

# A. HOUSING [HSG]

# ACTION PLAN

GOAL	STRATEGIES	PARTNERS
<p><b>HSG-1</b></p> <p><b>Implement existing housing plans, initiatives, and policies.</b></p>	<p>HSG-1a Work with community partners to implement the recommendations of existing housing and community development plans and studies, including:</p> <ul style="list-style-type: none"> <li>– <a href="#">2018 Citywide Housing Market Study</a></li> <li>– <a href="#">Transit Supportive Corridors Study</a></li> <li>– <a href="#">2015 Analysis of Impediments to Fair Housing Choice</a></li> <li>– <a href="#">JOSANA Neighborhood Master Plan</a></li> <li>– <a href="#">Marketview Heights Urban Renewal District (URD) Plan</a></li> <li>– <a href="#">14621 Brownfield Opportunity Area (BOA) Plan</a></li> <li>– <a href="#">Lyell-Lake-State Street Brownfield Opportunity Area (BOA) Plan</a></li> <li>– <a href="#">Vacuum Oil-South Genesee River Corridor Brownfield Opportunity Area (BOA) Plan</a></li> <li>– <a href="#">Bulls Head Brownfield Opportunity Area (BOA) and Revitalization Plan</a></li> <li>– <a href="#">East Main Arts and Market District Plan</a></li> <li>– <a href="#">Center City Master Plan</a></li> </ul>	<p><b>City</b>, NYS, HUD, Developers, Housing Organizations, Building/Property Owners, Monroe County, RHA, Community Groups/Funders</p>
	<p>HSG-1b Build on the success of Celebrate City Living and identify additional strategies to aggressively market the housing choices and benefits of living in the City of Rochester, with its many diverse neighborhoods and outstanding community amenities.</p>	<p><b>Celebrate City Living Coalition</b>, City, Realtors, Neighborhood Groups, RDDC, REDCO, Community Groups/Funders</p>

**Notes:**

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2. For a list of partner acronyms see [Appendix A](#).

GOAL	STRATEGIES	PARTNERS
<b>HSG-1</b> <b>Implement existing housing plans, initiatives, and policies.</b>	HSG-1c Continue to implement the City’s Housing Policy.	<b>City</b> , Housing Organizations, HUD, RHA, NYS, Building/Property Owners, Developers, Monroe County, Neighborhood Groups, Celebrate City Living Coalition, Community Groups/Funders
	HSG-1d Seek strategic opportunities to expand the City’s homeownership programs and Employer Assisted Housing Initiative (EAHI).	<b>City</b> , Housing Agencies, Banks/Community Lenders, NYS, Land Bank, Community Groups/Funders
	HSG-1e Prioritize code enforcement around quality of life issues, such as noise, litter, overcrowding, and illegal parking. These issues are critically important to residents of the city and can be the difference between choosing to live in the city and deciding to live elsewhere.	<b>City</b>
	HSG-1f Continue to subject all short-term rental properties, e.g., Airbnb, to the requirement that they must obtain a Certificate of Occupancy from the City of Rochester.	<b>City</b>

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<p><b>HSG-2</b>  <b>Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.</b></p>	<p>HSG-2a Develop an up-to-date citywide housing inventory with as much information as possible on unit types, affordability levels and expiration dates, ownership patterns, accessibility (including physical accessibility, but also proximity to key anchors and amenities), neighborhood characteristics, housing market indicators, etc. and establish expectations for ongoing inventory maintenance.</p> <hr/> <p>HSG-2b Develop housing and community development measures to document neighborhood conditions, track change, and identify emerging needs and preferences. Share measures with the public and community partners, and use them to inform community development strategy and investment. Identify recommended timeframe for updating measures to monitor change over time.</p>	<p><b>City</b>, RHA, Developers, Housing Organizations, Community Groups/Funders</p> <hr/> <p><b>City</b>, Community Groups/Funders</p>

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<p><b>HSG-2</b></p> <p><b>Improve understanding and monitoring of local housing and community development issues, needs, opportunities, and impacts.</b></p>	<p>HSG-2c Conduct research to inform new strategies and initiatives, on issues such as:</p> <ul style="list-style-type: none"><li>– Private rental market to develop more creative and effective strategies to engage landlords in neighborhood revitalization and the provision of quality affordable, energy efficient housing (particularly for low, very low, and extremely-low income renters).</li><li>– How to promote more mixed-income development across all neighborhoods and housing market types.</li><li>– New, emerging, or untapped housing types and ownership structures, how they work, and if/how local developers could produce them for a range of affordability and accessibility needs, given Rochester’s market context. These could include condos, co-housing, ranch homes, cooperatives, tiny or small homes, resident landlords, micro apartments, in-law apartments, senior communities, live/work spaces, small apartment buildings or mixed-use buildings, etc.</li><li>– New housing development to understand where tenants move from and assess whether new construction has any impact on vacancy, blight, or demo needs in other parts of the city; and to assess whether different building types have different neighborhood impacts over time (scattered site infill vs. larger multi-family buildings).</li></ul>	<p><b>City</b>, Education Institutions, Housing Organizations, Developers, Community Groups/Funders</p>

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GOAL	STRATEGIES	PARTNERS
<p><b>HSG-3</b></p> <p><b>Improve collaborative planning and coordination to promote more holistic housing policy and community development.</b></p>	<p>HSG-3a Integrate housing and community development planning efforts with the City Planning Office and <i>Rochester 2034</i>.</p>	<p><b>City</b>, Community Groups/Funders</p>
	<p>HSG-3b Develop and then implement an Assessment of Fair Housing plan in coordination with the Rochester Housing Authority (RHA), Monroe County, Towns of Greece and Irondequoit, and Village of Fairport.</p>	<p><b>City</b>, RHA, Monroe County, Town of Greece, Town of Irondequoit, Village of Fairport, Community Groups/Funders</p>
	<p>HSG-3c Proactively connect housing initiatives, policy, and development with economic development and employment initiatives, parks and recreation programming, commercial corridor strategies, community school implementation, street design and infrastructure planning, etc.</p>	<p><b>City</b>, Community Groups/Funders</p>
	<p>HSG-3d Partner with the Monroe County Aging Alliance and local towns and villages on Age-Friendly Community planning and certification efforts, and develop strategies to produce housing types needed by the growing senior population.</p>	<p><b>Monroe County Aging Alliance</b>, <b>City</b>, Monroe County, RHA, Developers, Community Groups/Funders</p>

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GOAL	STRATEGIES	PARTNERS
<b>HSG-4</b> <b>Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.</b>	HSG-4a Support the production of new high-quality, mixed-income housing that is affordable and accessible to people across a wide range of incomes, abilities, household sizes, life stages, and ages.	<b>City</b> , Developers, Neighborhood Groups, Community Groups/Funders
	HSG-4b Based on an inventory (see VNT-1) that identifies vacant lots to be repurposed for construction of new homes for home ownership, prepare a Request for Proposals for the lots along with a promotional campaign to foster interest in the lots. This campaign should include pro formas for new homes (both singles and doubles), financial incentives, and quality of life information along with strategic promotional activities and events to foster interest in the lots and city living.	<b>City</b> , Developers, Housing Organizations, Celebrate City Living Coalition
	HSG-4c Focus housing investments and encourage mixed-use development: <ul style="list-style-type: none"><li>– Prioritize development along multi-modal corridors, in/near mixed-use centers, and near major investment areas.</li><li>– Encourage new housing development, such as workforce housing and other affordable housing, near jobs and employment centers, childcare, schools, retail, parks and recreation or community centers, and other community anchors/amenities</li><li>– Use the 2018 Citywide Housing Market study to guide housing investment.</li></ul>	<b>City</b> , Developers, Neighborhood Groups, Community Groups/Funders

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GOAL	STRATEGIES	PARTNERS
<p><b>HSG-4</b></p> <p><b>Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.</b></p>	<p>HSG-4d Encourage the development of new, creative, emerging housing types and styles that reflect the varied needs and evolving preferences of city residents. This could include workforce housing, condos, co-housing, ranch homes, tiny or small homes, micro apartments, in-law apartments, senior communities, live/work spaces, etc.</p>	<p><b>City</b>, Developers, Neighborhood Groups, Community Groups/Funders</p>
	<p>HSG-4e Ensure that new housing meets high quality urban design standards.</p>	<p><b>City</b>, Developers, Neighborhood Groups, Community Groups/Funders</p>
	<p>HSG-4f Inventory and assess opportunities to increase or expand the community benefits required of projects receiving City development support (e.g. loans, grants, PILOTs or other tax relief, land sale contracts, support letters for external funding applications), such as:</p> <ul style="list-style-type: none"> <li>– Additional affordable units</li> <li>– Additional mixed income units</li> <li>– Workforce and contracting commitments that benefit women, minorities, city residents, Section 3, or other underrepresented groups, etc.</li> <li>– Community amenities such as public art, bicycle/pedestrian enhancements, public spaces, etc.</li> <li>– Additional categories of community benefits as identified</li> <li>– Energy efficiency, renewable energy, and beneficial electrification improvement</li> </ul>	<p><b>City</b>, Community Groups/Funders</p>

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<p><b>HSG-4</b> <b>Pursue new housing development that grows the city's population and fosters the creation of vibrant, equitable neighborhoods.</b></p>	<p>HSG-4g Use information from the 2018 Citywide Housing Market Study to inform housing and community development strategies and partnerships:</p> <ul style="list-style-type: none"><li>– Maintain the strongest markets and work with strategic partners to increase their inclusivity by creating more affordable opportunities for low and moderate income households to rent or buy</li><li>– Revitalize and strengthen middle markets by promoting homeownership, fostering neighborhood pride, and encouraging community reinvestment</li><li>– Stabilize housing through proactive code enforcement and healthy housing initiatives in the weakest markets, seek opportunities to develop neighborhood employment or connect residents with jobs, and aggressively re-position vacant and abandoned property as an asset for future redevelopment</li></ul> <p>(For a complete list of recommended strategies, see Rochester's <a href="#">2018 Citywide Housing Market Study</a>.)</p>	<p><b>City</b>, Developers, RHA, Banks/Community Lenders, Neighborhood Groups, Community Groups/Funders</p>

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GOAL	STRATEGIES	PARTNERS
<p><b>HSG-5</b></p> <p><b>Pursue additional housing strategies that support innovative and equitable housing and community development.</b></p>	<p>HSG-5a Increase the effectiveness, impact, and reach of the Rochester Land Bank to control the disposition of tax delinquent properties in order to increase owner occupancy and ensure that more properties are brought up to code:</p> <ul style="list-style-type: none"> <li>– Identify and grow sustainable funding sources for the Land Bank</li> <li>– Expand the network of pre-qualified development partners that the Land Bank can work with</li> </ul>	<p><b>City</b>, Rochester Land Bank, NYS, Developers, Housing Organizations, Community Land Trusts, Faith-based Developers, Community Groups/Funders</p>
	<p>HSG-5b Develop internal protocols that give priority in the disposition of City and Land Bank-owned residential buildings and lots to owner-occupants and resident landlords. Work with community partners to more effectively market the opportunity to purchase these structures and work with lenders, funders, and developers to increase the range of financial supports available to help income-qualified purchasers participate in these sales, particularly in middle and stronger housing markets.</p>	<p>City, Banks/Community Lenders, Neighborhood Groups, Housing Organizations, Landmark Society, Community Groups/Funders</p>
	<p>HSG-5c Foster partnerships between private lenders (e.g., banks) and housing organizations to connect homes that are undergoing mortgage foreclosure with new owner-occupants. This may be particularly relevant to Fannie Mae and Freddie Mac mortgages.</p>	<p>Banks/Community Lenders, Greater Rochester Housing Partnership, Home Rochester, Flower City Habitat for Humanity, Community Land Trusts, Housing Organizations</p>

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<p><b>HSG-5</b> <b>Pursue additional housing strategies that support innovative and equitable housing and community development.</b></p>	<p>HSG-5d Seek opportunities to expand our community's innovative healthy housing work while maintaining focus and results preventing child lead poisoning including:</p> <ul style="list-style-type: none"><li>– Growing an integrated, braided funding approach to healthy housing as modeled by Rochester Energy Efficiency and Weatherization (RENEW)</li><li>– Continuing to refine targeting of efforts to areas and households most impacted by unhealthy housing</li><li>– Building stronger collaborations with local health and healthcare providers</li><li>– Improving and standardizing data collection to analyze impacts of healthy housing work, including (if/where possible) integrating Healthy Housing indicators into code enforcement data and monitoring</li><li>– Fully integrating energy efficiency into healthy housing efforts</li><li>– Integrating modifications for "aging-in-place" and accessibility improvements into healthy housing initiatives</li></ul>	<p><b>City,</b> Housing Organizations, HUD, NYS, Monroe County, Health Community, Housing Organizations, Community Groups/Funders</p>

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<p><b>HSG-5</b> Pursue additional housing strategies that support innovative and equitable housing and community development.</p>	<p>HSG-5e Work with strategic partners to test and improve implementation of innovative strategies to address homelessness, such as housing first strategies, tiny homes with coordinated services, etc.</p>	<p><b>City</b>, Homeless Services Network, Community Groups/Funders</p>
	<p>HSG-5f Explore creative financing options (micro mortgages, loan interest write-downs, mixed-use property rehab loans) and ownership models (resident landlords, cooperatives, land trusts, affordable condos) that could help to expand access to homeownership and housing reinvestment.</p>	<p>City, Banks/Community Lenders, Housing Organizations, Community Groups/Funders</p>
	<p>HSG-5g Explore the feasibility and value of a housing trust fund to raise additional resources to help invest in housing and community development goals.</p>	<p>City, Banks/Community Lenders, Community Groups/Funders</p>
	<p>HSG-5h Support concepts, such as a cluster of tiny homes that offer individual homes in a permanent supportive communal atmosphere for housing homeless individuals and families. Services that connect residents to service providers, jobs, and long-term housing options should be integral to the operations of this kind of development.</p>	<p><b>City</b></p>

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<b>HSG-5</b> <b>Pursue additional housing strategies that support innovative and equitable housing and community development.</b>	HSG-5i Continue to implement the City’s Visitability Guidelines and continue to support NYS funded projects that require 10% of their housing units to be fully accessible and at least 4% to be designed for those that may be visually or hearing impaired.	City, NYS
	HSG-5j Advocate for additional state/federal funds and philanthropic funds to add to property rehabilitation program funding for providing support to landlords to produce rental units that are accessible to people with disabilities.	Center for Disability Rights, City, NYS, HUD, Community Groups/Funders
	HSG-5k Revisit Zoning Regulations to minimize regulatory barriers to making a house fully accessible to people with disabilities.	<b>City</b>
	HSG-5l Develop more affordable housing units that are larger and have more bedrooms to accommodate families with children.	<b>Developers, NYS, City</b>

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<p><b>HSG-6</b>  <b>Develop and implement middle neighborhoods strategies that expand homeownership and build community wealth.</b></p>	<p>HSG-6a Proactively partner with developers and the Rochester Land Bank to rehab vacant homes and make them available for first time, income qualified homebuyers in middle market neighborhoods.</p> <hr/> <p>HSG-6b Proactively partner with organizations working to promote and expand homeownership, such as housing agencies and young professional organizations, to encourage their clients and members to purchase homes in middle neighborhoods.</p> <hr/> <p>HSG-6c Recruit additional employers to participate in the Employer Assisted Housing Initiative (EAHI) and work with participating employers to market middle neighborhoods to their employees. Aggressively market the city's home buyer programs to residents, businesses, neighborhood associations, realtors, housing agencies, and other community partners working in middle neighborhoods.</p>	<p><b>City</b>, Rochester Land Bank, Greater Rochester Housing Partnership, Flower City Habitat For Humanity, Community Land Trusts, Housing Organizations, Faith-based Developers, Community Groups/Funders</p> <hr/> <p><b>City</b>, Housing Organizations, Young Professional Groups, Community Groups/Funders</p> <hr/> <p><b>City</b>, Business Community, Community Groups/Funders</p>

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<b>HSG-6</b> <b>Develop and implement middle neighborhoods strategies that expand homeownership and build community wealth.</b>	<p>HSG-6d Identify which middle neighborhoods already have areas that are eligible for historic residential or commercial tax credits and aggressively market the credits as a source of financing for property reinvestment; also seek opportunities to designate additional districts that overlap with middle neighborhoods.</p> <hr/> <p>HSG-6e Work with lenders and community development financial institutions (CDFIs) to develop innovative home improvement and renovation loan products that support and encourage private reinvestment.</p>	<p><b>City</b>, Landmark Society, Celebrate City Living Coalition, Neighborhood Groups, Realtors, Community Groups/Funders</p> <hr/> <p><b>City</b>, Banks/Community Lenders, Community Groups/Funders</p>