering Campaign	short-term	City, Northwest Service Center, Rochester Rhinos, CHNA	City, volunteer assistance
►	24. Organize a Block Watch to Build Resistance to Crime	short-term	CHNA, Celebration of Life, RPD	volunteer assistance, Police District
	25. Organize a Walk Home Buddy System	medium-term	CHNA, JOSANA Block Watch	Block Watch activity
►	26. Advocate for Expanded Police Presence	short-term	CHNA, RPD	advocacy only
Slow Down the Streets				
	27. Make Broad Street Feel More Narrow	long-term	DES, Rochester Rhinos, Local Artists or Art Students	TE Funds, DOT, CDBG
►	28. Improve Jay Street as a Green Collector and Encourage Safe Use by Pedestrians and Cyclists	short-term	DES	TE Funds, DOT, CDBG
	29. Introduce Bus Shelters	long-term	RGRTA, City, Area Architecture and Engineering Programs	RGRTA, TE Funds
	30. Adjust Street Patterns surrounding School 17 to Improve Safety and Circulation	medium-term	DES, RCSD, CHNA	DES, DOT, Safe Routes to School

This plan provides a prioritized list and CHNA is continuing to monitor properties.

Tap into the City's existing side-yard program.

The tool is underway based on the collaborative map and activities of the CHNA in the past few months.

Organizing activity.

Use this plan and the CHNA's organizing to work with Police regularly.

A HEALTHY COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Launch a Healthy and Happy Campaign to Raise Awareness and Usage of the Local Health and Dental Resources				
►	31. Create Murals as Signage on the Exterior Walls at School 17	short-term	School 17, Unity Family Medicine, Outreach Dental Clinic, MOKA, Local Artists or Art Students	The Community Foundation, RIT Student volunteers, private donations
	32. Employ Peer Pressure Incentives to Boost Use of the Clinics	medium-term	Unity Family Medicine, Outreach Dental Clinic	Greater Rochester Health Foundation
	33. Tackle a Health Issue Each Quarter	short-term	Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA	The Community Foundation, Greater Rochester Health Foundation
	34. Offer Parenting Classes at the Health Clinic Targeting Teen Parents	medium-term	Unity Family Medicine, Outreach Dental Clinic, CHNA, PTA	United Way, Greater Rochester Health Foundation
Partner with FoodLink and Fresh Food Advocates to Bring Healthy Eating to JOSANA				
	35. Pioneer a Farm to school Program at School 17	medium-term	School 17 Administration, PTA, Unity Family Medicine, Outreach Dental Clinic, FoodLink, Rochester Roots, Rochester City School District	Food link, School District, Greater Rochester Health Foundation
	36. Adapt the Community Supported Agriculture (CSA) Model for Low-Income Residents	long-term	CHNA, FoodLink, Area CSAs	Food link, Greater Rochester Health Foundation
	37. Reach Out to Local Businesses to Start a Healthy Corner Stores Initiative	long-term	CHNA, FoodLink, Lyell-Jay Merchants Association, East Lyell Business Association	Foundation Support, Food link, Area CSAs
Ask the Experts at the Health and Dental Centers for Nutrition Tips & Exercise as a Community				
	38. Publish a Community Cookbook in Installments	medium-term	CHNA, Unity Family Medicine, Outreach Dental Clinic	Greater Rochester Health Foundation
►	39. Organize a Weekly Community ACTIVE-ity to Motivate Residents	short-term	CHNA	–

Low cost initiative that requires limited dollars for organizing and getting the word out

Low cost - dollars needed for design of publication and printing

Need to tap into existing parenting classes in the City

Partners will need to be identified but this is a City-wide issue that could build on the capacity of other organizations interested in the issue.

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Low cost - dollars needed for design of publication and printing

Organizing activity in line with CHNA and partner organization's existing activities

A GREEN COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Get Rooted in the City's Greening Strategy				
►	40. Advocate for Project Green to Locate Pilot Projects in JOSANA	ongoing	City, Northwest Service Center, CHNA	–
►	41. Clean Contaminated Soils with Phytoremediation	short-term	City, DES, FoodLink, Local Universities, CHNA	City, Brownfield grants
	42. Raise Awareness about Contaminated Soil and the Phytoremediation Process	short-term	City, Coalition to Prevent Lead Poisoning	Greater Rochester Health Foundation, City
Expand the Concept of Urban Farming beyond Fruits and Vegetables				
►	43. Improve and Expand the Garden at Campbell and Orchard	short-term	CHNA, Rochester Roots	United Way, The Community Foundation, CDBG
	44. Consider Orchards, Chickens, and Bee-Keeping	medium-term	CHNA, FoodLink, City	–
	45. Recruit the Stadium as a Partner in a Neighborhood Composting Initiatives	long-term	Rochester Rhinos, FoodLink, Rochester Roots, Cornell Cooperative Extension, City, CHNA	Rochester Rhinos, FoodLink
Expand Local Park and Recreation Space				
	46. Reconfigure Orchard Park at School 17	long-term	City, School District, Health Clinic Administration, Youth Representatives, Rochester Roots	City CIP, NY State Office of Parks, Recreation and Historic Preservation
	47. Introduce Additional Green Spaces for Greater Recreational Variety	medium-term	City, CHNA, Development Community	KaBOOM!, Professional Sports Team Foundations, City CIP

The City has already identified the area and this plan provides specific actions for implementation

City will need to allow these activities in zoning. CHNA and partners will need to provide education and TA

Low cost initiative that requires maintenance - could be a pilot project for the City

Master plan is needed first.

A PRODUCTIVE AND RESOURCEFUL COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Train Local Residents for Local Jobs				
►	48. Connect With or Develop a Job Readiness Program	short-term	CHNA, RochesterWorks!, City, Pathways to Peace	Rochester Community and Technical College, United Way
►	49. Reach Out to Local Industries for Local Hiring Practices	short-term	CHNA, Local Employers	–
Seize the Opportunity at the Brownfield Opportunity Area				
	50. Have a Strong Vision for the Sykes/Delco Site	medium-term	CHNA, City, MCC	City
	51. Stabilize the Building and Introduce Public Art and Greening in the Meantime	short-term	City, Local Artists or Arts Students	RIT, City
Be Strategic about Commercial Investment				
	52. Cluster Commercial Activity on Lyell and Broad to Support the Stadium	long-term	City, Lyell-Jay Merchants Association, East Lyell Business Association	–
	53. Strengthen Business Associations in the Area	short-term	Lyell-Jay Merchants Association, East Lyell Business Association, Northwest Service Center	–
	54. Continue Jay Street's Conversion to a Residential Street	ongoing	City, Residential Development Community	–

CHNA is already pursuing this

Should be a focus of the BOA study

Through zoning and project review

Technical support

Through zoning and project review

A DIVERSE RESIDENTIAL COMMUNITY				
Priority	Recommendation	Timeframe	Organizational Responsibility / Partners	Potential Source of Funds
Preserve Existing Homes and Support Long-Term Residents				
►	55. Organize a Tenants' Advocacy Committee to Report on Landlord Delinquency	short-term	CHNA, Northwest Service Center, Monroe County Department of Public Health, The Housing Council, The Legal Aid Society of Rochester	United Way, The Housing Council, Monroe County, City
►	56. Form a Homeowners' Association to Welcome New Neighbors and Mentor New Homeowners	short-term	CHNA, The Housing Council, The Legal Aid Society of Rochester, NeighborWorks, City, Flower City Habitat, HomeStore, Lowes, The Home Depot	The Housing Council, City, HomeStore, NeighborWorks Rochester
	57. Start a Tool and Gardening Shed for Sharing	medium-term	CHNA	Home Depot Foundation
Repair the Single-Family Fabric within the Core				
►	58. Support the Conversion from Multi-Family back to Single-Family Homes	short-term	CHNA, City, Developers, NeighborWorks Rochester, The Landlord Expo	Private equity, City, LIHTC, DHCR, Federal Home Loan Bank NY, NYS Affordable Housing Corp, NeighborWorks Rochester
►	59. Encourage Infill to Increase Homeownership and Stabilize Housing Values	short-term	CHNA, City, Flower City Habitat and other Developers	Private equity, City, Flower City Habitat, DHCR
Consider Denser Housing in Strategic Locations				
	60. Build Density and a Mix of Uses along Broad Street and at Key Corners to Revitalize the Community's Eastern Edge and Support the Stadium	medium to long-term	CHNA, City, Developers	Private equity, City, DHCR, HUD 202, Federal Home Loan Bank NY
	61. Adapt Zoning to Enable Denser Development in Key Locations	medium-term	City	–
►	62. Coordinate Potential Development Plans with Tax Lien Sale and Swap Process.	short-term	City, ATF	City

Organizing strategy to get renters together and coordinate advocacy.

Limited expenses associated with developing welcome to JOSANA materials and providing TA to members.

Through zoning and project review. Acquisition may be needed if a rehabilitation program is feasible. Identified by residents as a priority.

Identified by residents as a priority. These only represent some of the funding sources that private partner will tap to develop.

These only represent some of the funding sources that private partner will tap to develop. Funding sources will vary greatly depending on housing type and income mix.

Zoning changes to be considered by City.

Need to coordinate now in line with the properties identified in this plan for potential redevelopment.

Glossary

ATF	American Tax Funding Services
CDBG	Community Development Block Grant
CHNA	Charles House Neighbors in Action
CIP	Capital Improvement Plan
CSA	Community Supported Agriculture
CSH	Charles Settlement House
DES	Department of Environmental Services
DHCR	Division of Housing and Community Renewal
DOT	Department of Transportation
HUD	Housing and Urban Development
LIHTC	Low Income Housing Tax Credit
MCC	Monroe Community College
MOKA	Museum of Kids Art
NBD	Department of Neighborhood and Business Development
NEA	National Endowment for the Arts
RCSD	Rochester City School District
RGRTA	Rochester Genesee Regional Transportation Authority
RIT	Rochester Institute of Technology
RPD	Rochester Police Department
TE	Transportation Enhancement