



# **Syracuse Consolidated Plan 2015 - 2019**

**February 2015**

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Commissioner Paul Driscoll  
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# EXECUTIVE SUMMARY

## ***ES-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)***

### **Introduction**

The Syracuse Department of Neighborhood & Business Development submits the *Syracuse Consolidated Plan, 2015-19*, as required by the United States Department of Housing and Urban Development (HUD). The Consolidated Plan serves as a planning document, a strategy, and a management process that links the strategy for carrying out the plan to the actual performance goals within the plan.

This plan marks the first that will be submitted electronically to HUD exclusively through their Integrated Disbursement & Information System (IDIS), for which the format of this Consolidated Plan mirrors. This Plan outlines how the City will address the community's housing and community development needs, goals, and objectives as determined by the City and its citizens.

### **Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview**

The Consolidated Plan is the culmination of a year-long process to assess the housing and community development needs of Syracuse. The results of this effort are articulated within five main components of this document:

- 1) Description of the Process
- 2) Needs Assessment
- 3) Market Analysis
- 4) Strategic Plan
- 5) First Year Action Plan

Through a combination of community outreach efforts and data provided by the Department of Housing and Urban Development (HUD) and other sources, the Department of Neighborhood and Business Development staff sought to better understand the affordable housing and community development needs of low-income families and neighborhoods. More immediate needs include addressing the growing affordable housing needs of renters, reducing blight, and providing assistance to provide vital home repairs of owner occupants. And while the immediate needs of the community are addressed, the plan also addresses the need to build the long-term wealth within high-poverty neighborhoods and provide housing opportunity. Therefore, the City plans to prioritize its federal block grant investments toward the following goals:

#### **▪ Priority Goal: Increase Household Wealth**

- Promoting and retaining homeownership, the major source of wealth for most households, through programming such as down payment assistance, homebuyer counseling, and foreclosure prevention.
- Home improvement grants and loans to retain current low-income homeowners.
- Addressing blighting influences through place-based revitalization, including substantial renovation and strategic demolition activities. These activities support the economic stability of surrounding homeowners by protecting, and eventually increasing, home values and attracting private investment.

- Provide pathways out of poverty by supporting youth development services, job readiness training, and small business capacity building.
- **Priority Goal: Eliminate Housing Barriers**
  - Development of affordable rental housing by leveraging HOME funds with other resources such as Low Income Housing Tax Credit funding to renovate and/or newly construct quality rental housing.
  - Assist the housing vulnerable and homeless to be able to access affordable housing opportunities through relocation of individuals and households living in substandard housing, promoting the development of more accessible housing units, and rapidly rehousing those who become homeless.
  - Promoting fair housing opportunities.
- **Secondary Goal: Engage and Support Seniors**
  - Providing home improvements to allow seniors to age in place or relocation services from substandard and unfit housing when the cost of repairs exceeds their abilities.
  - Ensuring day programming, including meals, at City-owned community centers.
- **Secondary Goal: Create Healthy and Sustainable Homes**
  - Reducing home health maladies, including lead-based paint hazards, mold, radon and trip hazards.
  - Incorporating green technologies in both newly constructed and rehabilitated housing efforts.
  - Deconstruction and “soft skimming” techniques to preserve and reuse architectural amenities and deferring additional refuse from area landfills.

### **Evaluation of past performance**

Each year, the City releases the Consolidated Annual Performance Evaluation Report (CAPER) which specifies yearly expenditures and the accomplishments achieved through each of the funded activities. While there are many ways in which to evaluate past performance, the City consistently demonstrates that more than 90% of funding directly benefits low to moderate income households in Syracuse. The CAPER for Year 39 (2013-14) funded activities can be found on the [Department’s website](#).

Utilization of previously funded program activities has informed the development of this Consolidated Plan in fundamental ways. Existing and prospective low-income homeowners continue to struggle with accessing affordable financing for necessary home repairs. The demand for deferred loan and grant programs to perform emergent repairs remains strong as evidenced by the number of cases completed over the past five years. Additionally, evidence points to improved neighborhood conditions where strategic blight removal activities have been undertaken, and with the advent of the Syracuse Land Bank, similar activities will play a prominent role in continued neighborhood revitalization.

**Summary of citizen participation and consultation process**

The predominant part of the citizen participation effort spanned from April to October 2014 in the form of public meetings, surveys and one-on-one meetings with community groups and neighborhood stakeholders, homeless and housing vulnerable service providers, nonprofit housing partners, investor owners, city staff and leadership and many others.

Following the release of the draft Five-Year Strategic Plan, members of the public are invited to share their comments with the Commissioner of Neighborhood & Business Development independently and in a public meeting setting. These comments are taken into consideration as the final plan is developed. In addition, the City holds a public hearing, which allows the public to directly address the members of the Common Council and share their thoughts and concerns regarding the draft plan.

**Summary of comments or views not accepted and the reasons for not accepting them**

All comments and views were accepted and considered when revising and finalizing the Syracuse Consolidated Plan (2105-19).

# THE PROCESS

## *PR-05 Lead & Responsible Agencies 24 CFR 91.200(b)*

The Syracuse Department of Neighborhood and Business Development (NBD) is the lead agency responsible for the administration of the Community Development Block Grant (CDBG), HOME, and the Emergency Solutions Grant (ESG) programs. Syracuse first received Housing Opportunities for Persons with AIDS (HOPWA) funds in 2013 and continues to elect to have the funds administered by New York State Office of Temporary Disability Assistance (NYS OTDA).

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Agency Role	Name	Department/Agency
Lead Agency	Syracuse	Dept. of Neighborhood and Business Development
CDBG Administrator	Syracuse	Dept. of Neighborhood and Business Development
HOPWA Administrator	New York State	Office of Temporary and Disability Assistance
HOME Administrator	Syracuse	Dept. of Neighborhood and Business Development
ESG Administrator	Syracuse	Dept. of Neighborhood and Business Development

Table 1 – Responsible Agencies

## ***PR-10 Consultation - 91.100, 91.215***

### **Introduction**

The Department of Neighborhood and Business Development recognizes that partnerships with public and private entities are vital to the provision of effective services to the community. Each strategy prioritized by the City is only accomplished through effective collaborations with community partners. These partners provide the expertise needed to ensure quality service provision, housing development and neighborhood revitalization efforts. While the City recognizes and honors long standing relationships with community experts, it welcomes and encourages new partners with innovative approaches to address the communities pressing issues.

### **Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).**

New York State policies mandate the discharge of clients and patients for the foster care system, correctional facilities and hospitals. These mandates have been incorporated in the Syracuse Five Year Consolidated Plan (2015-2019) and drives local decision making to ensure individuals are not discharged into homelessness.

The local Discharge Planning Committee (DPC) actively collaborates with institutional care providers and monitors discharge outcomes. A variety of initiatives have been developed to assist in preventing homelessness wherever possible. Specifically, "in-reach coordination" in which Intensive Case Managers visit area inpatient mental health and chemical dependence units on a weekly basis to discuss housing options and assist with the discharge planning process prior to discharge.

The DPC also partners with NYS Department of Corrections and Community Supervision (DOCCS) and have created a re-entry task force to collaborate on addressing barriers to parolees accessing housing. Additionally, Onondaga County and New York State allocate funding for fifty case managers to assist youth transitioning out of the foster care system.

Collaboration and partnership between the City and the local Homeless and Housing Vulnerable Taskforce (HHVTF), created in 1986 as a standing committee of the Common Council, is a key component in determining specifically how Emergency Solutions Grant (ESG) funds are allocated and disbursed. The Taskforce was formed to assess community needs, identify gaps in service and develop a strategy to address homelessness. In August 2010, the HHVTF became the Housing and Homeless Coalition (HHC) following the Department of Housing and Urban Development's (HUD) emphasis on creating a unified response to ending homelessness in the community. The formation of the HHC allows for:

- Creating and implementing a 10 Year Plan to End Homelessness
- A Collaborative Applicant for the submission of the Continuum of Care (CoC) application
- Increased reliance and accountability to Homeless Management Information System (HMIS)
- Increased focus on performance outcomes
- Emphasis on data driven decision making
- Meeting HUD's audit and reporting requirements
- Alignment with ESG activities
- Implementing a community wide 25% match compared to individual program match

The primary goal of the local HHC is to develop an enhanced various collaborative process utilizing community assets to provide improved coordination for the delivery, monitoring and evaluation of homeless and housing vulnerable services. This system coordination is the foundation of setting priorities for ESG funding, developing (CoC) strategies and the 10-Year Plan. The ten year plan is based on best practices learned through Homeless Prevention and Rapid-Rehousing Program (HPRP), CoC inputs, data from a community's needs and gaps assessments and the CoC checkup.

**Describe the coordination with the local Continuum of Care (CoC) and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

Collaboration between local non-profits, the Housing and Homeless Coalition, the Housing Vulnerable Task Force and the Continuum of Care is a priority for the City. These collaborations allow the Emergency Solutions Grant to efficiently increase the number of critical support services offered to homeless and at risk of homeless individuals. Partnerships are continually being forged between government organizations, housing developers and business partners to re-house individuals and families, provide financial assistance and case management as well as relocation and other housing stabilization services.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate Emergency Solutions Grant (ESG) funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of Homeless Management Information System (HMIS).**

The Department of Neighborhood and Business Development consults with the Coalition and Continuum of Care (CoC) to identify gaps in services to those in need. Using Homeless Management Information System (HMIS) data, Point in Time count data and feedback from community based organizations, Emergency Solutions Grant (ESG) funds have been used to maximize current funding. The CoC and the Department of Neighborhood and Business Development continue to work together to build and maintain a process that maximizes current resources to support individuals and families in finding and maintaining permanent housing along with support services that help those in need to achieve their housing goals.

ESG program progress relies heavily upon the HMIS data and monitoring visits with agencies. Program standards, outcomes and policies and procedures are reviewed on an annual basis with each funded program. The Ten Year Plan to End Homelessness created in 2012 outlined strategies, funding and other resources to end homelessness in our community. ESG funds were aligned in the areas of rapid re-housing, homeless prevention and street outreach. Local priorities for funding are identified by the Gaps and Needs Assessment completed by the CoC along with the HMIS data and other local data. Outcomes of this assessment are used to direct ESG funding resources.

**Describe agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities.**

Please see [Appendix A](#) for a summary of responses from more than 240 community stakeholders, service providers, housing and human service delivery agencies, members of Tomorrow's Neighborhoods Today, and city of Syracuse staff, including the Division of Code Enforcement and other department heads.

No agency types and/or persons were intentionally excluded from the input process. Other local planning efforts were considered in preparing this Consolidated Plan, including but not limited to: existing neighborhood based plans and Tomorrow's Neighborhoods Today (TNT) planning efforts, Syracuse Comprehensive Plan, the Onondaga County Consolidated Plan, the Central New York Regional Planning and Development Board's initiatives, and the priorities established through the New York State Regional Economic Development Council for Central New York.

Department of Neighborhood and Business Development (NBD) staff formulated the consolidated plan through a series of steps that included data review and calculation in conjunction with a comprehensive series of meetings and events with agencies, businesses, and neighborhood residents.

1. NBD identifies housing and community development needs through meetings with residents and neighborhood stakeholders, input from community organizations, and neighborhood plans designed through citizen planning activities.
2. A request for proposals for Community Development Block Grant (CDBG), HOME, and Emergency Solutions Grant (ESG) funding is posted on [SyrGov.net](http://SyrGov.net) and made available to any interested individuals and agencies. Availability is advertised at all TNT meetings and a display ad is placed in the Syracuse Post Standard, a local newspaper. Distribution via email, posting on the city of Syracuse website and hard copies available upon request.
3. RFP selection subcommittees review all applications, prioritize applications, and prepare budget recommendations for the Commissioner of the Department of Neighborhood and Business Development. These subcommittees include: Housing Production, Services for Housing Vulnerable Populations, Services for Special Needs Populations, and Homelessness Prevention.
4. Based on these recommendations, NBD prepares a draft Action Plan outlining the proposed budget and explaining how this budget meets its goals. This plan is approved by the Mayor and released to the public for comment via an ad in the Post Standard, a local newspaper, distribution via email, posting on [SyrGov.net](http://SyrGov.net) and hard copies available upon request.
5. Once the draft Action Plan is released, there is a 30-day period for public comment. During this time, NBD holds a public meeting at which the draft Action Plan is available for public review and comment. Citizens are invited and encouraged to comment at the public meeting and throughout the 30-day comment period. (Please see public notice on page 56 this document.)
6. The Syracuse Common Council holds a Public Hearing to garner further community input and formally approves the final Annual Action Plan. Once approval has been received from the Common Council and signed by the Mayor, the Consolidated Plan is submitted to the Department of Housing and Urban Development (HUD) for approval.
7. Throughout the year, NBD reviews and evaluates funded programs and agencies, including onsite monitoring visits.
8. On occasions during the year, it might be necessary to change the use of the funding budgeted in an Action Plan, or to change the priorities established in the Five-Year Strategic Plan. In that case, a formal substantial amendment will be proposed, considered, and acted upon. Description of a substantial amendment and necessary procedures is outlined further in the Citizen Participation Plan.
9. After a program year is complete, NBD prepares a Consolidated Annual Performance and Evaluation Report (CAPER). After the CAPER is released, there is a 15-day public comment period, during which NBD holds a public hearing. NBD then submits the CAPER to HUD or before July 30.

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I)).**

The Syracuse Department of Neighborhood and Business Development coordinates regularly with a number of other public entities, including the Onondaga County Departments of Community Development and Health, the Syracuse – Onondaga County Planning Agency, New York State Housing and Community Renewal, the New York State Economic Development Corporation, and the New York State Affordable Housing Corporation.

***PR-15 Citizen Participation***

Prior to its initial release, citizen participation spanned from April to October 2014 and in the form of public meetings, surveys and one-on-one meetings with community groups and neighborhood stakeholders, homelessness and housing vulnerable service providers, nonprofit housing partners, investor owners, city staff and leadership and many others.

The City's Citizen Participation Plan, revised and approved by the Department of Housing and Urban Development (HUD) in 2011, provides information on how residents, institutions, businesses, and community organizations may participate in the development of the City's Consolidated Plan and outlines strategies to ensure a diversity of residents have the opportunity to participate through a variety of methods. The strategies include email notifications, mailings, public notices, and distribution of information via social services agencies. Additionally, input is sought through other community organizations, such as, the Tomorrow's Neighborhoods Today (TNT) Planning Councils, the Mayor's Citizen Cabinet, F.O.C.U.S. Greater Syracuse and the Better Neighborhoods Bureau. The Citizen Participation Plan ensures the inclusion of residents in the development of the Five-Year Strategic Plan, the annual Action Plan, any amendments to these plans, as well as the Consolidated Annual Performance and Evaluation Report (CAPER). The Citizen Participation Plan also describes the participation of members of the Mayor's Citizens Cabinet and TNT participants.

Following the release of the draft Five-Year Strategic Plan, members of the public are invited to share their comments with the Commissioner of Neighborhood & Business Development independently and in a public meeting setting. These comments are taken into consideration as the final plan is developed. In addition, the City holds a public hearing, which allows the public to directly address the members of the Common Council and share their thoughts and concerns regarding the draft plan.

# Needs Assessment

## NA-05 Overview

While great strides have been made to stem the tide of disinvestment, Syracuse continues to experience the effects of high poverty rates and a substandard housing stock. The following provides an in-depth analysis of the challenges facing both renters and owners by income strata.

## NA-10 Housing Needs Assessment – 24 CFR 91.205 (a.b.c)

### Housing Needs Assessment Demographics

Demographic	Base Year: 2000	Most Recent Year: 2010	% Change
Population	147,306	144,734	-2%
Households	59,568	56,445	-5%
Median Income	\$25,000.00	\$30,891.00	24%

Table 2 - Housing Needs Assessment Demographics

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

### Total Households

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households *	14,595	9,450	10,645	5,375	16,385
Small Family Households *	4,470	3,150	3,680	2,005	7,060
Large Family Households *	1,050	485	770	295	1,150
Household contains at least one person 62-74 years of age	1,625	1,235	1,500	625	2,470
Household contains at least one person age 75 or older	1,110	1,515	1,390	510	1,200
Households with one or more children 6 years old or younger *	3,185	1,585	1,870	915	1,430

\* the highest income category for these family types is >80% HUD-Adjusted Area Median Family Income (HAMFI) Table 3 -

Total Households Table

Data Source: 2006-2010 CHAS

Please see [Appendix B](#) for a citywide map that summarizes the percent of one-person households by census tract and includes Neighborhood Revitalization Strategy Area (NRSA) boundaries.

### Housing Problems Summary

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>										
Substandard Housing - Lacking complete plumbing or kitchen facilities	255	20	95	30	400	0	10	30	0	40
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	60	65	85	10	220	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	245	245	100	0	590	70	0	45	15	130
Housing cost burden greater than 50% of income (and none of the above problems)	8,545	1,260	140	45	9,990	875	805	420	125	2,225
Housing cost burden greater than 30% of income (and none of the above problems)	1,235	3,585	1,695	295	6,810	205	1,035	1,280	530	3,050
Zero/negative Income (and none of the above problems)	1,310	0	0	0	1,310	105	0	0	0	105

Table 4 – Housing Problems Table  
Data Source: 2006-2010 CHAS

### Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, or severe cost burden.

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
<b>NUMBER OF HOUSEHOLDS</b>										
Having 1 or more of four housing problems	9,105	1,595	415	85	11,200	945	820	495	140	2,400
Having none of four housing problems	2,715	5,150	5,740	2,570	16,175	405	1,885	3,995	2,580	8,865
Household has negative income, but none of the other housing problems	1,310	0	0	0	1,310	105	0	0	0	105

Table 5 – Housing Problems 2  
Data Source: 2006-2010 CHAS

### Housing Cost Burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	3,450	1,990	820	6,260	230	530	635	1,395
Large Related	875	315	189	1,379	65	25	125	215
Seniors	1,195	665	265	2,125	620	825	480	1,925
Other	4,740	2,090	650	7,480	215	470	495	1,180
Total need by income	10,260	5,060	1,924	17,244	1,130	1,850	1,735	4,715

Table 6 – Cost Burden > 30%

Data Source: 2006-2010 CHAS

### Housing Cost Burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	3,065	585	25	3,675	205	210	175	590
Large Related	690	145	4	839	55	0	0	55
Seniors	945	110	40	1,095	475	365	145	985
Other	4,190	540	75	4,805	185	235	130	550
Total need by income	8,890	1,380	144	10,414	920	810	450	2,180

Table 7 – Cost Burden > 50%

Data Source: 2006-2010 CHAS

### Housing Overcrowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	290	275	160	10	735	50	0	45	0	95
Multiple, unrelated family households	50	35	15	0	100	20	0	0	15	35
Other, non-family households	0	10	4	0	14	0	0	0	0	0
Total need by income	340	320	179	10	849	70	0	45	15	130

Table 8 – Crowding Information – 1/2

Data Source: 2006-2010 CHAS

### Describe the number and type of single person households in need of housing assistance.

In 1990, 36% of the Syracuse population was described as "Living Alone." By 2010, this percentage has risen to 38% (Source: US Decennial Census). Individuals currently make up 68% of our sheltered homeless community while families represent 32%. Concentrations of one person households (50% or greater) exist in eight census tracts. Three of those eight census tracts are within the Neighborhood Revitalization Strategy Area (NRSA) (see attached map under "Number of Households"). To address this growing demographic, single room occupancy for individuals may be a growing supportive housing need in our community, in particular for adult men who have disabilities and SSI/SSDI incomes.

**The number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault and stalking.**

Families in Emergency Shelters	1,523
Families in transitional living	165
Families in permanent supportive housing	390
Families with mental illness	219
Families with alcohol abuse	61
Families with drug abuse	84
Families with chronic health conditions	5
Families with HIV/AIDS	18
Families with developmental disabilities	49
Families with physical disabilities	121
Families of domestic violence	190

Table 9

Information gathered from the 2013 Annual Homeless Assessment Report (AHAR) report – included in Homeless Management Information System (HMIS)

<b>The numbers below reflect 2013 local domestic violence data gathered from Vera House's Annual Report to the Community</b>	
Adults and children who accessed emergency shelters (in 2 confidential locations) due to domestic violence	414
Adults and children who resided in emergency shelters due to domestic violence	1074

\*It is important to note that Vera House does not enter data into Homeless Management Information System (HMIS), which explains why their number is higher than the Annual Homeless Assessment Report (AHAR) report. The AHAR only relies on self-disclosure.

Table 10

**What are the most common housing problems?**

Of the 56,445 households within the city, 24.0% suffer from at least one severe housing problem. Housing cost burden is by far the most common as 21.6% of all Syracuse households suffer from severe housing cost burden (spending 50% or more of their income on housing). Additionally, 39.1% of all Syracuse households suffer from a cost burden of 30% or greater.

**Are any populations/household types more affected than others by these problems?**

Of the 22,075 suffering from a housing cost burden of 30% or greater, 49.1% have an HUD-Adjusted Area Median Family Income (HAMFI) between 0 - 30%. Of the 12,215 with a severe housing cost burden of 50% or greater, 77.1% have an HAMFI between 0 - 30%. According to 2006 - 2010 CHAS data, there are 14,595 Syracuse households existing within the 0 - 30% HAMFI range, of this 12,904 (or 88.4%) households exist with at least one housing problem or zero/negative income and 10,859 (or 74.4%) exist with a housing cost burden of 30% or greater.

These 14,595 households with a HAMFI range between 0 - 30% are 31% small family households. Of these households, 22% have one or more children six years old or younger and 18% of households contain at least one person 62 or older.

**Describe the characteristics and needs of low income individuals and families with children (especially extremely low income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. (91.205c/91.305c). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance.**

The most prevalent characteristic and need of low income individuals and families who are at imminent risk of losing their housing is their low income and lack of economic resources itself, with 33.6% of residents in Syracuse living at or below the poverty line. Households whose only income is public

assistance, not only find it next to impossible to save up for security deposits, but are unable to find safe affordable housing due to the affordable housing shortage in Syracuse. Support services are needed to assist housing vulnerable individuals and families in navigating through the system in finding housing. Even though service providers have been able to develop networks of reliable landlords who are willing to work with tenants on PA as well as other low income tenants, the demand is much higher.

There is also no security deposit assistance available anywhere for persons on public assistance. The County's Emergency Solutions Grant (ESG) funds are only available to households with a more defined source of income-either employment or some form of social security, whether SSDI or SSI. There are very few landlords willing to take the Security Deposit Agreement from DSS, and without a cash security, people are ending up in shelter while available units go to those with SSI/SSDI or employment.

Other characteristics of low income individuals or families may include domestic violence, substance abuse, being recently released from an institution, (health, mental health, substance abuse or incarceration) evictions, mental health disabilities, unemployment and conflict in the household. Also transportation is a big need along with a lack of jobs and full time employment that pay well enough to support a family. Even low paying jobs are scarce. Frequently people who are employed are underemployed.

Case Management services are needed for those needing referrals to support services such as health, substance abuse, mental health, legal, financial and/or basic conflict resolution services. Housing vulnerable households also have internal barriers that they often have to deal with. Negotiating and advocating can be challenging when their apartments are falling into disrepair, calling the water department to schedule a hearing when they receive a water notice talking to their landlords about how they are going to pay the rent when a payment is late or missing. Prioritizing funds is also all examples of some internal barriers that are characteristic of many households at imminent risk of becoming homeless.

Evictions from unfit properties are also an additional burden especially for individuals receiving public assistance, who have had their homes declared unfit, and a "stop rent" notice has been sent by the Department of Social Security. Landlords evict due to non-payment of rent. It is felt that the lack of jobs (or better paying jobs) and substandard housing (code violations) play an important role with homelessness today.

**If a jurisdiction provides estimates of the at-risk population, it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:**

As evidenced by the data provided, the most at-risk populations are not specific racial or ethnic groups, but rather low income individuals and households. Low income persons experience a higher cost burden for housing and are forced to spend a substantial amount of their income on a place to live, which reduces expendable income on other necessities. Low income households experience the highest number of housing problems such as overcrowding and lack of complete plumbing or kitchen facilities. The low income group being defined is based upon the Department of Housing and Urban Development (HUD) definition of low income households: 50% of the total median income of Onondaga County. This is the result of a concentration of substandard housing that is prevalent within low income areas, specifically within the Neighborhood Revitalization Strategy Areas in the Northeast and Southwest

sections of Syracuse. The data provided is broken down by categories of race and ethnicity. While it is important to note that specific racial/ethnic groups may have a higher proportion of those at-risk of becoming homeless and housing vulnerable, the overall low income population is the most at-risk group in Syracuse. This population will remain the primary population served by the goals and services outlined in this consolidated plan.

The methodology behind these calculations is based upon the number of residents within Syracuse that fall below the 50% median income line. The median income for Onondaga County in 2014 is approximately \$47,400 for an individual and \$67,000 for a four-person household. Any individual or household that is considered below the percentage threshold is considered to be low income. This is the process that Syracuse also uses when analyzing data related to poverty and housing needs.

**Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness.**

<b>Housing Characteristics linked to instability and an increased risk of homelessness</b>			
Conflict in household	983	Loss of job	132
Eviction	587	Criminal activity	118
Lack of sufficient housing	424	Underemployment/low income	100
Substance abuse	390	Substandard housing	87
Release from institution	363	Medical condition	37
Mental health	205	Utility shut off	18
Domestic Violence	213	Mutual agreement/respice	14
Health/safety	175	Loss of public assistance	12
Conflict with guardian	167	Loss of transportation	9
No affordable housing	136	Mortgage foreclosure	7
		Loss of child care	2

Table 11  
Data gathered from the Homeless Housing At Risk Report in Homeless Management Information System (HMIS) in 2013.

***NA-15 Disproportionately Greater Need: Housing Problems – 91/205 (b)(2)***

**Those Earning Between 0%-30% of Area Median Income**

<b>Housing Problems</b>	<b>Has one or more of four housing problems*</b>	<b>Has none of the four housing problems*</b>	<b>Household has no/negative income, but none of the other housing problems*</b>
Jurisdiction as a whole	11,860	1,850	1,120
White	5,880	855	390
Black / African American	4,075	775	435
Asian	550	25	175
American Indian, Alaska Native	164	0	55
Pacific Islander	15	15	15
Hispanic	800	145	55

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 12 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2006-2010 CHAS

### Those Earning Between 30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems*	Has none of the four housing problems*	Household has no/negative income, but none of the other housing problems*
Jurisdiction as a whole	6,895	2,670	0
White	3,805	1,815	0
Black / African American	2,105	625	0
Asian	255	40	0
American Indian, Alaska Native	40	105	0
Pacific Islander	0	0	0
Hispanic	605	69	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 13 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2006-2010 CHAS

### Those Earning Between 50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems*	Has none of the four housing problems*	Household has no/negative income, but none of the other housing problems*
Jurisdiction as a whole	3,675	6,885	0
White	1,990	4,635	0
Black / African American	1,280	1,640	0
Asian	85	210	0
American Indian, Alaska Native	65	120	0
Pacific Islander	0	0	0
Hispanic	190	185	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 14 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2006-2010 CHAS

### Those Earning 80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems*	Has none of the four housing problems*	Household has no/negative income, but none of the other housing problems*
Jurisdiction as a whole	945	4,650	0
White	665	3,305	0
Black / African American	195	900	0
Asian	40	160	0
American Indian, Alaska Native	15	25	0
Pacific Islander	0	0	0
Hispanic	15	180	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 15 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2006-2010 CHAS

### What is the disproportionate need when considering housing problems?

As revealed from the data provided, the number of households with at least one housing problem is significantly higher among low income persons. Each racial category has a greater number of households with at least one housing problem compared to those with none. Therefore, it can be determined that housing needs expand beyond race and can be more broadly defined by income. There are some concerns that stand out among the racial breakdown of housing needs, however. Most notably, minority groups including American Indian and Pacific Islander exhibit a greater need. Among households with 0%-30% of the area median income, all of the 164 American Indian/Alaska Native

households have one or more housing problems. Hispanic and Asian households with at least one housing problem outnumber those with none by more than six times, comparatively. These are alarming numbers that reveal the prevalence of substandard housing among low income groups, especially within minority populations.

The 30%-50% area median income categories show little improvement between households with and without housing problems. Despite a higher level of income in this category, those with housing problems are still considerable and outnumber those with none recorded. The only exception to this is with American Indian/Alaska Natives, in which households with no housing problems are significantly higher, and outnumber those with problems for all households above 30% area median income. This reveals severe disparities between the wealthy and poor that exist in this racial category, based upon housing quality.

## ***NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.205***

### **Those Earning 0%-30% of Area Median Income**

<b>Severe Housing Problems*</b>	<b>Has one or more of four housing problems*</b>	<b>Has none of the four housing problems*</b>	<b>Household has no/negative income, but none of the other housing problems*</b>
Jurisdiction as a whole	10,410	3,295	1,120
White	5,110	1,625	390
Black / African American	3,605	1,240	435
Asian	520	55	175
American Indian, Alaska Native	134	25	55
Pacific Islander	15	15	15
Hispanic	710	234	55

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 16 – Severe Housing Problems 0 - 30% AMI

Data Source: 2006-2010 CHAS

### **Those Earning 30%-50% of Area Median Income**

<b>Severe Housing Problems*</b>	<b>Has one or more of four housing problems*</b>	<b>Has none of the four housing problems*</b>	<b>Household has no/negative income, but none of the other housing problems*</b>
Jurisdiction as a whole	2,505	7,060	0
White	1,290	4,330	0
Black / African American	880	1,850	0
Asian	110	185	0
American Indian, Alaska Native	0	145	0
Pacific Islander	0	0	0
Hispanic	205	470	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 17 – Severe Housing Problems 30 - 50% AMI

Data Source: 2006-2010 CHAS

### Those Earning 50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems*	Has none of the four housing problems*	Household has no/negative income, but none of the other housing problems*
Jurisdiction as a whole	900	9,650	0
White	310	6,315	0
Black / African American	440	2,480	0
Asian	30	265	0
American Indian, Alaska Native	20	165	0
Pacific Islander	0	0	0
Hispanic	60	315	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 18 – Severe Housing Problems 50 - 80% AMI

Data Source: 2006-2010 CHAS

### Those Earning 80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems*	Has none of the four housing problems*	Household has no/negative income, but none of the other housing problems*
Jurisdiction as a whole	160	5,435	0
White	40	3,935	0
Black / African American	50	1,045	0
Asian	40	160	0
American Indian, Alaska Native	0	40	0
Pacific Islander	0	0	0
Hispanic	15	180	0

\*The four housing problems are: 1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4. Cost Burden greater than 30%

Table 69 – Severe Housing Problems 80 - 100% AMI

Data Source: 2006-2010 CHAS

### What is the disproportionate need when considering severe housing problems?

It is important to note that similar to other housing needs, severe housing problems are concentrated among low income households, as opposed to being limited to specific racial or ethnic groups. The data shows that each racial and ethnic category suffers from a greater number of severe housing problems below the 30% area median income level. Within these ‘extremely low income’ groups there are disparities among particular racial groups, including Asian and Hispanic households where severe housing problems outnumber those with none, three to one. The number of severe problems decreases significantly at the 30%-50% area median income level. In every racial category, the number of households with no severe problems is greater than those with one or more. The data provided reveals that deep disparities exist between those households with extremely low-income and the housing they dwell in compared to the low income population that still is well below the area median income. It can be determined that the most severe cases of substandard housing are concentrated among the city’s poorest populations, spanning across various ethnic and racial backgrounds.

## **NA-25 Disproportionately Greater Need: Housing Cost Burdens – 91.205(b)(2)**

### **Housing Cost Burden | Percent of Income Paying for Housing**

<b>Housing Cost Burden</b>	<b>&lt;=30%</b>	<b>30-50%</b>	<b>&gt;50%</b>	<b>No / negative income (not computed)</b>
Jurisdiction as a whole	31,430	10,320	13,055	1,160
White	22,440	6,125	6,520	395
Black / African American	6,235	2,940	4,490	450
Asian	940	310	605	190
American Indian, Alaska Native	380	125	155	55
Pacific Islander	15	0	15	15
Hispanic	1,025	660	935	55

Table 207 – Greater Need: Housing Cost Burdens by AMI

Data Source: 2006-2010 CHAS

### **Discussion:**

The housing cost burden among various racial groups shows similar trends by category, with households below the 30% area median income having the highest numbers for each race that experience housing cost burdens. As the income level shifts to above 30% area median income, the number of households facing this burden significantly declines. Data representing each racial group reveals similar trends, and it is therefore difficult to specify at-risk groups that may be especially vulnerable. White and Black households in particular represent the highest number of those facing housing cost burdens, however these numbers must be considered with the fact that they make up the largest population groups in Syracuse.

Perhaps a larger concern is the overall comparison of households that are above the 50% area median income and those below it. In each racial category the number of households below this threshold is two times the number of those above and considered to be ‘moderate income’ or high income. As noted in other data sets provided, those with extremely low income are the most likely to experience substandard housing and severe housing problems. These groups have the most difficulty finding quality affordable housing for themselves and their families. It is for this reason that extremely low income populations are often unable to find more affordable housing than what they currently dwell in, and even the most affordable housing takes up a large percentage of their total income. Therefore it can be determined that extremely low income groups are the most at-risk among Syracuse residents, as opposed to identifying a specific racial or ethnic group.

## **NA-30 Disproportionately Greater Need: Discussion – 91.205(b)(2)**

**Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?**

Syracuse has been designated by the United States Department of State as a “sanctuary city” for refugees of war, famine and conflict. According to a recent report conducted by the Onondaga Citizens League, this federal designation has led to more than 7,200 foreign born refugees being relocated to Syracuse since 2001. Additionally, each year approximately 850 new refugees are placed in Central New York and

call Syracuse their new home. The largest ethnic groups of those that have resettled include Bhutanese, Burmese, Somali, and Sudanese. These individuals and their families often move to the United States with little to no ability to speak English, and have little knowledge of American culture and way of life. Basic needs and practices such as dialing 911 during an emergency or paying their heating bill are skills that must often be taught. The majority of refugees are low income households, and it can be more difficult to provide opportunities for housing and quality affordable housing due to a number of challenges. Employers may be hesitant to hire refugees due to the language barrier that may exist, and these individuals often have no prior work experience in the United States to reference. Additionally, racial or cultural discrimination may take place with landlords who prefer not to rent properties to foreign-born or non-native residents.

For each of the reasons outlined above, a number of organizations in Syracuse provide services and programs to meet these vital needs and offer the resources that will allow refugees the opportunity to successfully adapt to their new lifestyle. Upon arrival into the United States, each refugee households is assigned a caseworker to teach them basic practices, find them a safe place to live, register them for federal benefits, create an account for utilities, and sign children up for school. Case workers are dedicated to the same refugee households for ninety days. By the end of this time period, refugee families begin to be more independent and have made progress with becoming more comfortable surrounded by a new culture and living in an entirely new place. Often these families require additional assistance after the ninety-day period, and service agencies in Central New York have a limited amount of resources they are able to provide. Despite these challenges, the various agencies and organizations serving these refugee households have made progress with employers and landlords in Syracuse, to establish networks that are willing to hire refugees and welcome them as housing tenants. These partnerships create trustworthy connections and offer the best possible outcome for refugees to find work, establish an income and live in quality affordable housing.

Among those in the refugee community that are the most vulnerable to experiencing cyclical poverty are the seniors individuals that have a limited ability to work and often have the least English speaking-proficiency. New solutions and resources must be provided to serving these individuals that are most at-risk of becoming homeless.

The Hispanic community is also a challenged ethnic group within Syracuse. A limited number of job opportunities, high poverty and high crime in Hispanic-concentrated neighborhoods cause Hispanic populations to make up a significant percentage of the total low income demographic in the city. Specific needs for this ethnic group include a limited ability for many adults to speak or read English, and require translation services to communicate with health care and other service providers, as well as community leaders. This often serves as a challenge for refugees and the majority of other foreign-born individuals and families in Syracuse as well.

**If they have needs not identified above, what are those needs?**

Several members of the refugee and Hispanic communities in Syracuse struggle from a lack of communication with those outside of their ethnic enclaves due to limited English speaking ability. An example of this is the ability to communicate with emergency responders when a fire or accident occurs and they are unable to provide vital information to assist.

Furthermore, limited experience with technology such as computers, telephones and automobiles limits their ability to access employment opportunities or job centers. Refugee communities that are resettled often are unfamiliar to modern technology when they arrive to the United States, and in high poverty Hispanic communities there is limited access to technology. This creates a disadvantage where basic technology skills now play a role in even the lowest-paying jobs.

The regional bus transit system offers a number of routes that travel through refugee- and Hispanic-concentrated neighborhoods in Syracuse; however these individuals often struggle to read and correctly understand when their busses and transfer shuttles will arrive and depart. This leaves city's poorest residents at risk from accessing jobs and income they desperately need. The city's transportation system also has a limited number of available routes that lead to the suburban and outlying areas of Syracuse, where other major commercial and employment centers exist outside of the downtown and University Hill area.

**Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?**

The refugee community in Syracuse is largely concentrated on the North and West sides of the city. The Northside of Syracuse is home to a large number of ethnic enclaves, and is where the various resettlement agencies are located to provide basic services and needs. Refugee households that are established have started to open businesses and develop microenterprises in Northside commercial corridors. The once-famed 'Little Italy' corridor of Syracuse is now lined with African and Asian markets in addition to the traditional Italian restaurants and bakeries that have existed in Syracuse for decades.

The Westside of Syracuse has long been a Hispanic-concentrated area of Syracuse and according to recent census data contains one of the poorest census tracts in New York State. The Near Westside especially suffers from high poverty and crime, which often serve as intimidating factors that limit the number of higher income residents from choosing this neighborhood in which to reside.

Both neighborhoods have suffered from decades of suburbanization and loss of major employers to provide jobs. The Westside was once a major manufacturing center and dozens of abandoned warehouses still remain in the neighborhood. The Northside once served as a leading commercial area with breweries, shops and hundreds of other small businesses. These neighborhoods also contain some of the oldest housing stock in the city, with many homes approaching one hundred years old and have suffered from years of disinvestment. This has resulted in a Northside and Westside neighborhood housing stock that contain many properties unsafe for low income residents and replete with harmful contaminants such as lead and asbestos. Often these homes are among the most affordable real estate in the city, and are attractive options for poor residents who are unaware of the risks of living there. Landlord and property owners often live outside of Syracuse, even beyond New York State in many cases, resulting in a limited level of maintenance and response to poor conditions or code violations despite municipal efforts by Syracuse. Despite these housing conditions, these neighborhoods have high value as ethnic centers due to the strong sense of community that exists between refugee and Hispanic residents. Therefore, the lack of quality, affordable housing in these neighborhoods results in a high percentage of households with multiple housing problems, who choose to live in these residential units regardless of the challenges they face.

## NA-35 Public Housing - 91.205(b)

### Total Public Housing in Use

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers in use	0	35	2,144	3,031	4	2,949	51	0	0

\*includes Non-Seniors Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 218 - Public Housing by Program Type

Data Source: PIC (PIH Information Center)

### Characteristics of Public Housing Residents

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	
Average Annual Income	0	4,446	12,210	12,118	4,313	12,077	9,271	0	
Average length of stay	0	1	7	7	2	7	0	0	
Average Household size	0	1	2	2	1	2	1	0	
# Homeless at admission	0	0	0	0	0	0	0	0	
# of Seniors Program Participants (>62)	0	4	526	421	0	409	7	0	
# of Disabled Families	0	10	594	1,041	1	997	38	0	
# of Families requesting accessibility features	0	35	2,144	3,031	4	2,949	51	0	
# of HIV/AIDS program participants	0	0	0	0	0	0	0	0	
# of DV victims	0	0	0	0	0	0	0	0	

Table 22 - Characteristics of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

**Racial Demographics of Public Housing Residents**

Program Type									
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	0	6	190	256	0	240	16	0	0
Black/African American	0	18	1,397	1,361	2	1,321	25	0	0
Asian	0	11	6	1,406	2	1,380	10	0	0
American Indian/Alaska Native	0	0	542	7	0	7	0	0	0
Pacific Islander	0	0	9	1	0	1	0	0	0
Other	0	0	0	0	0	0	0	0	0

\*includes Non-Seniors Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 239 – Race of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

**Ethnicity of Public Housing Residents**

Program Type									
Ethnicity	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	0	0	370	381	0	379	0	0	0
Not Hispanic	0	35	1,774	2,650	4	2,570	51	0	0

\*includes Non-Seniors Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

Table 2410 – Ethnicity of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

**Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:**

There are long waiting lists for accessible apartments. The Syracuse Housing Authority (SHA) hears from many of the local assistance organizations that there is a greater need than supply. As such, when new development activity comes along SHA is targeting 12-15% of new units as fully accessible. An assessment of SHA residents provides the following of their top needs:

- Grab Bars
- One level family units
- Roll-in showers

**Most immediate needs of residents of Public Housing and Housing Choice voucher holders**

SHA conducted a public housing resident needs assessment, in which the following represent a listing of the top requested needs:

1. Access to adequate transportation
2. Childcare/Youth services (i.e. after school programs, etc.)
3. Access to food/Food Pantry
4. Job Seeking Assistance/Training

5. Recreational/Learning Classes (i.e. exercise, art, money management, computer classes, readings, etc.)
6. GED Programming
7. Drug Prevention and Intervention Programming

From a physical needs assessment, SHA public housing suffers from:

1. Much of the housing stock is over 50 years old – it is becoming necessary for some major renovations for that infrastructure which is located below ground – water and sewer lines especially.
2. For some of the large developments, these are still being heated and domestic hot water heated through some very large institutional boilers which are slowly becoming antiquated.
3. Very dense levels of poverty within the three complexes, containing several hundred units of (597, 477, and 472 units respectively). There is a need to de-densify these developments and bring in mixed-income housing.

**How do these needs compare to the housing needs of the population at large**

In total there are 5,533 subsidized units in Syracuse (including the Department of Housing and Urban Development (HUD) subsidized and Low Income Housing Tax Credit or LIHTC) making up 8.5% of the total number of housing units. According to the 2012 ACS 5-year estimates, 18,411 renters suffer from a cost burden of 30% or more and 5,603 suffer from a severe cost burden of 50% or more. Individuals who cannot find affordable housing options through the above opportunities must find it within the private market.

**NA-40 Homeless Needs Assessment – 91.205(c)**

**Homeless Needs Assessment**

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Unsheltered	Sheltered				
Persons in Households with Adult(s) and Child(ren)	0	92	1,886	1,750	1,850	11
Persons in Households with Only Children	0	0	27	20	27	20
Persons in Households with Only Adults	7	394	3,201	3,000	3,100	21
Chronically Homeless Individuals	0	74	94	20	5	300
Chronically Homeless Families	0	1	4	2	2	90
Veterans	0	22	200	25	175	20
Unaccompanied Child	0	4	165	150	145	130
Persons with HIV	0	3	27	20	18	21

Table 25 - Homeless Needs Assessment  
Data Source: Homeless Management Information System (HMIS)

**Nature and Extent of Homelessness:**

Race or Ethnicity	Sheltered:	Unsheltered (optional)
White	2,540	0
Black or African American	2,785	0
Asian	21	0
American Indian or Alaska Native	82	0
Pacific Islander	23	0
Hispanic	501	0
Not Hispanic	5,341	0

Table 26 - Homeless Needs Assessment

Data Source: Homeless Management Information System (HMIS)

**Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.**

Homeless families with children served in 2013	682
Families of veterans served in 2013	11

Table 27 – Children and Families of Veterans

Data Source: Taken from the 2013 Annual Homeless Assessment Report (AHAR) as reported in Homeless Management Information System (HMIS)

**Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.**

ACS 2009-13 five year estimates also reveals that 51% of Syracuse’s homeless population is Black or African American. The black population by percentage of the total city is 31% showing a higher proportion of homelessness experienced by this population. Furthermore, White and Hispanic populations also experience high rates of homelessness when compared to the jurisdiction as a whole.

**Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.**

**Sheltered Homeless**

Families in Emergency Shelters	1523
Families in transitional living	165
Families in permanent supportive housing	390
Individuals in emergency shelters	2947
Individuals in transitional housing	525
Individuals in permanent supportive housing	925

Table 27

Data taken from the APR included in Homeless Management Information System (HMIS)

**Unsheltered Homeless**

Unsheltered receiving street outreach services (5/1/14 - 11/1/14)	37
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Table 28

Data Source: 2013-14 Year 39 Emergency Solutions Grant Consolidated Annual Performance Evaluation Report (CAPER) Report

## NA-45 Non Homeless Special Needs Assessment – 91.205 (b.d)

### Number of Persons Eligible for HOPWA Assistance

<b>Current HOPWA formula use:</b>	
Cumulative cases of AIDS reported	1,531
Area incidence of AIDS	67
Rate per population	10
Number of new cases prior year (3 years of data)	147
Rate per population (3 years of data)	7
<b>Current HIV surveillance data:</b>	
Number of Persons living with HIV (PLWH)	1,139
Area Prevalence (PLWH per population)	172
Number of new HIV cases reported last year	0

Table 2911 – HOPWA Data

Data Source: CDC HIV Surveillance

### HIV Housing Need

<b>Type of HOPWA Assistance</b>	<b>Estimates of Unmet Need*</b>
Tenant based rental assistance	0
Short-term Rent, Mortgage, and Utility	0
Facility Based Housing (Permanent, short-term or transitional)	52

Table 30 – HIV Housing Need

Data Source: Local data contributed to the content of this table.

### Describe the characteristics of special needs populations in your community:

Special needs populations include persons with physical disabilities, the seniors (including frail seniors), persons with HIV/AIDS and their families, developmentally disabled persons, persons with dual diagnoses, persons with mental health-related disabilities, youth, persons with diagnosable substance use disorders, persons returning from incarceration, refugees, and non-English speaking populations.

### What is the housing and supportive service needs of these populations and how are these needs determined?

Special needs populations, as well as the homeless and housing-vulnerable populations, need affordable housing options to prevent increased homelessness or inappropriate placement in hospitals, nursing homes or rehabilitations centers. A relatively large number of shelter residents become homeless due to a loss of income.

The following are descriptions of the needs by special needs subpopulation:

**Persons with physical disabilities:** Persons with mobility impairments face great difficulty obtaining accessible housing. The lack of accessible, affordable housing options in our community force many to reside in senior housing, rehabilitation centers or nursing homes.

**Persons with Dual Diagnoses:** The treatment, service and residential needs of individuals with co-occurring mental health and substance abuse disorders are often considered the most challenging. Staff and administrators at shelters, correctional and psychiatric facilities report increases in the number of persons with co-occurring disorders. Many in this subpopulation experience high rates of recidivism.

**Youth and the Seniors and Frail Seniors:** There is a need to invest in programs that provide opportunities for life skills training and academic success aimed toward preventing at risk youth from falling victim to criminal activity and a lack of employment/career path. Furthermore, there is an increasing social interaction, access to available resources (such as housing assistance, healthcare networks, etc.) and community engagement among seniors, particularly those who are economically and otherwise isolated from traditional support networks.

**Persons with HIV/AIDs and their Families:** There are currently 1,531 cumulative cases of AIDS and 1,139 persons living with HIV reported in Syracuse, NY.

**Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:**

There are currently 1,531 cumulative cases of AIDS and 1,139 persons living with HIV reported in Syracuse. Beginning in Program Year 39, Syracuse received its first allocation ever of HOPWA funding. This allocation was based on the increase in reported cases of HIV and AIDS in the larger Central New York and Southern Tier catchment area. With the Department of Housing and Urban Development's (HUD) consent, NBD opted to allow the State of New York to administer HOPWA funding and continues to do so. By opting out of the direct administration of HOPWA funds, the Syracuse area will continue to see allocations that far exceed the Syracuse entitlement.

***NA-50 Non-Housing Community Development Needs – 91.215 (f)***

**Describe the jurisdiction's need for Public Facilities:**

Syracuse currently owns community centers located in residential areas and provide vital services to the residents of the neighborhoods in which they are located. The Northeast and Southwest Community Centers are each located within a designated Neighborhood Revitalization Strategy Area (NRSA) and provide various recreational and educational programs for youth and seniors. Other facilities include the Westcott Community Center on the city's eastside, as well as recreational ice skating centers at Meachem Park and Sunnycrest Park.

The Syracuse City School District also contains a high number of schools that are in need of repair and improvements, including several elementary schools and high schools. Several schools date back to the early twentieth century and now have outdated layouts and classroom sizes.

The primary needs related to these assets are upgrades and improvements to these aging facilities that are important community anchors. Currently the ability for services to be successfully administered is being limited by the lack of amenities and space to conduct these program operations, whether for educational or recreational purposes.

**How were these needs determined?**

The need for investment in public facilities is based upon discussions with facility directors and structural inspections of the buildings. An ongoing assessment of needs has been conducted for these community recreation centers. Both community centers owned by the city were first built in the early 1970's while many schools date back even further. There is a difficult balance that exists between using available funding for programs and to benefit residents compared to renovations. In the coming years as these

public facilities continue to age and deteriorate, funding will be needed to address significant repairs that have been delayed or ignored over time.

**Describe the jurisdiction’s need for Public Improvements:**

Syracuse contains a system of water piping and other underground infrastructure that is over 550-miles long. The majority of this infrastructure is approximately one hundred years old and is significantly aged, resulting in a number of water main breaks and disruptions in service delivery and property destruction. This has become a significant expense for the city, due to the resources that must be used in addressing these water main breaks and the damage they cause.

**How were these needs determined?**

Data from the Syracuse Department of Public Works and Water Departments was used to estimate that over 400 water main breaks occurred in 2014, a number that continues to increase each year due to decades of disinvestment in vital infrastructure networks.

Syracuse is working with officials at the state and federal level to receive support to invest in infrastructure for underground piping for water and other utilities that would limit property damage and disruptions in service from water main breaks, while reducing the loss of millions of gallons of water each year from cracked and broken pipes.

**Describe the jurisdiction’s need for Public Services:**

Syracuse contains a high concentration of low income residents that face a number of challenges related to housing, health, nutrition, and educational attainment. For this reason, various nonprofit organizations exist to provide services for the benefit of these individuals and families who have the most significant need.

**How were these needs determined?**

Of the 32,709 children under the age of 18 in Syracuse, an estimated 53% live in households that receive public assistance (SSI, cash public assistance income, SNAP or food stamps, etc.) according to the United States Census Bureau. The overall income for families with children is significantly lower than the overall median income in the city. Furthermore, an examination of 2010 census data for Syracuse revealed that 13% of individuals do not have access to health insurance. The age group of 25-54 was the highest group of uninsured. This data reveals the important role in which public assistance plays on providing vital services to Syracuse residents and the need that still remains.

# MARKET ANALYSIS

## MA-05 Overview

While the Syracuse housing market did not experience the precipitous drop in home values as a result of the recession, housing values remain stagnant. Unemployment rates are relatively stable, but there continues to be a low participation in the labor force compared to other cities. The following Market Analysis demonstrates specific indicators of the Syracuse market condition and identifies areas in need of intervention.

## MA-10 Number of Housing Units – 91.210(a)&(b)(2)

### All residential properties by number of units

Property Type	Number	%
1-unit detached structure	25,699	39%
1-unit, attached structure	1,695	3%
2-4 units	20,881	31%
5-19 units	8,492	13%
20 or more units	9,473	14%
Mobile Home, boat, RV, van, etc	302	0%
<b>Total</b>	<b>66,542</b>	<b>100%</b>

Table 3112 – Residential Properties by Unit Number

Data Source: 2006-2010 ACS

### Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	37	0%	1,618	5%
1 bedroom	424	2%	10,344	31%
2 bedrooms	3,831	16%	11,336	34%
3 or more bedrooms	18,953	82%	9,902	30%
<b>Total</b>	<b>23,245</b>	<b>100%</b>	<b>33,200</b>	<b>100%</b>

Table 32 – Unit Size by Tenure

Data Source: 2006-2010 ACS

### Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

In addition to the 2,144 public housing units that house primarily extremely low income families with children and senior households, the City contains more than 3,000 assisted housing units and an additional 835 units that are restricted to low-income households through tax credit financing. Both types of housing provide affordable housing developed by private entities. Assisted housing is defined as housing built by private developers that continue to have a contractual relationship with HUD to keep the units affordable to low-income renters. The inventory of assisted and tax credit-funded housing units are scattered throughout the city and are the result of a patchwork of federal and state mortgage subsidy programs as well as tax credit-funded projects.

Of the assisted housing inventory, roughly 55 percent are appropriate for families to reside in while the balance is primarily senior housing or for those with disabilities. Of the family-sized units, 85 percent are restricted to low-income households earning 80 percent of the area median income (AMI) or less. Of the remaining 15 percent of the assisted family units, 13 percent are for moderate income renters (232 units

in Madison Towers) and two percent are reserved for very low-income households (35 units in the Leonard Apartments).

Exclusive of the family sized units are 1,392 units reserved for seniors and those with disabilities making up 45 percent of the city's total assisted housing inventory. These are projects developed under the federal Section 202 program, the majority of which were developed and are currently owned and managed by Christopher Community.

Preserving the affordability of the assisted housing stock is a nationwide challenge due to the fact that the federal government has discontinued most of the mortgage subsidy programs upon which their affordability were based. In lieu of these assisted housing programs, tax credit financed developments have been the primary vehicle for the creation of new affordable rental housing. Within the city, there are 18 tax credit financed projects containing 835 units. Each of these units are affordable to households earning 60 percent of AMI or less. Many of these tax credit-funded units carry with them Section 8 subsidies ensuring that households pay no more than 30 percent of their gross income on rent.

The primary developers, owners and managers of the city's assisted and tax credit-funded housing stock is through three locally-based entities: Christopher Community, Housing Visions Unlimited and the Syracuse Housing Authority, which has only recently entered the tax credit housing market apart from their public housing inventory. Conifer Realty is another large player in this market in their recent development of four of the nine former Eljay properties providing over 100 affordable housing units in multi-family type settings. For a full list of the assisted housing inventory, please refer to Figure \_\_\_.

Going forward, the City intends to support the development of additional assisted housing through the Low Income Housing Tax Credit (LIHTC) program with the goal of adding approximately 100 units a year. However, emphasis will be placed on locating these developments in economically stable areas throughout the city in an effort to provide a broader array of affordable housing opportunities and to ensure the development of mixed-income neighborhoods.

**Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.**

Since the Five-Year Consolidated Plan (2010-2014), several assisted housing projects that provided affordable housing to low-income renters were lost due to expirations of their regulatory contracts or property demolition. These include Townsend Towers, Harrison House, Kennedy Square and Cherry Hill. However, there is no expectation that affordable housing units will be lost from the inventory due to the expiration of Section 8 contracts over the course of this Five-Year Plan. The loss of any otherwise affordable units is expected to be nominal.

**Does the availability of housing units meet the needs of the population?**

There is a need for an increase in the amount of affordable rental units that are accessible to the physically disabled. The need is greatest for those earning between 0 – 30% AMI. Projects funded that include a larger number of accessible units will be given priority in order to assist in the increase of available accessible and affordable units.

**Describe the need for specific types of housing:**

The availability of affordable rental housing units does not meet the current needs of the low income population. The population of small related and single-person renters are often composed of a single wage earner or the seniors on fixed incomes; therefore they are typically cost burdened with over 50% of their income going toward housing costs. An increase of affordable, quality units is needed to meet the needs of this population. There is also a need for larger, affordable units to meet the needs of larger related households. Typically these types of households live in overcrowded units of more than one person per room. Rental units with three or more bedrooms are scarce within the city making it difficult for larger families to find adequate housing.

**MA-15 Housing Market Analysis: Cost of Housing - 91.210(a)**

**Cost of Housing**

	Base Year: 2000	Most Recent Year: 2010	% Change
Median Home Value	67,900	83,400	23%
Median Contract Rent	430	539	25%

Table 3313 – Cost of Housing

Data Source: 2000 Census (Base Year), 2006-2010 ACS (Most Recent Year)

Rent Paid	Number	Percent
Less than \$500	14,024	42.2%
\$500-999	17,249	52.0%
\$1,000-1,499	1,327	4.0%
\$1,500-1,999	376	1.1%
\$2,000 or more	224	0.7%
<b>Total</b>	<b>33,200</b>	<b>100.0%</b>

Table 34 - Rent Paid

Data Source: 2006-2010 ACS

**Housing Affordability**

% Units affordable to Households Earning:	Renter	Owner
30% HAMFI	3,875	No Data
50% HAMFI	14,540	4,075
80% HAMFI	27,440	8,810
100% HAMFI	No Data	11,459
<b>Total</b>	<b>45,855</b>	<b>24,344</b>

Table 35 – Housing Affordability

Data Source: 2006-2010 CHAS

**Monthly Rent**

Monthly Rent (\$)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	549	613	784	1,029	1,129
High HOME Rent	606	626	784	1,029	1,129
Low HOME Rent	583	625	750	866	966

Table 36 – Monthly Rent

Data Source: The Department of Housing and Urban Development (HUD) Fair Market Rent (FMR) and HOME Rents

**Is there sufficient housing for households at all income levels?**

There is a significant lack of quality, affordable rental housing for households earning 0-30% and 30-50% AMI. The primary source of housing for these households is either in public housing or in private, unsubsidized market rate housing. Due to market forces such as an oversupply of housing units, low property values, and high poverty rates, much of the affordable market rate rental housing stock is substandard.

**How is affordability of housing likely to change considering changes to home values and/or rents?**

The Syracuse housing market is tightening in two significant ways: first, the advent of the Syracuse Land Bank and the resulting increase in tax foreclosures, many substandard rental properties are being taken offline, reducing the number of available affordable, substandard, housing units being occupied by this very low-income strata. At the same time, the City has instituted a number of regulatory measures that demand more responsible property ownership and management, which may have the unintended impact of reducing the supply of affordable, yet substandard housing.

**How do HOME rents / Fair Market Rents (FMR) compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?**

HOME and FMR rents are typically on par with the Area Median Rent, but both are too low to spur investment or provide incentives for adequate property maintenance and management. This makes pursuing affordable market rate development extremely difficult even where construction costs are subsidized. The high costs of operating affordable rental property coupled with low rent structures inhibits the production and long-term management of affordable housing rental projects.

**MA-20 Housing Market Analysis: Condition of Housing – 91.210(a)**

After an initial exterior inspection of more than 1,800 vacant properties, Syracuse’s Division of Code Enforcement (DOCE) concluded that 1,192 of the above had exterior violations and therefore qualified for the City’s Vacant Property Registry (VPR) Program.

The City is utilizing the VPR to identify demolition candidates based upon periodic inspections, photographs, and inspector’s assessment of vacant structures to determine a property condition score. Properties scored “1 – Worst” have been flagged as demolition candidates. These "1's" and their following criteria would be considered properties of "substandard condition" and grades "2" through "5" would be considered substandard condition but suitable for rehabilitation."

**Condition of Units**

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	6,188	27%	17,357	52%
With two selected Conditions	92	0%	775	2%
With three selected Conditions	0	0%	76	0%
With four selected Conditions	0	0%	34	0%
No selected Conditions	16,965	73%	14,958	45%
<b>Total</b>	<b>23,245</b>	<b>100%</b>	<b>33,200</b>	<b>99%</b>

Table 3714 - Condition of Units  
Data Source: 2006-2010 ACS

**Year Unit Built**

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	208	1%	679	2%
1980-1999	745	3%	2,935	9%
1950-1979	6,147	26%	12,204	37%
Before 1950	16,145	69%	17,382	52%
<b>Total</b>	<b>23,245</b>	<b>99%</b>	<b>33,200</b>	<b>100%</b>

Table 38 – Year Unit Built  
Data Source: 2006-2010 CHAS

**Risk of Lead-Based Paint Hazard**

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	22,292	96%	29,586	89%
Housing Units build before 1980 with children present	415	2%	5,830	18%

Table 39 – Risk of Lead-Based Paint

Data Source: 2006-2010 ACS (Total Units) 2006-2010 CHAS (Units with Children present)

**Vacant Units**

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	2,979	139	3,118
Abandoned Vacant Units	2,431	134	2,565
REO Properties	0	0	0
Abandoned REO Properties	0	0	0

Table 40 - Vacant Units

Data Source: City of Syracuse Division of Code Enforcement Records

**Need for Owner and Rental Rehabilitation**

More than half of all rental units suffer from at least one physical detriment threatening its habitability compared to just over a quarter of owner-occupied units. Also, 95% of all owner-occupied homes were built before 1980; the same is true for 89% of rental occupied units. This indicates high risk of lead-based paint hazards in both owner-occupied and rental housing. The slow growth in home equity in Syracuse is often the result of deferred maintenance over many years, making accessing affordable home improvement financing very difficult.

**Estimated Number of Housing Units Occupied by Low or Moderate Income Families with (Lead Based Paint) Hazards**

According to the 2010 US Census, 92% (60,162) of Syracuse housing units were built prior to 1978 (before the formal ban of lead based paint), making them high risk for Lead-Based Paint Poisoning. Furthermore, over 33.6% of the Syracuse’s population is below the national poverty level, including 48.8% poverty rate for children. In 2013, 12,115 children were age six or younger. Of this population, 6,090 (50%) were tested for lead poisoning. One hundred and sixty-one children tested equal to or greater than 10ug/dl and 842 children had and Elevated Blood Lead Level (EBL). If all children six or under were tested, it is expected that a total of at least 320 children would be adversely affected by this health hazard.

A combination of the pre-1978 deteriorated housing stock (92%), the poverty rate (48.8% of children), unemployment rate (11.4%), number of children tested and untested (50%), minority (38.9%) and immigrant population (27.9%) express the need to assist the most vulnerable members of our community and drive the desire for focused lead remediation funding.

Within the City’s Neighborhood Revitalization Strategy Area (NRSA), a Department of Housing and Urban Development-approved area of slum and blight and characterized by low median incomes, there are 15,166 residential properties built before 1978. Of those, 13,761 or 91% of properties are currently occupied. This number shows the substantial number of properties that are likely to contain lead based paint, despite the Lead Based Paint Poisoning Prevention Act became federal law more than 35 years ago.

## MA-25 Public and Assisted Housing - 91.210(b)

### Total Number of Units

Program Type	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project-based	Tenant-based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled*
# of units vouchers available from IDIS	0	33	2,319	3,431	12	3,419	515	0	0
# of units vouchers available from SHA	0	60	2,340	3,846	57	3,789	135	0	0
# of accessible units	0	0	237	n/a**	0	n/a**	n/a**	0	0

\*includes Non-Seniors Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition

\*\*Vouchers are distributed to tenants of private landlords and the Syracuse Housing Authority does not currently track.

Table 41 - Total Number of Units by Program Type

Data Source: PIC (PIH Information Center) and the Syracuse Housing Authority

### Describe the supply of public housing developments:

There are very few three, four, and five bedroom apartments in the overall stock of public housing in Syracuse. These developments were built at a time for work-force housing and starting families, and also did not have the person/bedroom requirements that the Department of Housing and Urban Development (HUD) now has for overcrowding.

On a per capita basis, Syracuse has a large supply of public housing. But for a city in which poverty has become concentrated, and with the transiency of lower-income people seeking places with high services and possible housing options, Syracuse Housing Authority has found their waiting lists growing to levels where families will reside on the list on average for two years, and up to six years or more for four and five bedroom apartments.

### Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

Syracuse Housing Authority possesses seven multi-unit structures and performs asset management duties to ensure each of these buildings are safe and up to code. . These include some densely populated family developments and eight high rise buildings (from seven to 22 stories tall). Some of these high rise buildings are central parts of family developments.

The developments are located primarily on the near south and near west sides of Syracuse, with pockets of units elsewhere. These units have undergone modernization and updates over the years and have had some energy efficiency upgrades. However, more capital work is necessary in order to keep all developments viable for the long term.

**Public Housing Condition**

Public Housing Development	Average Inspection Score
Pioneer Homes (NY001000070)	95
Central Village/McKinney (NY001000071)	96
Toomey Abbott Tower (NY001000072)	93
James Geddes (NY001000073)	99
Vinette/Fahey (NY001000074)	98
Benderson/Scattered Sites (NY001000075)	99
Ross Towers (NY001000077)	95

Table 42 – Public Housing Condition  
Data Source: Syracuse Housing Authority

**Describe the restoration and revitalization needs of public housing units in the jurisdiction:**

Much of the public housing stock is over 50 years old and it is becoming necessary for some major renovations for that infrastructure which is located below ground, particularly with water and sewer lines. Some of the larger developments are still being heated through some very large institutional boilers which are becoming antiquated and are in need of replacement.

Currently a high level of density exists within several Syracuse Housing Authority properties. There is a need to de-densify these developments and bring in mixed-income housing.

**Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:**

Syracuse Housing Authority has explored ways in which to improve the economic, self-sufficiency, and educational lives of all resident families. Numerous developments have programs through local partners which focus on education, health, financial self-sufficiency, and jobs training. SHA continues to seek grants from the Department of Housing and Urban Development (HUD) and from outside grantees to fund these programs.

***MA-30 Homeless Facilities and Services – 91.210(c)***

**Facilities and Housing Targeted to Homeless Households**

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	103	150	98	368	50
Households with Only Adults	354	20	275	862	31
Chronically Homeless Households	0	0	0	160	31
Veterans	0	0	24	130	0
Unaccompanied Youth	15	5	28	0	0

Table 43 - Facilities and Housing Targeted to Homeless Households  
Data Source: Homeless Management Information System (HMIS) Housing Inventory Chart included in HMIS

**Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons**

As part of the assessment process, the homeless programs include evaluations of client health, mental health and employment readiness. These assessments assist individuals in identifying behavioral health issues, substance abuse and mental health issues that may be barriers to employment. Where needed, individuals are connected to health services of their choice. If they already have a primary care provider, it is encouraged to continue to foster the ongoing relationship between themselves and the providers that they have already grown accustomed to seeing.

Healthcare services for the vulnerable populations are provided through the newly created healthy homes and the managed care insurance companies operating with Medicaid funding. People with disabilities who need assistance in managing their medical care have access to care coordinators who connect them with community-based services and support so they can maintain independent living in the community.

There are also several free or sliding scale medical clinics staffed by volunteer doctors available to those without health insurance such as Amaus Clinic at the Cathedral, Poverello Health Services at Franciscan Ministries, Syracuse Community Health Center's locations on South Salina Street and in the South, East and West end of Syracuse.

Mental Health services are provided by the local community-based organizations such as Access CNY (formally known as Transitional Living Services), Onondaga Case Management, CNY Services, Syracuse Behavioral Healthcare, and institutional care such as Hutchings, CPEP at St. Joseph's Hospital, SUNY Upstate Adult Psychiatry Clinic, as well as and several community-based mental health clinics, including clinics at Brownell and ARISE. Through case management and support services homeless and/or housing vulnerable individuals can use these services for ongoing/recurrent health and behavioral health issues.

Employment services are often received directly at the program to support homeless/housing vulnerable clients. Job development and training strategies are focused on people who are experiencing or are most at risk of homelessness. Common barriers to entering the workforce often are transportation, childcare, child support, domestic violence history, criminal justice history, lack of experience and age. Services needed often include job readiness, assisting with the job search, creating resumes, interviewing skills and assisting with transportation barriers. Housing programs work collaboratively with community resources, often referring clients to Central New York Works, Parent Success Initiative, Green Jobs New York and the Department of Social Service Jobs Plus Program. Syracuse Behavioral Healthcare has a "KEYS to Employment and Economic Stability" program which prepares homeless individuals residing in the SBHC supportive housing units for employment and assists in reaching educational goals.

Employment services for persons with disabilities are provided by the CNY Works and ACCES VR. CNY Works' Disability Navigator which helps people with disabilities in resume writing, locating job leads, interviewing and job readiness skills. ACCES VR provides specialized vocation-rehabilitation services to anyone with a disability who is seeking employment. Vocational Rehabilitation counselors at ACCES VR are assigned to each participant to provide supports in reaching individual employment goals through supportive employment or direct placement with local employers. Community-based organizations such as ARISE, Access CNY, and several others work with ACCES VR to place participants in jobs and provide job coaching and other support to make their employment successful. Supported employment is a paid and competitive employment with ongoing support for individuals with high needs.

**List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.**

**Catholic Charities**

Homeless Shelter for Men – emergency shelter for men over the age of 24

Dorothy Day House – emergency shelter for women and children

**In My Fathers Kitchen:**

Under the Bridge Street Outreach - a street outreach program to homeless individuals living under the bridges in Syracuse.

**Greater Syracuse Tenants Network:**

Homeless Prevention for Housing Vulnerable Tenants – provides counseling, information, case management and referrals to tenants facing homelessness.

**Hiscock Legal Aid Society:**

Homeless Prevention Legal Services – Addressing the problems of the homeless or persons at risk of homelessness by providing legal assistance for individuals and families living in low-income rental housing who are facing eviction, illegal lockouts and other housing problems, particularly those related to sub-standard housing conditions that put one at-risk of homelessness.

**Housing Visions (in collaboration with the local Veterans Administration):**

Van Keuren Square – offers affordable housing to veterans (50 units)

**InterFaith Works:**

Housing Stabilization & Case Management – provides homeless prevention services to refugees requiring assistance or case management services to address barriers to retaining and securing safe housing.

**Liberty Resources Inc.:**

DePalmer House - offering rapid re-housing and support services to persons living with HIV/AIDS.

**Northeast Community Center:**

Basic Needs Assistance/Financial Management - provides emergency rental assistance and comprehensive referral and money management services to homeless or at-risk of homelessness individuals or families.

**The Salvation Army:**

Transitional Apartment and Parenting Center (TAPC) – provides rapid re-housing services and support to homeless pregnant and parenting youth (and their infants) ages 16-21.

Barnabas Transitional Living Program – provides rapid re-housing and support to homeless youth ages 16-25 who live at the program or in the nearby community.

Housing Assistance and Life Skills Education (HALE) Program – offers financial assistance to employed homeless individuals and families who are transitioning from shelters into permanent housing. Services may include rent subsidies, independent living skills training, linkages to mainstream community resources and other basic needs services.

Booth House - Emergency Shelter for 13-17 years old

Barnabas Shelter - Emergency Housing for 18-24 years old

Women's Shelter - Women's shelter serving women with mental health disabilities

Emergency Family Shelter - serving families of all kinds, from single mothers to married couples to single women

**The Rescue Mission:**

Men's Shelter - serving men only

**Vera House:**

Emergency sheltering services - to women and men in domestic violence crisis and their children

**YMCA:**

Men's Residence - provides homeless prevention and support services to homeless men

**YWCA:**

Women's Program – provides rapid re-housing and supportive case management services to homeless women.

**MA-35 Special Needs Facilities and Services – 91.210(d)**

**HOPWA Assistance Baseline Table**

Type of HOPWA Assistance	Number of Units Designated or Available for People with HIV/AIDS and their families
TBRA	128
PH in facilities	0
STRMU	15
ST or TH facilities	41
PH placement	0

Table 44 – HOPWA Assistance Baseline

Data Source: HOPWA Project Sponsor/Sub-recipient Reporting Form

**Including seniors, frail seniors, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addictions, persons with HIV/AIDS and their families, public housing residents and any other categories the jurisdiction may specify, and describe their supportive housing needs**

One of the biggest housing needs that seniors and persons with disabilities face in their homes and apartments is the lack of accessibility such as the stairs to get into homes and stairs throughout their homes, narrow doorways to bathrooms, lack of floor clearances for walkers and wheelchairs and lack of grab bars. Falls resulting from this lack of access are one of the major causes of hospitalization of seniors and consequently long term institutionalization which often comes at a much greater expense to Medicaid than providing care at home. This issue has become significant in recent years due to the increase in aging population and people living longer. Frail seniors often experience many complex needs that come with aging, in addition to accessible and affordable housing. Some of these needs are personal care and housekeeping assistance, care coordination, access to medicine and medical appointment transportation and management, shopping and social opportunities.

Need for more accessible, affordable housing: Long Waiting Lists & Age Restriction

Syracuse has a very limited supply of affordable and supportive housing options available to persons with disabilities in our community. Although there are several facilities with housing units designated for special needs populations, most of those facilities have very long waiting lists which are unable to meet the growing need and further limited and/or segregated by age restrictions. Furthermore, NYS is moving away

from developing and paying for group homes for persons with disabilities. This further elongates waiting lists for the same accessible and affordable units in our community.

#### Need for accessible, affordable housing without income limits

Syracuse has been able to develop a number of accessible and affordable units with the NYS Low Income Housing Tax Credit (LIHTC) Program. However, the majority of those units require minimum incomes which prices out most people with disabilities who are below 30% of AMI and who rely on SSI benefits. Currently, Syracuse Housing Authority's Section 8 waiting list has been closed due to the overwhelming demand for subsidies and administrative cuts from HUD. This has impacted and increased the city's homeless population.

#### Need for supportive housing services for People living with HIV/AIDS (PLWHA) and Housing Vulnerable suffering from co-occurring disorders

Persons living with HIV/AIDS (PLWHA) often have histories of substance abuse, mental health issues, unemployment, chronic medical problems, financial difficulties, legal issues, a history of homelessness and lack of proper nutrition education. Without support services to ensure appropriate treatment is received along with ongoing treatment adherence, PLWHA would not have their many needs met and would continue to remain housing vulnerable.

Many homeless or housing vulnerable individuals suffer from complex co-occurring disorders and are faced with multiple barriers that prevent a successful transition into permanent housing. A large number of these individuals experience substance abuse and mental illness. It is important to have essential support services in place to properly treat their co-occurring disorders when they transition into permanent housing. It is common for individuals to end treatment and necessary medication therapy needed to treat their mental health issues and then suffer a relapse in symptoms.

Supportive housing services provide supportive housing units and support services with different level of care to people with substance abuse and mental health disabilities. However, the Shelter Plus Care program has not received additional funding for rental assistance for the last five years. That program was critical in supplying long term rental assistance to individuals with mental health disabilities and combating homelessness in our community.

#### **Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing**

The local Discharge Planning Committee (DPC) actively collaborates with institutional care providers and monitors discharge outcomes. The Continuum of Care (CoC) has contributed to the development of OnCare, a system of care for youth with serious emotional and behavior problems. The DPC members participate in monthly OnCare meetings. OnCare operates ACCESS, a multi-disciplinary team involving mental health, Juvenile Justice, Children's Division Child Welfare staff, and Parent Partners. ACCESS locates services and safe housing for participants.

A variety of initiatives have been developed to assist in preventing homelessness whenever possible. Specifically, "in-reach coordination" occurs when Health Home Case Managers visit area inpatient mental health and chemical dependency units on a weekly basis to engage and assist with the discharge planning prior to discharge and connect those in need to appropriate support services. In-reach case managers also connect with people who are going to court for discharge despite not having a place to live. The DPC

partners with NYS Department of Correction and Community Supervision (DOCCS) to address barriers to parolees accessing housing. Cross-system strategic planning meetings are held for high-need individuals. Individualized plans are developed for high risk parolees. The Discharge Planning Committee (DPC) also has collaborative relationships with key staff at various area hospitals. The DPC chairman assists with plans of difficult discharges for clients with co-morbid conditions and behavioral health issues. Lastly, the county and state funds fifty case management positions to assist youth in transitioning out of the foster care system.

**Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e)**

In the coming year, the City plans to provide funding and technical assistance resources to agencies that align with the priority goals of increasing household wealth, removing barriers to housing, engaging the seniors, and creating sustainable housing. In 2015, funded agencies that will assist in addressing housing vulnerable populations include the ARISE Housing Referral and Advocacy Program and Home Access Program (HRAP and HAP) as well as Covenant Housing's Referral Program, all of which assist individuals with disabilities. Welch Terrace will also continue to provide housing for at-risk individuals and families, and provide services to assist them which will receive Community Development Block Grant (CDBG) funding in 2015. InterFaith Works and their Center for New Americans will receive assistance to serve refugees with resettlement and education to become acclimated to the United States and work to meet basic needs such as housing, clothing, food, and utilities for these households. Catholic Charities will provide relocation services for Syracuse residents that will be moving from substandard housing to improved living conditions. Each of these programs are vital to accomplishing the City's goals to assist vulnerable populations who are not experiencing homelessness but may be at-risk.

**For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2))**

Syracuse will use Community Development Block Grant (CDBG) funds to assist in the provision of beneficial education and counseling services, such as the Home Ownership Center and Down Payment and Closing Cost assistance through Home Headquarters, as well as structural repairs to homes through the SHARP and Urgent Care programs. Syracuse Model Neighborhood Corporation (SMNC) will also provide rehabilitation of affordable rental properties, while neighborhood revitalization efforts will be undertaken by Jubilee Homes and the Northeast Hawley Development Association (NEHDA). Empire Housing will renovate multiple housing structures to create affordable rental properties. Furthermore, the Department of Neighborhood and Business Development will provide assistance loans to various rehabilitation, new construction, and demolition projects that occur in Syracuse in 2015.

## ***MA-40 Barriers to Affordable Housing - 91.210(e)***

### **Describe the negative effects of public policies on affordable housing and residential investment.**

Several barriers have been identified within Syracuse that impact on the ability of individuals to obtain affordable housing.

#### **Building Codes**

Syracuse's amended Property Conservation Code is designed to insure that residential and non-residential properties are safe and habitable. While theoretically, it is more expensive to provide safe and habitable housing than not, the Code is a needed protection. In some areas, amendments have been made to the Code that will add to the cost of housing, particularly with regard to room and board type housing. These amendments were designed to upgrade the quality of life for the residents of this housing; therefore the additional costs are justified. With any additional amendments that would add to the cost of housing, consideration will be given as to whether the added protections merit the added costs.

The Syracuse Division of Code Enforcement is also responsible for enforcing the New York State Uniform Building and Fire Code. This Code places many additional restrictions, principally on newly constructed or substantially rehabilitated properties. Many of these restrictions do add considerably to the cost of housing, and may, in fact, impede its development. Although waivers to the State Uniform Building and Fire Code are possible, the waiver process is not administered by Department of Neighborhood and Business Development and may not always be responsive to City residents' needs for affordable housing. Since the State Code appears to be more appropriate to new construction, Syracuse has participated in efforts to amend the Code to make it more flexible with regard to substantial rehabilitation and conversions. Revisions to the NYS Uniform Building and Fire Code were drafted and taken to public hearing in 1993. Since then, there have been substantive changes to the revised Code and an amended version has been enacted.

In January 2003, once again the new Residential Code of New York State was adopted by the New York State Fire Prevention and Building Code Council. The City worked closely with the State representatives to identify and eliminate past impediments to cost effective rehabilitation of existing commercial structures. These new changes can reduce a construction budget by approximately one-half million dollars, which amounts to a substantial savings to a potential developer of a commercial property. However, in most cases, a sprinkler system will be required in lieu of the eliminated past impediments. This new code contains prescriptive material on all elements of residential construction, including foundations, walls, floors, roofs, plumbing, mechanical, electrical and energy. It will be much easier to use than the current code, both for the builder and the Code Enforcement Official.

Code enforcement efforts that result in citations may impact negatively on the ability of landlords to offer housing at affordable rates. However, the benefits of this activity far outweigh the negative impact.

#### **Permit Fees/Zoning**

Although permit fees have increased somewhat over recent years, they are not seen as a significant impediment to affordable housing. The purpose of any increase was to shift the cost of inspections and plan review away from the taxpayer and toward the developer. Similarly, local zoning regulations are not seen as a barrier to affordable housing development.

*Accessibility Issues of Persons with Physical Disabilities*

In January 2003, the Syracuse Common Council adopted Resolution No. 3-R, a non-binding resolution with the intent to address accessibility issues of person with physical disabilities. Resolution 3-R calls for the Commissioner of Neighborhood and Business Development to draw up design guidelines for housing agencies receiving program funds for construction of new one- and two-family residences to make these homes accessible to visitors who have physical disabilities. These guidelines will require that all new one- and two-family homes have exterior entrances of 36” in width and throughout the first floor habitable space areas, as well as a handicapped accessible bathroom on the first floor of each structure. As a result of Resolution 3-R, there will be additional costs associated with equipping the first floor with a handicapped accessible bathroom and handicapped accessible exterior entrances as well as handicap accessible spaces within the first floor living area.

**Fair Housing**

As part of this Consolidated Plan, the recently completed **2014 Analysis of Impediments to Fair Housing: Syracuse and Onondaga County, NY** provides examples of more historical public policy efforts, the negative effects of which still pose challenges to accessing affordable housing today.

**MA-45 Non-Housing Community Development Assets – 91.215 (f)**

**Economic Development Market Analysis Business Activity**

<b>Business by Sector</b>	<b>Number of Workers</b>	<b>Number of Jobs</b>	<b>Share of Workers %</b>	<b>Share of Jobs %</b>	<b>Jobs less workers %</b>
Agriculture, Mining, Oil & Gas Extraction	87	1	0	0	0
Arts, Entertainment, Accommodations	5,327	7,017	14	10	-4
Construction	1,287	2,116	3	3	0
Education and Health Care Services	12,028	28,548	31	42	11
Finance, Insurance, and Real Estate	2,933	6,701	7	10	3
Information	891	1,591	2	2	0
Manufacturing	3,242	2,832	8	4	-4
Other Services	1,821	2,585	5	4	-1
Professional, Scientific, Management Services	2,818	6,749	7	10	3
Public Administration	73	1	0	0	0
Retail Trade	5,470	6,617	14	10	-4
Transportation and Warehousing	1,433	794	4	1	-3
Wholesale Trade	1,711	2,270	4	3	-1
<b>Total</b>	<b>39,121</b>	<b>67,822</b>	<b>--</b>	<b>--</b>	<b>--</b>

Table 45 - Business Activity

Data Source: 2006-2010 ACS (Workers), 2010 Longitudinal Employer-Household Dynamics (Jobs)

## Labor Force

Total Population in the Civilian Labor Force	66,143
Civilian Employed Population 16 years and over	59,410
Unemployment Rate	10.18
Unemployment Rate for Ages 16-24	19.88
Unemployment Rate for Ages 25-65	5.73

Occupations by Sector	Number of People
Management, business and financial	11,362
Farming, fisheries and forestry occupations	2,957
Service	8,589
Sales and office	9,725
Construction, extraction, maintenance and repair	3,760
Production, transportation and material moving	3,148

Table 46 & 47 – Occupations by Sector

Data Source: 2006-2010 ACS

## Travel Time

Travel Time	Number	Percentage
< 30 Minutes	48,559	87%
30-59 Minutes	5,763	10%
60 or More Minutes	1,491	3%
<b>Total</b>	<b>55,813</b>	<b>100%</b>

Table 48 - Travel Time

Data Source: 2006-2010 ACS

## Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	4,932	944	5,720
High school graduate (includes equivalency)	11,642	1,188	5,990
Some college or Associate's degree	13,669	1,272	4,578
Bachelor's degree or higher	14,893	514	2,972

Table 49 - Educational Attainment by Employment Status

Data Source: 2006-2010 ACS

## Educational Attainment by Age

	Age				
	18-24 yrs	25-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Less than 9th grade	288	631	767	1,991	2,189
9th to 12th grade, no diploma	3,272	2,341	2,534	3,332	2,472
High school graduate, GED, or alternative	5,749	4,649	4,985	9,206	5,071
Some college, no degree	12,838	3,811	3,278	5,847	2,027
Associate's degree	895	2,145	1,515	2,930	553
Bachelor's degree	3,268	4,718	1,922	4,097	1,424
Graduate or professional degree	237	2,750	1,496	3,444	1,587

Table 50 - Educational Attainment by Age

Data Source: 2006-2010 ACS

## Educational Attainment - Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	16,158
High school graduate (includes equivalency)	22,263
Some college or Associate's degree	28,349
Bachelor's degree	36,400
Graduate or professional degree	46,379

Table 51 – Median Earnings in the Past 12 Months

Data Source: 2006-2010 ACS

**Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?**

The leading employment industries in Syracuse are primarily the healthcare and education sectors. Anchored by three universities and five major medical centers, Syracuse serves as the leading employment center and home to the largest concentration of jobs in the Central New York region. Of the region's top five private employers, four are located within the city Syracuse and related to health and education: the Upstate University Health System, Syracuse University, St. Joseph's Hospital and Crouse Hospital. These hospitals and universities have become neighborhood anchors to the surrounding communities, with several nearby low income areas benefiting from available jobs and other economic activity.

Retail trade is also a primary job sector with several commercial centers in Syracuse ranging from the downtown area, with various shops, boutiques and services, to the neighborhood commercial corridors that provide services and retail needs to residents who live nearby. Among the largest retail employers is the 2.4 million square foot Destiny USA shopping mall. These retail centers border several low income neighborhoods and provide employment to a large number of city residents, and therefore play a major role in the region's local economy.

Other major employment sectors include professional, scientific and technical services that make up a large number of jobs in the city. Financial and insurance firms such as AXA Equitable Insurance and locally-based POMCO Insurance serve as major employers in Syracuse in these job areas.

Syracuse also has long history as a thriving manufacturing center, and these manufacturing jobs still make up a significant employment base of the local economy. Throughout the United States over time the dominance of the manufacturing industry has given way to service industries, and while Syracuse has been no exception to this, new growth service based sectors and environmental industries offer a positive outlook on the future of the local economy.

**Describe the workforce and infrastructure needs of the business community:**

Employers in Syracuse are seeking a more educated, highly skilled workforce that requires limited training to be able to handle assigned tasks and work responsibilities. Syracuse has shifted from a manufacturing center to service-based economy that requires greater education and professional skills. This presents a challenge for both employers and those seeking work to be matched with the correct skills for the proper position. For this reason there is a significant need for work and job readiness programs that link people to existing training providers. In turn, these training programs need to liaison with local employers regularly to ensure their programs meet the demands for which employers are seeking to hire. Programs like these help to reduce the skills gap and any limitation in technical abilities due to a lack of education, especially for low and moderate income persons. Often these educational skills training programs are expensive for both the employee to enroll, and the employer to provide. Therefore, a specific need must be placed on affordable neighborhood-based work and job readiness programs provided by community organizations to directly serve low- and moderate-income persons who often have limited ability to access education and training resources.

**Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.**

Syracuse is undergoing revitalization in a number of areas, with large scale development projects and initiatives that span from redevelopment in the central business district to former brownfields being revitalized into valuable economic assets. These major projects create opportunities for the surrounding neighborhoods, and several investments have been made in low income areas as a result of this progress. A primary example is the way Syracuse neighborhoods have benefited from the exponential growth taking place in the city's health care industry. St. Joseph's hospital is situated on the city's Northside, within the Northeast Neighborhood Revitalization Strategy Area (NRSA), has recently invested \$500 million in a new hospital expansion and renovation, added hundreds of new jobs and developed a master plan for the hospital campus and surrounding neighborhood. The hospital has provided funding for housing projects directly adjacent to the campus in an effort to create a safer and improved area for the Prospect Hill neighborhood, just north of the hospital expansion. The expansion has spurred a number of projects nearby including the construction of a new neighborhood pharmacy, a mix of market rate and affordable housing units, and café and restaurant that should all be complete by 2016. St. Joseph's has served as a catalyst for the Prospect Hill, Little Italy and Near Northeast neighborhoods of Syracuse, providing residents opportunities for jobs, affordable housing and new neighborhood services.

Construction has also started on the Syracuse Inner Harbor project that will include \$350 million in the investment of residential, commercial, and educational space on the site of a former barge canal that has sat vacant for decades. The project will include several new housing and retail structures, as well as new parkway space, to serve as a link to connect the various neighborhoods and districts the project is situated between including Downtown Syracuse, Franklin Square, Park Avenue, Little Italy, and the Onondaga Lakefront. Perhaps more compelling is the impact this project is poised to have on the surrounding neighborhoods. The location of this site features several acres of vacant land situated between mixed use districts and the Destiny USA shopping center. The site also directly borders both the Northeast and Southwest NRSA's that have been designated by Syracuse. The Inner Harbor development will be a center for job creation in construction, hospitality, retail, among other industries, and has influenced nearby projects including a proposed 75-unit housing facility for veterans that is expected to begin work in 2015.

Another initiative currently underway in Syracuse is developing a plan for the replacement of the Interstate 81 viaduct that travels directly through the city center and divides the downtown and University Hill areas. The project has involved years of environmental scoping and public participation forums to determine the future of the highway and how the existing interstate should be replaced when it is demolished in 2017. The sixty year old highway has reached the end of its useful life and the Central New York community is working with the New York State Department of Transportation and other agencies to determine the best transportation and economic design possible to replace the current highway structure. A final decision is expected in 2016 and will have an overall cost between \$600 million and \$1.6 billion depending on the chosen design. This project has the opportunity to reshape the urban landscape of the center city of Syracuse, and provide several hundred construction and engineering jobs during a multi-year process once construction begins.

**How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?**

There are current available employment positions in Syracuse in a variety of industries. Health care and education are indeed the fastest growing industries in Syracuse, however dozens of open positions also exist in in finance, clean technology manufacturing, and environmental systems. The majority of these positions require education beyond a high school diploma, either a bachelor degrees, master degrees, or some other type of technical training. The current trend in these employment sectors is to have prior experience or graduate from an established educational program.

For those individuals that are able to graduate from an education program offered through a community organization, skills taught include workplace professionalism and life skills such as proper organization. Depending on the structure of the program, specific skills related to industry positions will be taught to provide individuals with experience they can apply in a full time career.

Local organizations that provide these courses have built partnerships with a number of employers that are seeking to hire additional employees. These programs provide a readily available workforce when they complete the requirements and are ready for a full-time position. The program time spans are generally shorter at 10-18 months compared to receiving a college degree at two or four years, and students are receiving skills training related to specific career fields, and spend much less than the average four-year college tuition. These mutually beneficial employment programs match employers with job seekers, many of them low income persons, in a manner that brings value to both the individuals receiving the training, but also the Syracuse economy and neighborhood level as well.

**Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.**

Aligning job skills training with those who are seeking employment is vital to creating strong job candidates that will be successful in their careers and is a priority of the Department of Neighborhood and Business Development and the various organizations that serve as partners in this effort. In recent years new programs and partnerships have been created to address the job skills gap that exists and assist employers with hiring skilled and proficient applicants.

The Syracuse City School District (SCSD) now works with the Manufacturers Association of Central New York (MACNY) and Onondaga Community College to successfully be awarded a New York State Pathways in Technology Early College High School (P-TECH) grant. The program is focused on advanced manufacturing and serves 50 students a year for six years and serves as a bridge between secondary and post-secondary education and business for city school teenagers preparing to graduate. The program provides technical training and education using various resources within Onondaga Community College's programs skilled trades. Other programs include consistent course offerings from CNYWorks, (the region's workforce investment board), as well as the CNY Technology Development Organization and the Talent and Education Development Center at Syracuse University.

In recent years significant progress has been made in Syracuse through the WorkTrain and UpStart Programs through Northside Urban Partnership, a community organization focused largely on microenterprise growth and job skills training for Syracuse residents. Through the WorkTrain program, students complete training programs based on specific employment industries, such as the National Center for Construction Education and Research (NCCER) core curriculum for construction related employment

skills. WorkTrain aligns the needs of job seekers in low income neighborhoods of Syracuse and has seen significant success in doing so, with a 90% program graduation rate and 85% job placement rate. The UpStart program works with potential entrepreneurs who seek to open their own business within Syracuse. Staff and other local organizations provide technical assistance and business seminars to provide successful financial and management strategies. The program also works with entrepreneurs to develop a comprehensive business plans, and conduct market research for the best information related to these plans.

These programs implemented by Northside Urban Partnership have been successful in their pilot phase, and will now be provided with Community Development Block Grant (CDBG) funding to expand the impact and program to accept new applicants. This CDBG funding will be used for the purpose of economic development designed to increase employment and establish new microenterprises in low income neighborhoods in Syracuse. These programs provide a vital benefit to the local economy of Syracuse, and meet the priority goal outlined in this Consolidated Plan to increase household wealth for low income individuals and families.

**Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDs)?**

Yes, Syracuse participates in CEDs as described below.

**If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.**

The Department of Neighborhood and Business Development (NBD) is developing innovative uses of federal funds for economic development and job creation in Syracuse. Among those strategies is the Syracuse Main Street program that provides funding and technical assistance for businesses and microenterprises located in neighborhood business corridors within the designated Neighborhood Revitalization Strategy Area (NRSA) areas. These businesses benefit from façade renovation and other aesthetic services to build a stronger customer base and increase revenue. The corridor projects also have long term benefits for the overall neighborhoods as a result of new attractive storefronts and preserved neighborhood character that may encourage new business growth along these vital commercial centers within low income neighborhoods.

Employment training and small business incubator programs are also being selected as a strategy for economic development, with programs that specifically focus on career fields in Central New York where employers are looking to hire, and connections are built between Syracuse residents who are seeking employment and companies that are hiring. Other programs focus on microenterprise assistance and startup businesses allow low income residents to acquire the skills and resources necessary to develop a successful business. These new businesses will be located directly within the NRSA, and their growth will lead to the hiring of additional neighborhood residents over time. These new microenterprises will also provide valuable services and create thriving business corridors that are within close proximity of low income neighborhoods.

## ***MA-50 Needs and Market Analysis Discussion***

### **Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")**

The City defines "concentration" as any census tract in which:

- 1) The percentage of households with a particular characteristic is at least 20 percentage points higher than the percentage of that characteristic for the housing market area; or
- 2) The census tract's total percentage of a particular characteristic exceeds 50% of its population.

According to the 2010 Census, Syracuse's average for households suffering from one or more housing unit problems is at 44%. A concentration of these households can be found in 19 census tracts. Seventeen of those 19 census tracts are within Syracuse's Neighborhood Revitalization Strategy Area (NRSA). Furthermore, according to the 2012 ACS, Syracuse's average for households with a cost burden of 30% or more is at 44.5%. A concentration of these households can be found in 19 census tracts. Fifteen of those 19 tracts are within the NRSA and 12 overlap with concentrations of households with one or more housing unit problems.

### **Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")**

Like many Northeastern industrial metropolitan areas, Syracuse and Onondaga County have experienced decades of suburbanization and "white flight" from the central city. Today, Syracuse is the ninth most racially segregated metropolitan area in the country. The level of hyper-segregation is particularly evident in the enrollment patterns at Onondaga County school districts. Syracuse is home to large concentrations of racial and ethnic minorities including a large concentration of foreign-born residents largely due to the settlement of refugees in the City. In addition, the City houses a larger percentage of individuals with disabilities and female headed households.

The Syracuse metropolitan area is one of the lowest performing cities in the country when looking at equality of opportunity based on race and ethnicity. Access to community assets is unevenly distributed geographically and across racial and ethnic groups. There are significant disparities in median household income and poverty levels between residents of Syracuse and residents of the surrounding towns. Significant differences exist within the city in median household income and poverty by race and ethnicity. There are also disparities in housing assets, with residents of Syracuse and racial and ethnic minorities facing lower rates of homeownership and higher housing cost burdens.

To better measure differences in access to opportunity, CNY Fair Housing's *2014 Analysis of Impediments* used a series of opportunity indices to rank census tracts according to a variety of measures. Three indices were created to measure economic opportunity; educational outcomes, and housing and neighborhood opportunity. Across all three indices, racial and ethnic minorities lived in census tracts with low or very low opportunity at a disproportionate rate. Compared to Whites, African-Americans in Onondaga County are more than twice as likely to live in an area of low economic opportunity, four times more likely to live in an area of low educational outcomes, and three times more likely to live in an area of low housing and neighborhood opportunity. Hispanics are one and a half times more likely to live in an area of low economic opportunity, nearly three times more likely to live in an area of low educational outcomes, and nearly three times more likely to live in an area of low housing and neighborhood opportunity than Non-Hispanic Whites.

### **What are the characteristics of the market in these areas/neighborhoods?**

In 2011, NBD received approval from the Department of Housing and Urban Development (HUD) for its Neighborhood Revitalization Strategy Area (NRSA) within the city. These boundaries were amended in the 2013-2014 Annual Action Plan to reflect the modified Syracuse Urban Renewal Area (SURA) adopted on November 27, 2012. This approved area encompasses the neighborhoods characterized by racial and low-income concentration as well as a concentration of households displaying at least one of the four problems defined by HUD. A copy of the SURA/NRSA Boundary Map is included as the [Appendix C](#).

HUD defines an area of slum and blight as containing at least 25% of the following conditions:

- 1) Physical deterioration of buildings or improvements;
- 2) Abandonment of properties;
- 3) Chronic high occupancy turnover rates or chronic high vacancy rates in commercial or industrial buildings;
- 4) Significant declines in property values or abnormally low property values relative to other areas in the community; or
- 5) Known or suspected environmental contamination.

Within the NRSA boundary there are 17,702 residential properties. Of these, 4,903 (28%) properties within our designated NRSA area had one of the first four criteria, satisfying the 25% threshold to declare and establish an NRSA.

### **Are there any community assets in these areas/neighborhoods?**

Within the 13 distinct neighborhoods that comprise the Neighborhood Revitalization Strategy Area, there are several community assets that serve as important anchors to the surrounding. These include schools (primarily elementary and middle schools), community centers, a network of parks and open spaces, neighborhood-based housing organizations, branch libraries, and many long-standing family-owned businesses.

### **Are there other strategic opportunities in any of these areas?**

Within the Neighborhood Revitalization Strategy Area (NRSA), 70% of households have incomes at or below 80% of the HUD-Adjusted Median Family Income (HAMFI), the threshold in which the Department of Housing and Urban Development (HUD) determines low income. This compares to roughly 40% low income household rate in the Non-NRSA residential neighborhoods. All 31 census tracts in the NRSA, which includes 76,527 people, suffer from high poverty rates. Severe poverty (defined by a rate of 41% or higher) affects 17 of these 31 census tracts.

Due to the high percentage of low income households and individuals in the NRSA, as well as the aging and dilapidated housing stock that exists within this area, it is imperative that the City combines its housing revitalization efforts with activities that create meaningful employment opportunities for its residents.

Currently there are a number of agencies providing work and job readiness support that leads to more specific training the potential workforce within the NRSA. These workforce development efforts need to be coordinated and enhanced to ensure that the employment needs of local businesses are met. In addition, the commercial corridors that serve the neighborhoods within the NRSA must be sustained as they provide vital services.

Furthermore, the City needs to provide affordable housing opportunities for areas outside the NRSA to avoid concentration of poverty inside the NRSA.

# STRATEGIC PLAN

## SP-05 Overview

The following Strategic Plan identifies funding priorities and program goals in which the City will invest over the next five years. The goals were developed based upon public and key stakeholder input, community demographics and housing needs, beginning with an investment strategy within areas of severe disinvestment.

## SP-10 Geographic Priorities – 91.215 (a)(1)

### Geographic Area

<b>Area Name:</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVITILIAZATION STRATEGY AREA
<b>Area Type:</b>	Strategy area
<b>Other Target Area Description:</b>	N/A
<b>HUD Approval Date:</b>	2/10/2006
<b>% of Low/ Mod:</b>	70%
<b>Revitalization Type:</b>	Comprehensive

#### Identify the neighborhood boundaries for this target area.

In order to better serve the needs of specific areas of the city, Syracuse has designated two areas for the Neighborhood Revitalization Strategy Area: the Northeast Area and the Southwest Area. The boundaries follow along the Syracuse Urban Renewal Area boundaries. In 2011 and 2013, the Mayor and Common Council approved updates to the Urban Renewal Area in Syracuse. Through the Fourth Annual Action Plan 2013-2014, the City amended the boundaries of its previously approved Neighborhood Revitalization Strategy Area (NRSA) to reflect the amended boundaries of the City’s Urban Renewal Area. By doing so, the enhanced flexibility allowed in the administration of Community Development Block Grant (CDBG) funds in the NRSA will be matched by the enhanced regulatory tools available, provided through the Syracuse Urban Renewal Agency (SURA).

The NRSA consists of two primarily residential areas of the city that meet the threshold for low-moderate income (LMI) residents. The Northeast strategy area covers much of the north and northeast sides of the city, including all or part of the following neighborhoods: Court-Woodlawn, Washington Square, Northside, Prospect Hill, Hawley-Green, Lincoln Hill, Sedgwick, and Near Eastside.

The Southwest strategy area covers much of the west, southwest, and south sides of the city, including all or part of the following neighborhoods: Park Ave., Near Westside, Skunk City, Southwest, Southside, Elmwood, and Brighton. This HUD-approved NRSA offers the City enhanced flexibility in undertaking economic development, housing, and public service activities with its CDBG funds.

#### Include specific housing and commercial characteristics of this target area.

The Northeast and Southwest areas are two areas plagued with many social and economic challenges. The Northeast area is characterized by a growing Asian immigrant population currently comprising 11.8% of the population. Also, 12.4% are foreign born. Also the area struggles to attract and maintain homeowners as the current homeownership rate is only 27.1% compared to a 41.8% city-wide rate.

The Southwest area has been affected by different market forces resulting in an alarmingly high vacancy rate at 37.1% compared to a city-wide rate of just over 18%. Deep economic challenges have resulted in a 16.2% unemployment rate with nearly a third of the adult population without a high school diploma. Coupled with these challenges, children are also adversely affected with 62.6% of the children living below the poverty level.

**How did your consultation and citizen participation process help you to identify this neighborhood as a target area?**

The boundaries of the NRSA mirror to those of the recently revamped Syracuse Urban Renewal Agency (SURA), which gives the City more flexibility and authority in implementing its redevelopment strategies. As part of the adoption of the SURA plan in 2010, the Department of Neighborhood & Business Development (NBD) outlined the contents of the SURA plan and the justification for establishing the SURA boundaries. Much like the NRSA, the adoption of SURA's plan identified a nearly coterminous area to that being proposed as an NRSA as a blighted area so that SURA might more flexibly address issues of declining property values and abandonment. During this process, NBD consulted with various community groups, including TNT (Tomorrow's Neighborhoods Today) groups, which act as neighborhood advisory committees, and other neighborhood organizations.

The plan was also presented to the City's housing partners, including Home HeadQuarters, Jubilee Homes, Northeast Hawley Development Association (NEHDA), and Syracuse Model Neighborhood Corporation (SMNC). Community input was gathered on these strategies at this time. Also in 2010 (and updated in 2012), NBD developed and published the City's Housing Plan, the most proactive to date, which established the City's priorities for housing development and explained the various tools and activities the City will use to implement these priorities. As with SURA, this housing plan was presented to TNT groups throughout the city and then adopted by the Syracuse Common Council. As the City begins to the implement its NRSA strategies, NBD will continue to consult with community groups, housing agencies, and other relevant stakeholders. These groups include:

- Danforth-Pond-Butternut Task Force
- FOCUS (Forging Our Community's United Strength)
- Home HeadQuarters
- Housing Visions Unlimited
- Interfaith Works Center for New Americans
- Jubilee Homes of Syracuse, Inc.
- La Liga (Spanish Action League)
- Near Westside Initiative
- Neighborhood Efforts West (NEW)
- Northeast Hawley Development Association (NEHDA)
- Northside UP (Urban Partnership)
- Southeast Gateway Development Corporation
- Syracuse Model Neighborhood Corporation (SMNC)
- TNT Area 2 – Westside
- TNT Area 3 – Southside
- TNT Area 5 – Eastside
- TNT Area 7 – Northside
- Washington Square Task Force

**Identify the needs in this target area.**

The primary need of the NRSA is the development of mixed income neighborhoods as the concentration of poverty in these areas is rising at an alarming rate. Mixed income neighborhoods will begin to attract the services necessary for daily living while spurring investment in an aging housing stock.

Place-based redevelopment is also needed to address the blighting influences, a result of the disinvestment that has occurred in these areas over the past several decades.

Homeowners in the NRSA need support in maintaining their investments, and quality, affordable rental housing must be accessible to all low-income rental households.

Finally, work and job readiness programs need to be available and tied into the larger workforce development network to allow residents of the NRSA to become self-sufficient and build household wealth.

**What are the opportunities for improvement in this target area?**

Syracuse Neighborhood & Revitalization Strategy Area Plan (2011) approved by HUD, proposed the following empowerment strategies for Housing & Neighborhood Development, Infrastructure, Public Safety, Code Enforcement, Zoning & Land Use, Economic Development.

**Empowerment Strategies | Housing & Neighborhood Development**

In 2010, Syracuse published a Housing Plan that included principles for housing production and neighborhood development. These principles are:

- **Preserve:** Rejuvenation of Syracuse’s housing stock through repair, improvement and rehabilitation of existing buildings.
- **Build:** Promotion of appropriate densities, and the diversification and improvement of the housing stock in Syracuse through rehabilitation of existing housing stock and new construction.
- **Assist Households:** Encouragement of residents to remain in Syracuse and invest in the upkeep and improvement of their homes.
- **Improve Image:** Promotion and enhancement of the image of Syracuse.

While these principles are applicable citywide, they are particularly relevant to the NRSA neighborhoods. To ensure that these principles are followed, the City has established the following housing objectives:

- Ensure adequate supply of decent, affordable housing options for homeowners and remove unnecessary barriers to homeownership;
- Ensure adequate supply of decent affordable housing options for renters;
- Assess and manage the growing number of vacant properties and reduce blight in the City
- Infrastructure.

The following goals and strategies will be pursued through inter-departmental efforts to ensure that the public realm and infrastructure reflect a commitment to revitalization in the NRSA:

- Align the City’s capital improvement budget with neighborhood planning efforts to leverage planned investment;
- Expand recreation options within the NRSA and work to connect the City’s open space network.
- Improve safety and condition of the alternative transportation (walking and biking) network throughout the NRSA; and
- Improve storm water management and prevent combined sewer overflows within the NRSA. Public Safety.

The following objectives will be pursued jointly by City departments, including NBD, the Police, and the Mayor’s Office, in collaboration with nonprofits and neighborhood groups.

- Improve the relationship between police and residents;
- Decrease violent and “quality of life” crime rates in the NRSA;
- Strategic code enforcement;
- Coordinate Code Enforcement efforts with revitalization strategies;
- Increase quality of rental housing and improved relationship between the city, landlords, and tenants;
- Coordinate court-ordered demolitions with neighborhood plans.

For a detailed description of the housing programs and coordination between the Department of Neighborhood & Business Development and other City Departments and local organizations the City has implemented or will implement in the NRSA to meet these objectives, please refer to Syracuse Neighborhood & Revitalization Strategy Area Plan (2011).

**Are there barriers to improvement in this target area?**

The primary barrier is the perception surrounding the target area as a low-income area that experiences a disproportionate share of criminal activity, vacant and distressed properties, and overall disinvestment. Furthermore the housing stock in this area has the oldest homes not just in the city, but in the region, making attracting investment very difficult.

Table 52 - Geographic Priority Areas

**General Allocation Priorities**

Of all households within Syracuse's Neighborhood Revitalization Strategy Area (NRSA), 70% earn income levels at or below 80% of the Area Median Income (AMI), the threshold for which HUD determines low-to-moderate-income. This compares to a roughly 40% low income household rate in the Non-NRSA residential neighborhoods. Many households within all 31 census tracts in the NRSA suffer from high poverty rates (20%). Severe poverty (defined by a rate of 41% or higher) affects 17 of these 31 census tracts.

Due to the high percentage of low income households and individuals in the NRSA as well as the aging and dilapidated housing stock that exists within this area, it is imperative that the City combines its housing revitalization efforts with activities that create meaningful employment opportunities for its residents. While the most significant amount of the Community Development Block Grant (CDBG), HOME and Emergency Solutions Grant (ESG) will be spent on activities within the NRSA, the City recognizes the importance of providing affordable housing opportunities outside of the NRSA to promote housing choice and healthy, mixed-income neighborhoods.

***SP-25 Priority Needs - 91.215(a)(2)***

**Priority Needs**

1	<b>Priority Need Name</b>	Provision of quality, affordable housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Seniors Public Housing Residents
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Eliminate Barriers to Housing Opportunity Creating Healthy and Sustainable Homes
	<b>Description</b>	Provision of quality, affordable housing for both renters and homeowners.
	<b>Basis for Relative Priority</b>	High numbers of cost burdened renters and owners facing at least one other housing problem.
	2	<b>Priority Need Name</b>
<b>Priority Level</b>		High
<b>Population</b>		Extremely Low Low Moderate Large Families Families with Children Seniors Frail Seniors Persons with Mental Disabilities Persons with Physical Disabilities
<b>Geographic Areas Affected</b>		CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
<b>Associated Goals</b>		Increase the Wealth of Households (NRSA Targeted) Creating Healthy and Sustainable Homes

	<b>Description</b>	Addressing aging housing stock as there is an inability of the private sector to meet the need. These needs include addressing high utility bills by increasing energy efficiency, removing blight through substantial rehabilitation and demolition of vacant structures.
	<b>Basis for Relative Priority</b>	Large numbers of vacant and dilapidated homes within the NRSA that are negatively affecting the surrounding neighborhood.
3	<b>Priority Need Name</b>	Access to traditional financing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Seniors Frail Seniors Persons with Physical Disabilities
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Increase the Wealth of Households (NRSA Targeted) Eliminate Barriers to Housing Opportunity
	<b>Description</b>	Access to traditional financing for the purpose of purchasing, renovating and/or preventing foreclosure for residential properties particularly among minorities and low income families.
	<b>Basis for Relative Priority</b>	Due to low home values and stagnant equity growth, many prospective and current homeowners have great difficulty accessing traditional financing for home purchase and repairs.
4	<b>Priority Need Name</b>	Addressing barriers to housing opportunity
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Middle Large Families Families with Children Seniors Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Frail Seniors Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Non-housing Community Development
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Eliminate Barriers to Housing Opportunity
	<b>Description</b>	A need for direct financial assistance including rental subsidies, eviction prevention counseling, legal assistance, tenant/landlord mediation, rapid rehousing, and relocation. This also includes the need for services that address housing discrimination, lack of physical accessibility, language limitations, and supportive housing services for homeless or housing vulnerable populations.
	<b>Basis for Relative Priority</b>	The recently completed Analysis of Impediments identified Syracuse as the 9 <sup>th</sup> most segregated city in the country.

5	<b>Priority Need Name</b>	Opportunities for youth development
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Families with Children Unaccompanied Youth Non-housing Community Development Other
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Increase the Wealth of Households (NRSA Targeted)
	<b>Description</b>	Invest in programs that provide opportunities for life skills training and academic success aimed toward preventing at risk youth from falling victim to criminal activity and a lack of employment/career path.
	<b>Basis for Relative Priority</b>	Unemployment rate among city youth and young adults is twice that of the population overall.
6	<b>Priority Need Name</b>	Community engagement opportunities for seniors
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Seniors Frail Seniors Persons with Physical Disabilities Non-housing Community Development
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Promote Community Engagement Among Seniors
	<b>Description</b>	Increasing social interaction, access to available resources (such as housing assistance, healthcare networks, etc.) and community engagement among seniors, particularly those who are economically and otherwise isolated from traditional support networks.
	<b>Basis for Relative Priority</b>	Results of local research indicating that seniors are unable to age in place when lacking social networks and access to basic services.
7	<b>Priority Need Name</b>	Locally-based commercial services and amenities
	<b>Priority Level</b>	Low
	<b>Population</b>	Extremely Low Low Moderate Middle Non-housing Community Development Other
	<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
	<b>Associated Goals</b>	Increase the Wealth of Households (NRSA Targeted)
	<b>Description</b>	Developing the capacity of existing and creating new, neighborhood-based small business enterprises focusing on personal services, such as banking, accounting, dentistry, and legal.
	<b>Basis for Relative Priority</b>	The need to support small commercial corridors within residential areas as they serve as neighborhood anchors.
8	<b>Priority Need Name</b>	Economic opportunities for special needs population
	<b>Priority Level</b>	Low

<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children Seniors Public Housing Residents Chronic Homelessness Individuals Mentally Ill Chronic Substance Abuse Veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
<b>Geographic Areas Affected</b>	CITY OF SYRACUSE NEW YORK NEIGHBORHOOD REVIT. STRATEGY AREA
<b>Associated Goals</b>	Increase the Wealth of Households (NRSA Targeted)
<b>Description</b>	Heightening the skills of the available workforce and better connecting available employment opportunities with existing job-seekers, all at the neighborhood level.
<b>Basis for Relative Priority</b>	Unemployment and underemployment rates among special needs populations are higher than that of the population overall.

Table 53 – Priority Needs Summary

## SP-30 Influence of Market Conditions – 91.215 (b)

### Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	N/A
TBRA for Non-Homeless Special Needs	N/A
New Unit Production	<p>For many years the real estate market in Syracuse has experienced limited private investment in the construction of new housing unless public subsidies were involved. This is especially challenging in high poverty neighborhoods where there is little return on investment for such development. The City will continue to provide assistance loans in the coming five years to provide affordable housing and homeownership opportunities until significant shifts in the market take place.</p> <p>One sign of the improving housing market in Syracuse is the Xavier Woods development that is currently underway in the Outer Comstock neighborhood that will result in the construction of 33 new single family homes in 2015. This will be one of the first private, residential neighborhood development sites built within Syracuse in decades. These homes are being constructed in a largely stable area. However, there is still a strong need for the construction of quality, affordable single family and multi-unit structures in areas with high opportunity for low-income residents.</p>
Rehabilitation	<p>Assistance to agencies leading the rehabilitation of properties in Syracuse will continue to take place in the coming five years, as neighborhoods struggle to maintain affordable rental housing and limited opportunities for homeownership. Rehabilitations will largely be focused within the designated NRSA areas, and also in specifically targeted locations outside of these designated areas. Properties rehabilitated outside of the NRSA will occur in more stable neighborhoods where a small number of blighted properties negatively impact the surrounding property values and character of the neighborhood.</p> <p>The next five years will bring a shift to providing assistance to the rehabilitation of two-family structures into affordable rental properties.</p>
Acquisition, including preservation	<p>Over the last two years the number of acquisitions by Syracuse has decreased dramatically due to the creation of the Greater Syracuse Property Development Corporation, also known as the Syracuse Land Bank. The Land Bank has acquired over 500 properties and currently owns more than 300 in Syracuse. This nonprofit agency is directing investment into neighborhoods with high poverty rates, and facilitating the redevelopment of dozens of properties in Syracuse in 2015. These include single and two-family homes in various neighborhoods as well as commercial buildings in the central business district that will be preserved and rehabilitated into mixed-use buildings.</p> <p>The City plans to continue this partnership in the coming years and coordinate in the provision of rehabilitation of vacant and dilapidated properties.</p>

Table 54 – Influence of Market Conditions

**SP-35 Anticipated Resources - 91.215(1)(4), 91.220(c)(1,2)**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Community Development Block Grant (CDBG)	Public - Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$4,603,746	\$77,000	0	\$4,680,746	\$20,000,000	Please see the Year 41 Action Plan for detailed information on programs and services recommended for funding.
HOME	Public - Federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership	\$1,051,124	\$13,500	0	1,064,624	\$4,500,000	Please see the Year 41 Action Plan for detailed information on programs and services recommended for funding.
HOPWA	Public - Federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	\$287,354	0	0	\$287,354	\$1,000,000	Please see the Year 41 Action Plan for detailed information on programs and services recommended for funding.
Emergency Solutions Grant (ESG)	Public - Federal	Conversion and rehab for transitional housing Financial Assistance Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$425,827	0	0	\$425,827	\$2,000,000	Please see the Year 41 Action Plan for detailed information on programs and services recommended for funding.

Table 55 - Anticipated Resources

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.**

Every effort is made in the allocation of federal funds to leverage these funds with other sources of funding. No agency receives all of its funding from federal funds. Often several other sources of funds are used for each activity in this plan. Private funding is the dominant source of leveraged funds.

The City has turned to the State of New York to provide leverage primarily through the Low Income Housing Tax Credit Program. The leveraging of federal HOME dollars toward LIHTC projects has become a primary strategy for generating the maximum number of quality affordable rental units per Home dollar allocated. Other State programs such as State HOME and Affordable Housing Corporation (AHC) funding are used to leverage the federal funds further. Each program ensures that no one source of funding is bearing the entire burden of subsidy resulting in more successful projects.

Both the Community Development Block Grant (CDBG) and HOME programs are exempt from the match requirement. Emergency Solutions Grant (ESG) Match requirements are 100% from non-ESG sources. Match sources are required to be listed on the agency budget. These funds come from federal funds, state government, local government, private funds (foundation or in-kind) and program income. All agencies have a 1:1 match to ESG funding and provide documentation of existing matching funds to ensure compliance.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan.**

There are several municipally-owned buildings that serve as community centers through which many of the public services funded through this plan are provided. These facilities offer a wide range of programming to meet the needs of families within their catchment area. The City provides use of these facilities at no cost to the nonprofit community centers to allow for greater access to these services.

### ***SP-40 Institutional Delivery Structure – 91.215(k)***

**Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.**

The institutional delivery structure can best be depicted through a series of matrices illustrating delivery systems in the following areas: Homeless and Housing Vulnerable Relief Network; Homeless Outreach Network; Affordable Rental Housing Delivery Network; and the Syracuse Wealth Building Network. Infographics of these networks appear on the following pages. For a complete listing of entities, their roles and geographic areas served, please see [Appendix D](#).

**Assess the Strengths and Gaps in the Institutional Delivery System**

Syracuse has three networks of partners organized to address the affordable housing, homelessness and economic development needs. These networks are comprised of funded agencies as well as other community partners that do not receive direct financial assistance through the City directly.

Home Headquarters, Inc. (HHQ) is the centerpiece of the **Affordable Housing Network**. HHQ is both a Community Development Financial Institution and a leading producer of affordable housing directed primarily toward current and prospective owner-occupants as part of the NeighborWorks America® national organization. They are the primary lender of home improvement funds in Syracuse as well as a premiere housing developer. Their capacity in both areas allows them to partner with smaller

neighborhood-based organizations to address the specific housing needs of each neighborhood. These essential neighborhood-based organizations work closely with residences and stakeholders to develop neighborhood plans that are carried out in conjunction with the Department of Neighborhood and Business Development and HHQ.

The rental component of the affordable housing network is primarily addressed by three local organizations: Housing Visions Unlimited, Christopher Community and the Syracuse Housing Authority, which has also transitioned into the development of rental housing. This is achieved primarily through the Low Income Housing Tax Credit (LIHTC) Program which typically constructs and rehabilitates roughly 100 affordable rental units a year.

The **Homeless Service Provider Network** is described in detail in the market analysis portion of this report as well as in detail in Syracuse's Continuum of Care (CoC) Application to the Department of Housing and Urban Development (HUD). However one gap to be fortified is street outreach. Expansion of programs are being developed to address the hard to service unsheltered population resisting the services available to them.

There is a great need to tie together individual efforts that currently exist to better position our residents for employment. This is necessary to understand where the gaps exist within the system and to build upon those efforts that are working. The Workforce Investment Board (WIB) is the core of this network that provides training to displaced workers. However, the weakness in this process rests in connecting those who receive training with employment opportunities.

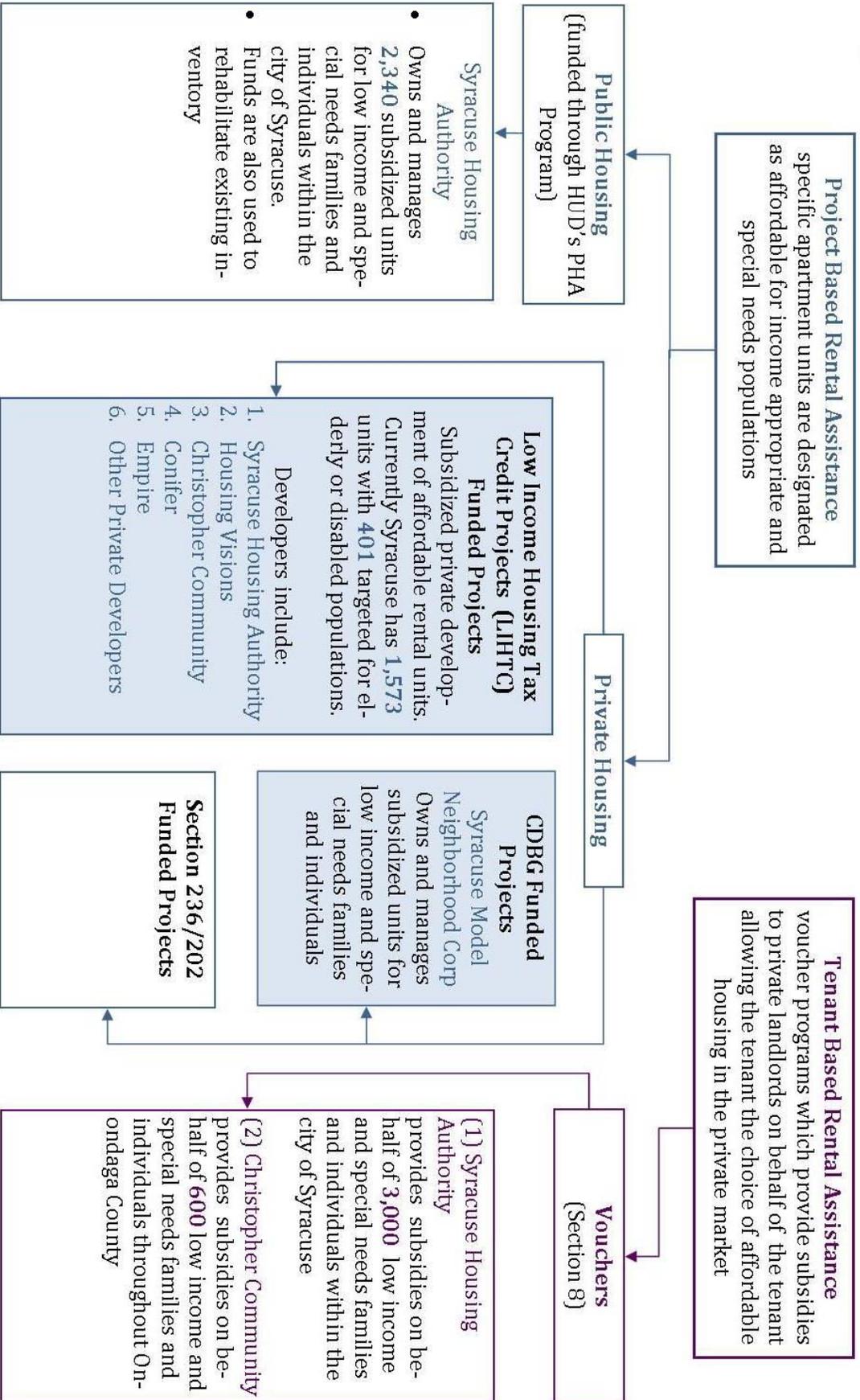
There are many training programs throughout Syracuse (i.e. construction, food service, GED certification, life skills training, etc.) in need of coordination and promotion to allow an individual to connect with the appropriate training opportunities they desire.

Along with continuing and improving local workforce development programs, the **Syracuse Economic Development Corporation** is piloting its first commercial corridor re-development program so as to overcome a previous gap in neighborhood commercial revitalization.

See below for infographics on the following Networks: Wealth Building Network, Affordable Rental Housing Network, and the Homeless and Housing Vulnerable Network.



## Syracuse's Affordable Rental Housing Delivery Network (March 2015)

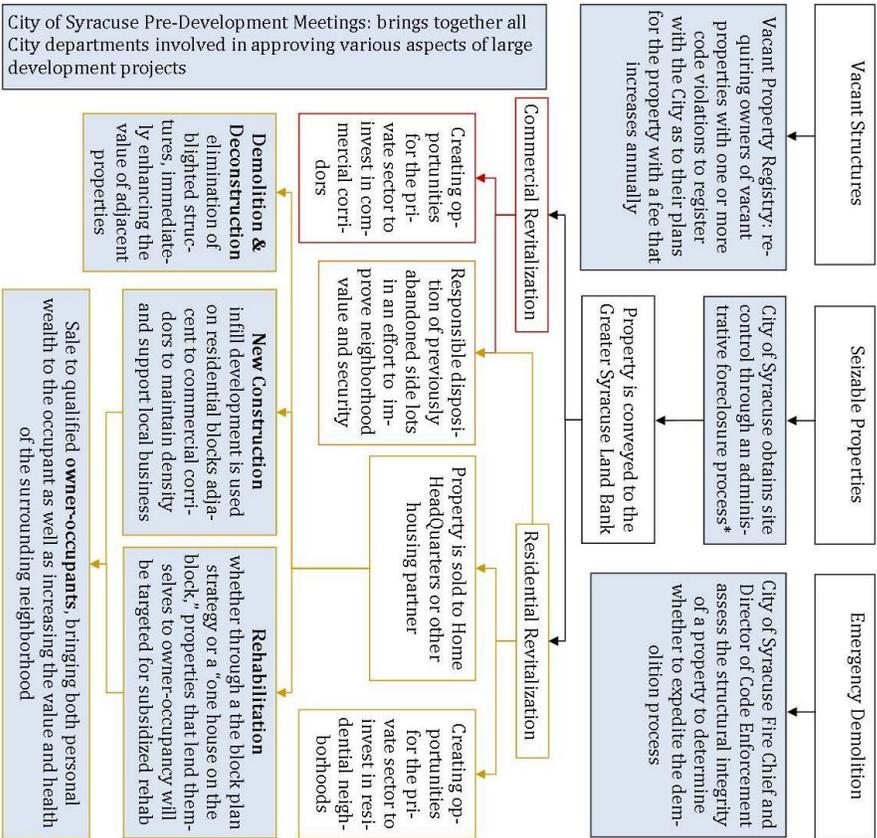


\*\*Light Blue Boxes indicate Programs funded in part or in full through federal grants administered out of the Department of Neighborhood and Business Development (i.e. the Community Development Block Grant or HOME Grant)



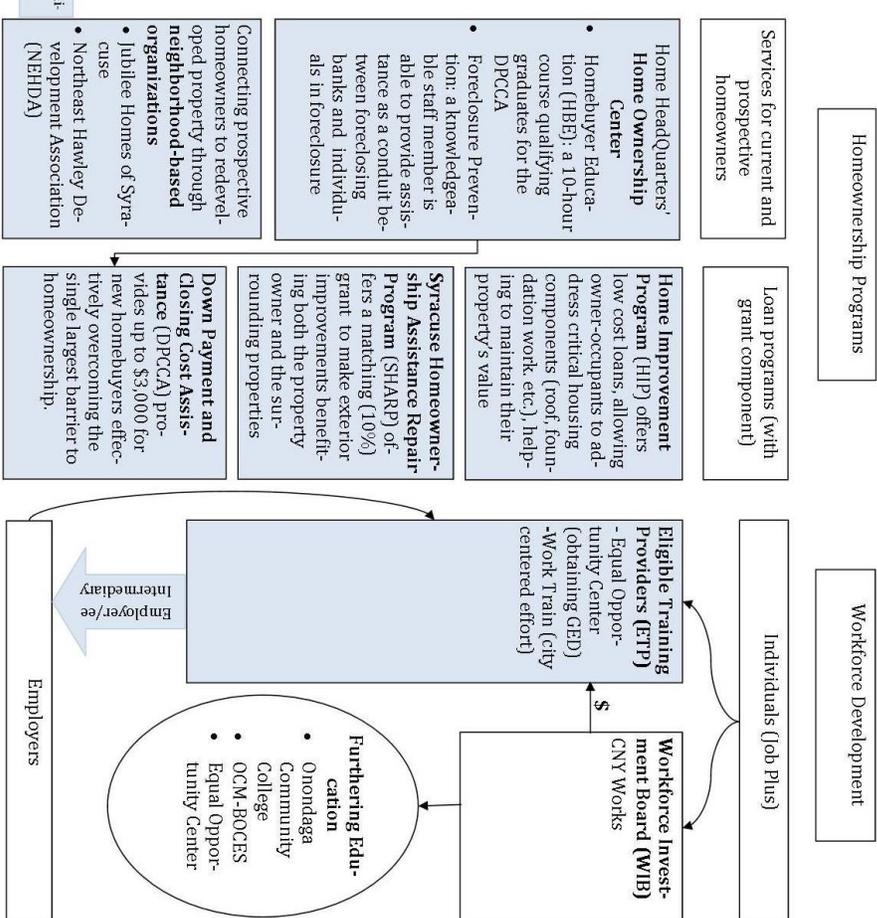
### Syracuse Wealth Building Network

**Place-based Revitalization:** This network aims to create places that lend themselves to private investment by eliminating blighted structures, incentivizing owners of vacant structures to invest in their properties and bring online new opportunities for homeownership through rehabilitation and new construction.



\*The City reserves the right to convey property to both the Greater Syracuse Land Bank and Home Head Quarters

**Personal Empowerment:** The main source of wealth for the majority of Americans is their home, followed by stable employment. This network provides support for existing homeowners to maintain the value of their home; additionally providing training and financial support for prospective homeowners. Furthermore, it seeks to enhance the skills of our existing labor force while providing a pathway to a career-oriented occupation.





As part of the **Coordinated Assessment Process**, homeless and housing vulnerable service providers evaluate their client's physical and mental health, and employment readiness in order to properly determine what the immediate need and appropriate services are for each individual or family served. Any observations made by homeless and housing vulnerable service providers are recorded in the **Homeless Management Information Systems (HMIS)** as well as general monitoring of an individual or families progress through the network. This universal data entry system ensures accurate information across the service network, improving likelihood of a successful transition to permanent housing for the homeless or housing vulnerable client.

### Homeless and Housing Vulnerable Relief Network (March 2015)

**Emergency Shelter:** a place for homeless individuals or families to reside on any given night if they lack a regular, fixed night time residence

**Transitional Living:** a type of supportive housing used to facilitate the movement of homeless individuals and families into permanent housing with a maximum stay of 24 months.

**Permanent Supportive Housing:** a place for individuals or families who require specific support services to maintain stable and permanent housing

#### Shelters for Women

Dorothy Day House & Expansion (Catholic Charities): a total of **76 beds** reserved for women and children  
 Women's Shelter (the Salvation Army): a total of **15 beds** reserved for women

#### Women with Children

**Chadwick Residence** is a **20 bed** program offering case management, parenting and living skills instruction to homeless women ages 16 and older. Women may bring up to 2 children 7 & under.  
**YWCA** has **35 units** and offers supportive services to women and children

**Catholic Charities** offers **157 scattered site permanent housing units** to serve the chronically homeless, homeless, veterans, men, women and families.  
**Chadwick Residence** offers **32 permanent housing units** for single women with children and families.

#### Shelters for Men

Rescue Mission Emergency Shelter Services: a total of **127 beds** reserved for men  
 Oxford Apartments and the Oxford Street Inn (Catholic Charities): a total of **153 beds** reserved for men

#### Men and Women

The **Salvation Army's** offers three programs with 24 hour support services to young homeless men and homeless young women with a total of **58 beds**.  
**YWCA** offers **40 single room** occupancy for homeless men in need of transitional housing.

**CNY Services** offers **121 permanent housing units** to single males or females and **13 units** to single women and their children with a history of mental illness.  
**Rescue Mission** offers **28 permanent housing units** to single men.

#### Shelters for Children & Families

Barnabas Shelter (The Salvation Army): a total of **6 beds** reserved for 18 to 24 year olds  
 Booth House (The Salvation Army): a total of **15 beds** reserved for 13 to 17 year olds  
 Family Services (The Salvation Army): a total of **65 beds** reserved for families  
 Hotel Vouchers (Onondaga County Department of Social Services): a total of **32 vouchers**

#### Victims of D.V.

Vera House: a total of **27 beds** reserved for men, women and children in domestic violence crisis  
 Vera House North: a total of **9 beds** reserved for men, women and children in domestic violence crisis

#### Homeless with various support service needs (details in description)

**Altamont Fabius St.** offers **53 single units** for persons with substance /alcohol addictions or leaving incarceration. Jericho offers **7 units** to families needing the same services.  
**CNY Services** offers **27 beds** for men and women with a dual diagnosis of mental health issues and drug/alcohol addiction.  
**Syracuse Behavioral Health** offers **154 beds** for homeless persons with alcohol/substance addictions.  
**Veterans Administration GPD** offers supportive services to homeless veterans in a **24 bed** facility.  
**Liberty Resources' DePalmer House** is a **10 bed** facility that offers support services to adults that are homeless or housing vulnerable and HIV positive.  
**Rescue Mission's Willing to Work** is a **13 bed** program offering job training and volunteer work experience to homeless individuals.

**Syracuse Behavioral Health** offers **99 permanent housing units** to single men and women and **9 units** for women with children with at least one disability.  
**Syracuse Housing Authority** offers **476 permanent housing units** to single men, women and/or families with a history of mental illness, chronic substance addictions and HIV/AIDS.  
**The Salvation Army** offers **6 permanent housing units** to both single men and women.  
**Veterans Administration** offers **130 permanent housing units** to single male and female veterans.  
**YWCA** offers **60 permanent housing units** to single men.  
**YWCA** offers **42 permanent housing units** to single women with children.



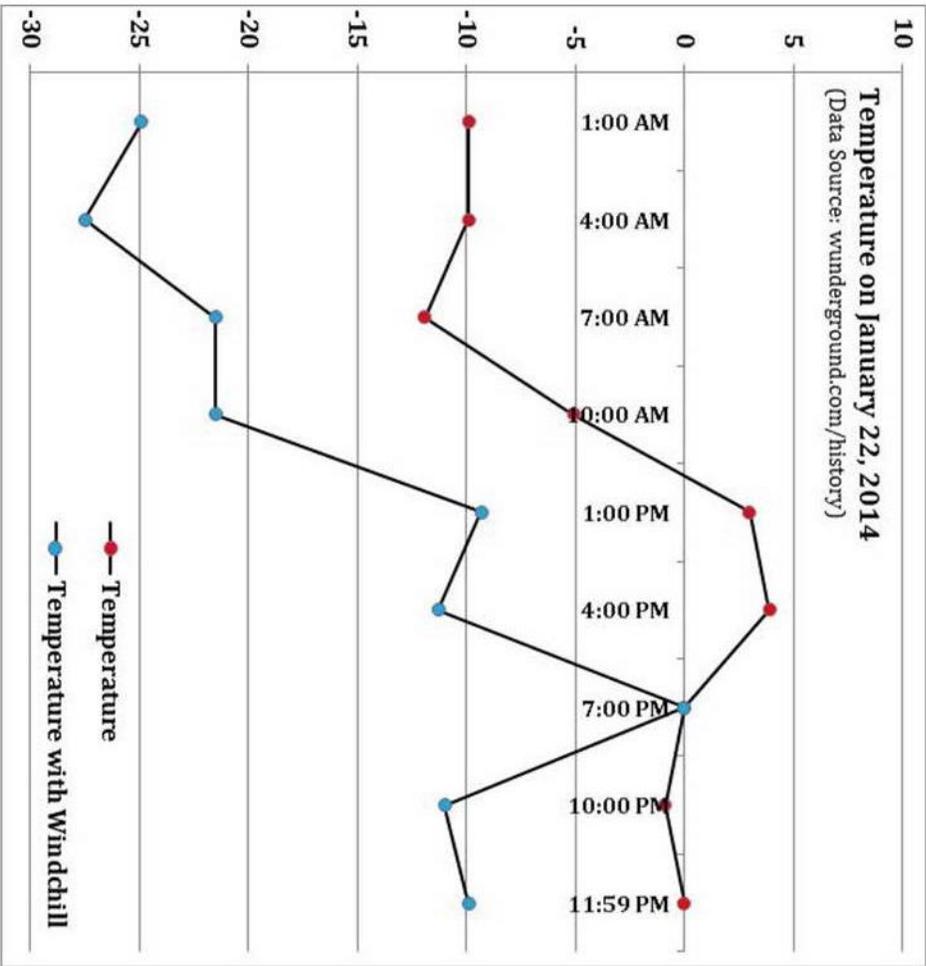
### Homeless Outreach Network (March 2015)

The Point In Time (P.I.T.) count from January 22, 2014 showed seven unsheltered homeless. During the warmer months, an estimated 25 unsheltered homeless live throughout Syracuse. Unsheltered homeless are unique from sheltered homeless as they make a conscious choice to stay on the streets and are often resistant to typical services. Help in accepting the need for services and shelter is met through homeless outreach. Outreach providers develop relationships and form trust with homeless individual on a consistent basis, transitioning them to a place of position of willingly accepting help.

**In My Father's Kitchen** provides essential outreach services that includes lunches, basic needs and referrals to other community resources to unsheltered homeless individuals. Through these interactions, relationship and trust is formed and staff have been able to assist in sheltering these individuals.

The Rescue Mission's **Homeless Intervention Services** (HIS) provides support, information and basic needs (i.e. meals, bottled water, blankets, gloves, hats, etc.) to homeless individuals and families, especially to those who are resistant to typical homeless services through street outreach. The program also provides transportation services, mainly to individuals who reside in the Rescue Mission's emergency shelter and transitional housing.

A downtown outreach team is currently being formed in response to the concentration of homeless in the downtown neighborhood. More information to come.



**Availability of services targeted to homeless persons and persons with HIV and mainstream services**

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
<b>Homelessness Prevention Services</b>			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
<b>Street Outreach Services</b>			
Law Enforcement	X	X	
Mobile Clinics	X		
Other Street Outreach Services		X	X
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X

Table 56 - Homeless Prevention Services Summary

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

Mainstream services are made available to homeless persons and/or persons living with HIV/AIDS through a single point of access using a coordinated assessment process. The Onondaga County Helpline, a human service information and referral line is available on a 24 hour basis. Using this coordinated assessment process, allows community partners to better match individuals and families to services. It also provides for better coordination among providers. Once individual or family need has been assessed, referrals will be made to the appropriate providers. Referrals are also accepted from one service provider to another. Community service providers respond in a timely manner to all referrals. The Homeless Management Information System (HMIS) system plays a key role in facilitating the coordination among agencies, mainstream resources and other support services in assessing and providing for the needs of the homeless or housing vulnerable individuals and families.

Once individuals and families have been connected to needed services, the agencies conduct their own intake process and have access through HMIS to all client information. Supported case management services are often needed to help the individual or family navigate through the complex service delivery system to connect with services such as adequate healthcare, mental health, housing, substance abuse, employment or services for unaccompanied youth, persons living with HIV/AIDS or Veterans.

It is the individual or family's choice as to whether or not they choose to follow up with the recommended referrals. Case managers contact these individuals many times in hope of an eventual acceptance of services. Referrals are tracked in the HMIS system and case managers work with willing individuals and families to identify barriers towards success whether it is finding adequate health care, mental health or substance abuse treatment, housing or employment.

**Describe the strengths and gaps of the service delivery system for special needs populations and persons experiencing homelessness, including, but not limited to, the services listed above.**

Our strongest strength in our community's service delivery system is its participation in a well-functioning Continuum of Care (CoC), the Homeless and Housing Coalition (HHC). Nearly 40 community agencies actively participate and collaborate to serve the special needs populations and persons experiencing homelessness. Services are made available through a single point of access by using the Onondaga County helpline, now by just dialing 211 on a 24 hours basis. To prevent duplication of services and to better serve the individual, all participating agencies use the Homeless Management Information System (HMIS) to document services. This collaborative process provides the most efficient use of our community resources.

The most significant gap in service delivery for the special needs population and those persons experiencing homelessness is the lack of accessible and affordable housing units. There are too few housing units that allow those with mobility impairments with easy access. The older housing stock often has for too narrow hallways, inaccessible bathrooms, and stairs that make it impossible for persons with physical disabilities to navigate.

Also, there is some discrimination among local landlords in the private sector that refuse to accept Section 8 or Public Assistance vouchers which makes it more challenging for low income persons to be housed.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs.**

Syracuse uses Community Development Block Grant (CDBG) and HOME funds to assist in the creation and rehabilitation of quality affordable housing units. These units are targeted for vulnerable and low income populations that experience a number of housing problems from high cost burden to overcrowding. The activities that receive funding assistance are used to increase the number of quality affordable housing units that are safe, contain zero housing problems or barriers that limit their ability to live in these properties.

In addition to the elimination of physical barriers through the creation of ramps to residential structures, other barriers can exist that limit accessibility to fair housing choice for housing vulnerable populations. There is currently a local effort underway by CNY Fair Housing to create legislation that will prevent source of income discrimination so more affordable and privately owned units will open up to Section 8 voucher holders. Syracuse works closely with CNY Fair Housing to identify and address issues related to fair housing, which includes the recent Analysis of Impediments report that was produced to provide new information on the impact these issues have in Syracuse and Onondaga County. The findings identified in this report will be used for future policies and funding decisions for housing projects, the level of opportunity they will provide to low income populations, and the impact they will have on the surrounding neighborhood.

## ***SP-45 Goals Summary - 91.215(a)(4)***

### **PRIORITY GOAL: INCREASE THE WEALTH OF HOUSEHOLDS**

#### **Needs Addressed:**

- Addressing aging housing stock
- Access to traditional financing
- Opportunities for youth development
- Locally-based commercial services and amenities
- Economic opportunities for special needs population

**Geographic Area:** City of Syracuse, Targeting the Neighborhood Revitalization Strategy Area (NRSA)

#### **Goal Outcome Indicator (2015-2019):**

- Public service activities other than Low/Moderate Income Housing Benefit: 16,000 Persons Assisted
- Public service activities for Low/Moderate Income Housing Benefit: 760 Households Assisted
- Facade treatment/business building rehabilitation: 12 Business
- Homeowner Housing Rehabilitated: 35 Household Housing Units
- Direct Financial Assistance to Homebuyers: 955 Households Assisted
- Businesses assisted: 65 businesses

**Estimated Funding for this Goal (2015-2019):** \$13,355,238 in Community Development Block Grant

### **PRIORITY GOAL: ELIMATE BARRIERS TO HOUSING OPPORTUNITY**

#### **Needs Addressed:**

- Provision of quality, affordable housing
- Access to traditional financing
- Addressing barriers to housing opportunity

**Geographic Area:** Syracuse, New York

#### **Goal Outcome Indicator (2015-2019):**

- Public service activities for Low/Moderate Income Housing Benefit: 1,825 Households Assisted
- Rental units constructed: 80 Household Housing Unit
- Rental units rehabilitated: 420 Household Housing Unit
- Homeowner Housing Rehabilitated: 25 Household Housing Unit
- Tenant-based rental assistance / Rapid Rehousing: 2,725 Households Assisted
- Homeless Person Overnight Shelter: 800 Persons Assisted
- Homelessness Prevention: 2,300 Persons Assisted
- HIV/AIDS Housing Operations: 500 Household Housing Unit

**Estimated Funding for this Goal (2015-2019):** \$3,575,801 in Community Development Block Grant; \$1,000,000 in HOPWA; \$3,625,000 in HOME; and \$2,000,000 in Emergency Solutions Grant.

## **SECONDARY GOAL: PROMOTE COMMUNITY ENGAGEMENT AMONG SENIORS**

### **Needs Addressed:**

- Community engagement opportunities for seniors

**Geographic Area:** Syracuse, New York (targeting the Neighborhood Revitalization Strategy Area)

### **Goal Outcome Indicator (2015-2019):**

- Public service activities other than Low/Moderate Income Housing Benefit: 1,700 Persons Assisted

**Estimated Funding for this Goal (2015-2019):** \$1,255,143 in Community Development Block Grant

## **SECONDARY GOAL: CREATING HEALTHY AND SUSTAINABLE HOMES**

### **Needs Addressed:**

- Provision of quality, affordable housing
- Addressing aging housing stock

**Geographic Area:** Syracuse, New York (targeting the Neighborhood Revitalization Strategy Area)

### **Goal Outcome Indicator (2015-2019):**

- Public service activities other than Low/Moderate Income Housing Benefit: 1,700 Persons Assisted

**Estimated Funding for this Goal (2015-2019):** \$1,813,818 in Community Development Block Grant;  
\$875,000 in HOME

## ***SP-50 Public Housing Accessibility and Involvement – 91.215(c)***

### **Is there a need to increase the number of accessibility units (if required by a Section 504 Voluntary Compliance Agreement)?**

According to the 2012 ACS 5-year estimates, 18,411 renters suffer from a cost burden of 30% or more and 5,603 suffer from a severe cost burden of 50% or more. Individuals who cannot find affordable housing options through the above opportunities must find it within the private market.

<b>Subsidized Housing Units by Program</b>	<b># of Units</b>
<b>Total Number of HUD Subsidized Units</b>	<b>3,960</b>
Units of Public Housing	2,340
Units of Section 236 Housing	1,360
Units of other HUD Multi-Family Housing	260
<b>Total Number of Low Income Housing Tax Credit Units (LIHTC)</b>	<b>1,573</b>
LIHTC Units Targeted for Seniors and/or Disabled Populations	401

Table 57

### **Describe activities to increase resident involvements.**

The Syracuse Housing Authority through its affiliate Neighborhood Innovations, Inc. has already built one tax-credit development, and is seeking to do more. At the same time SHA will be using the Department of Housing and Urban Development (HUD) Rental Assistance Demonstration (RAD) program in order to project-base some public housing and generate equity for major capital needs. Other initiatives will seek to rebuild neighborhoods and provide more mixed-use and mixed-income development activities.

At this time, no City owned land is sought, and with the advent of the Greater Syracuse Land Bank, most probably that would be the avenue to land acquisition.

**The public housing agency is not designated as troubled under 24 CFR part 902.**

## ***SP-55 Barriers to Affordable Housing – 91.215(h)***

### **Describe the barriers to affordable housing and the strategy to remove or ameliorate them.**

Public, assisted and block grant funded housing are the most direct way quality, affordable housing is provided to low-income households. Of the households with at least one housing problem, 19,320 or 77.6% are renters suffering from a housing cost burden. For low income renters, high housing cost burdens places financial strain on a family's or individual's ability to use its resources on furthering their education, finding reliable transportation or anything more than the bare necessities.

Syracuse's affordable rental housing delivery network helps to relieve this burden through both project-based and tenant-based rental assistance. Project-based rental assistance designates specific apartment units as affordable for income-qualified and special needs populations. Tenant-based rental assistance provides subsidies to private property owners (landlords) on behalf of the tenant, allowing the tenant the choice of affordable housing in the private market. Each works to relieve low and extremely low income individuals and families of excessive cost burdens so as to have the stability necessary to build personal wealth.

Syracuse Housing Authority (SHA) maintains seven Asset Management Projects ranging from 153 to 609 residential units. These include some densely populated family developments and eight high rise buildings (from 7 to 22 stories tall). The developments are located primarily on the Southside and Near Westside of Syracuse, with pockets of units located elsewhere in the city.

With resources ranging from a Grants Department and a number of service coordinators, SHA seeks to improve the economic, self-sufficiency, and educational lives of all residents. Numerous developments have programs through local partners which focus on education, health, financial self-sufficiency, and jobs training.

Due to the age of most SHA properties, there are very few three to five bedroom apartments in the overall stock. These developments were built at a time for work-force housing and starting families, and also did not have the person/bedroom requirements that Department of Housing and Urban Development (HUD) now has for overcrowding.

These units have undergone modernization and updates over the years and have had some energy efficiency upgrades. However, more capital work is necessary in order to keep all developments viable for the long term. There is a growing need for renovations, in particular for the infrastructure located below ground (water and sewer lines).

On a per capita basis, Syracuse has a large supply of public housing. However, as the city has seen an increase in the concentration of poverty, SHA has found their waiting lists growing to levels where it can take up to six years to be eligible for a unit. Furthermore, dense levels of poverty within complexes of 400+ units can become problematic. Future capital improvements may include plans to reduce the density of these large scale housing projects.

Recipients of public assistance continue to face difficulties in finding decent affordable housing outside of public housing. The majority of Section 8 vouchers used within the city in low opportunity neighborhoods often because it is the only area where landlords accept them. In a survey by CNY Fair Housing, social service providers identified discrimination against Section 8 and Public Assistance Recipients as the number one barrier to finding housing of the clients they work with.”<sup>1</sup>

There is a concentration of Tenant Based Rental Assistance (TBRA) and other forms of assistance within areas of low median household income. It is the City’s intent to provide affordable housing opportunities throughout the entire city so as to avoid concentration of poverty.

In total, there are a little over 5,500 project based subsidized units and under 3,500 tenant-based subsidized units in Syracuse making up 8.5% of the total number of housing units. With 18,411 renters suffering from a cost burden of 30% or more and 5,603 suffer from a severe cost burden of 50% or more, many turn to the private market for affordable housing opportunities (ACS 2012). However, with an aging housing stock,<sup>2</sup> investor owners find it challenging to keep their units affordable while also keeping up with property maintenance costs. Although there are many committed local investor owners and owner-

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<sup>1</sup> The Analysis of Impediments to Fair Housing: Syracuse and Onondaga County, NY 2014 (page 8)

<sup>2</sup>Nearly 60% of all Syracuse properties built before 1949 and less than 6% built after design and construction standards were established in 1991, most units require investment

occupants throughout Syracuse, this challenge has resulted in disinvestment and in some cases, irresponsible ownership.

According to The Syracuse Division of Code Enforcement records, on February 20, 2015, 5,653 (13.3%) Syracuse parcels had at least one open code violation and 2,040 properties (4.8%) were listed as vacant. On the same day, using The Syracuse Department of Finance's records, 2,679 (6.3%) parcels were found to be tax delinquent two or more tax years.

For most Americans, homeownership is pinnacle in building wealth. Creating neighborhoods with strong property value and opportunity for homeownership is the centerpiece to the Syracuse Department of Neighborhood and Business Development's strategy to alleviate the need for publically subsidized affordable housing. Increasing the wealth of households within the Neighborhood Revitalization Strategy Area (NRSA) through foreclosure prevention, 1% loans and exterior renovation assistance as well as incentivizing and affirmatively marketing homeownership opportunities within these areas will increase opportunity for the current residents within this high-need area.

Since 1996, the largest single financial commitment in the City's Action Plan has been allocating federal funds for home improvement projects that are critical to keeping low-income homeowners in their homes. This has resulted in more than 5,000 low-income owner-occupants able to make necessary investments in their homes, affecting 20% of all owner-occupants in the City. More than any other program, the Home Improvement – Urgent Care program administered by Home Headquarters has helped maintain the supply of affordable housing in the city.

In addition, the HOME program annually supports the rehabilitation and/or new construction of quality affordable rental units at a rate of about 50 to 100 units per year. Over the same time period, this has resulted in approximately 1,350 high quality affordable rental units brought online to address the housing needs of low-income renters.

### ***SP-60 Homelessness Strategy – 91.215(d)***

**Describe how the jurisdiction reaches out to homeless individuals (especially unsheltered persons) and assesses their individual needs.** Reaching out to homeless persons and assessing their individualized needs is being done through a coordinated assessment and referral system. This assessment and referral process assist individuals in finding services which help identify health and behavioral health issues and establish barriers to permanent housing as well as employment. The Onondaga County Helpline, a human service information and referral system is used as a single point of entry for all those needing housing services. This helpline can be accessed 24 hours per day. All agencies that are a part of the Homeless Housing Coalition's Continuum of Care participate and gather the same information which is used to assess and identify the individual's needs. Direct referrals are also accepted from one service provider to another, using the "no wrong door" policy, making easy access for all needing services. The Homeless Management Information System (HMIS), which plays an integral part in facilitating the coordination among agencies, is where all client information is tracked.

Reaching out to unsheltered persons is done through street outreach services. Service providers meet the unsheltered individuals where they are at building supportive and positive relationships. Conversation begins when distributing basic needs such as food, water, blankets, gloves, hats etc. Outreach workers

assess the homeless individual's needs and encouragement is given to accept services. All pertinent information is captured in HMIS.

**Address the emergency and transitional housing needs of homeless persons.**

Description of Person Served	Median # of nights for Females	Median # of nights for Males
Individuals	97	105
Unaccompanied youth	119	124
Adults within Families	92	91
Children within Families	92	91

Table 58

Annual Homeless Assessment Report (AHAR) October 1, 2013 - September 30, 2014

**How does the jurisdiction help homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again?**

Helping homeless persons (especially chronically homeless) transition to permanent housing and independent living will be done through supportive services which include financial assistance, relocation assistance, prevention efforts and street outreach. These high priority services help make the transition to permanent housing and independent living effective. Developing skills and strategies that address personal barriers to successful permanent housing is crucial in preventing homelessness again. Assistance with relocation as far as finding actual affordable housing units and/or advocating with reliable landlords are often necessary. Case management and follow up case management efforts are needed to assist individuals or families in maintaining and or locating affordable housing. Financial assistance may be needed for security deposit, subsidies or help with rental payments and/or utilities. This is especially true for homeless youth when upon intake 90% are unemployed, uneducated and unable to arrange for income of any kind. This financial assistance helps all homeless or chronically homeless individuals' transition from shelters to permanent housing at a much faster pace. The goal is to get homeless individuals and families housed first while receiving support services to help overcome housing barriers. The Department of Neighborhood and Business Development is committed to supporting programs whose mission it is to aid homeless or chronically homeless families and individuals with homeless prevention efforts as well as rapid rehousing and street outreach support services.

**How does the jurisdiction help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publically funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs?**

The local Discharge Planning Committee (DPC) actively collaborates with institutional care providers and monitors discharge outcomes. The Continuum of Care (CoC) has contributed to the development of OnCare, a System of Care for youth with serious emotional and behavior problems. The DPC members participate in monthly OnCare meetings. OnCare operates ACCESS, a multi-disciplinary team involving mental health, Juvenile Justice, Children's Division Child Welfare staff, and Parent Partners. ACCESS locates services and safe housing for participants.

A variety of initiatives have been developed to assist in preventing homelessness whenever possible. Specifically, "in-reach coordination" occurs when Health Home Case Managers visit area inpatient mental

health and CD units on a weekly basis to engage and assist with the discharge planning prior to discharge and connect those in need to appropriate support services. In-reach case managers also connect with people who are going to court for discharge despite not having a place to live. The DPC partners with NYS Department of Correction and Community Supervision (DOCCS) to address barriers to parolees accessing housing. Cross System Strategic Planning meetings are held for high need individuals. Individualized plans are developed for high risk parolees. The Discharge Planning Committee (DPC) also has collaborative relationships with key staff at various area hospitals. The DPC chairman assists with plans of difficult discharges for clients with co-morbid conditions and behavioral health issues. Lastly, the county and state funds fifty case management positions to assist youth in transitioning out of the foster care system.

Ongoing case management services and subsidies are vital to the success of low income individuals and families in staying housed. Support for rapid-rehousing financial assistance and follow up case management is a priority.

### ***SP-65 Lead-based Paint Hazards – 91.215(I)***

#### **Describe the actions to address lead-based paint hazards (LBP) and increase access to housing without LBP hazards.**

Through grant funding from the Department of Housing and Urban Development's (HUD) Office of Lead Hazard Control and Healthy Homes (OLHCHH) and match funding from the Syracuse Department of Neighborhood and Business Development, the Syracuse Lead Program is able to fulfill its multifaceted mission. The mission is to (1) develop lead safe housing in low- to very-low income target areas; (2) to decrease the number of children with elevated blood levels; (3) to improve the environments of families residing in Syracuse; (4) and the continued education to all City residents about the effects of lead poisoning and prevention.

#### **How are the actions listed above related to the extent of lead poisoning and hazards?**

With approximately 150 units assisted each year by the Syracuse Lead Program, occupied by low- to very-low income families, the Syracuse Lead Program's actions to reduce lead hazards and educate residents will directly assist to decrease the extent of lead poisoning and the number of hazards present in housing in Syracuse. Each unit receiving lead hazard reduction work provides a safer environment, ultimately reducing the probability of a child being affected by lead poisoning.

#### **How are the actions listed above integrated into housing policies and procedures?**

For a fee, determined by the Common Council, the Syracuse Lead Program offers Lead Hazard Screens, Lead Inspections or combined Lead Inspection/Risk Assessments and Lead Clearances for non-profit housing agencies using federal funding for rehabilitation. The Syracuse Lead Program offers assistance under federal regulations for remediation of lead based paint hazards during renovation and repair for any entity utilizing federal funds to ensure all requirements are met.

## ***SP-70 Anti-Poverty Strategy – 91.215(j)***

### **Describe the jurisdiction’s goals, programs and policies for reducing the number of poverty-level families.**

The Syracuse Department of Neighborhood and Business Development (NBD) has instituted a number of initiatives to alleviate the poverty status for residents who live in this community. These goals and initiatives are centered on the city’s 2040 Comprehensive Plan, which serves as an outline for the future of the community. A number of goals align between the comprehensive and consolidated plans, in areas such as neighborhood revitalization and economic development. Coordinating strategies around these areas will create the best outcome for city residents that are seeking employment and to provide for their families. Reducing the poverty level among Syracuse households involves the creation of new economic opportunities and a variety of ways to accumulate wealth.

NBD is assisting with a number of economic revitalization projects that are ongoing or expected to begin in the coming year, which include the Inner Harbor project, a \$350 million mixed-use development that will include residential, commercial, and educational space on the site of a former barge canal used during the time of the Erie Canal. The site is within one half-mile of Downtown Syracuse and a location bordering the city’s poorest census tracts within both the Southwest and Northeast Neighborhood Revitalization Strategy Areas (NRSA). The Hotel Syracuse, an existing ten-story vacant hotel is set to undergo a \$60 million redevelopment beginning in spring 2015, and is located within one half-mile of the Southside and Southwest NRSA. Elected officials and community leaders are working to ensure that city residents living in these neighborhoods will make up a substantial part of the labor force working on these projects, both during and after their completion.

Additionally, NBD will actively seek to contract 6% and 9% of the overall project contract expenses to Minority and Women-Owned Businesses enterprises (MWBE) respectively throughout the jurisdiction. This policy allows these MWBE firms to expand their work opportunities and hire additional employees to accommodate larger-scale projects.

NBD is also increasing investment in neighborhood commercial corridors, through the advancement of the Syracuse Main Street program, which is currently providing funding to improve two commercial corridors located within the designated NRSA. The program is designed to provide funding for storefront and façade improvements to qualified, existing businesses in order to enhance the aesthetics of the business and overall corridor, increase the customer base and expand the capacity of the businesses to hire additional employees. The Main Street program is estimated to assist four to six businesses in each corridor.

NBD is working with a number of community organizations to provide technical assistance to micro-enterprises, startup businesses, and job training programs that empower entrepreneurs and others seeking employment to acquire the skills necessary to grow their businesses or become qualified job candidates to provide for their families. The majority of these programs are strategically located within the urban core and central business district, which are among the most accessible by public transportation. This allows technical and employment resources to be available for all city residents, regardless of income and geographic location.

There is also an opportunity to alleviate poverty for families by investing in the creation of more affordable rental housing units. Reducing the housing burden for families in Syracuse will increase the expendable

income for residents to purchase other necessary items for their families. NBD also seeks to promote the opportunity of homeownership to increase the number of owner-occupied housing units within the city's jurisdiction. Due to the depth of research that reveals the benefit to homeownership, including reduced crime, higher education rates, and increased residential investment, city officials work with a number of housing organizations to improve the accessibility to owning a home in the city. This includes a number of financial literacy and homebuyer education courses and down payment assistance programs, to increase the accessibility for low- to moderate-income families and individuals to own their own home.

**How is the jurisdiction's poverty reducing goals, programs, and policies coordinated with this affordable housing plan?**

The Syracuse Department of Neighborhood and Business Development (NBD) is the lead agency responsible for drafting this report, and oversees the investments made in economic development as well as neighborhood revitalization. The agency works on a daily basis with developers, public officials, and community leaders and organizations seeking to increase the accessibility to jobs and affordable housing for low- to moderate-income persons.

The Department of Neighborhood and Business Development communicates and works closely with other city departments and community organizations to carry out these goals, programs, and policies to accomplish the goals outlined in this five-year consolidated plan. The primary goals outlined in this plan are designed to align with the mission of improving the overall quality of city neighborhoods and housing stock, and fostering economic opportunities that provide jobs and services to city residents. This consolidated plan includes projections over the next five years of various services that will be provided and the number of households, individuals, and businesses that will benefit. These projections were carefully considered based on past progress, the needs and goals outlined by NBD, and the capacity of the organizations that work closely with NBD.

Among the goals outlined in this consolidated plan is to increase the wealth of households, specifically targeting the designated Neighborhood Revitalization Strategy Area (NRSA) within Syracuse. The Northeast and Southwest sections of Syracuse have suffered from decades of disinvestment and high rates of crime and poverty. This plan, in coordination with various city departments, elected officials, and nonprofit agencies will work to make considerable progress in these designated areas, and create economic opportunity for city residents to build wealth and alleviate poverty.

***SP-80 Monitoring – 91.230***

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements.**

Monitoring is a continuous process to determine which assisted programs and services are meeting their objectives and are in compliance with the Department of Housing and Urban Development (HUD) requirements set forth by 24 CFR part 85 and 24 CFR 570, as well as other New York State and local regulations and laws. The process will be done through on-site visits and regular in-house reviews of quarterly performance reports and payment requests. Specifically, the programs to be evaluated and monitored will be those operating with the use of Community Development Block Grant (CDBG),

Emergency Solutions Grant (ESG), and HOME funds. Sub-recipients may include private entities, non-for-profit agencies, and City departments.

### **Objectives**

Monitoring will ensure compliance with HUD regulations, be used to identify specific compliance deficiencies, request corrective actions, and reinforce or improve grantee performance by providing technical assistance to grantees. Specific objectives of monitoring include the following:

- Verification of the accuracy of sub-recipient's record.
- Verification that grantees' use of funds is consistent with their stated objectives
- Identification of potential problems or the apparent causes of actual problems and offer recommendations for corrective actions.
- Confirmation of the accuracy of information presented in the Consolidated Annual Performance and Evaluation Report (CAPER)

### **Guidelines**

The frequency of monitoring will be determined for each sub-recipient by an annual assessment of several risk factors associated with the administration of the assisted activity or service. The following criteria are used to determine the level of risk that will determine the scope of monitoring activities to be undertaken:

- The type of activity being assisted
- Whether the funded activity provides a direct benefit that is consistent with at least one national objective for CDBG and HOME and within an ESG fundable category.
- The amount of CDBG/HOME/ESG funding being provided
- The number of years that the program or service has been federally funded
- The agency's prior history and level of success in administering CDBG/ESG/HOME funds and other types of programming
- Staff turnover, particularly staff funded by CDBG/ESG/HOME
- The program's track record with regard to problems and problem resolution

The minimum level of monitoring will consist of in-house reviews on a quarterly basis of the sub-recipient's performance reports and the supporting documentation submitted with their request vouchers for reimbursements. The performance report will be examined to determine if the actual accomplishments meet the stated goals and objectives contained in the sub-recipient agreement. This review will also determine if projected time schedules are met and whether projected work units, caseloads, or other performance goals are achieved. Sub-recipient requests for payment will be approved only if: the request includes program reports and supporting documentation, the request complies with the sub-recipient agreement, reimbursements are for eligible costs and are reasonable, and if the program is still operational.

Additional monitoring activities will be undertaken as needed including increased telephone contacts, more frequent on-site visits, and requests for additional program and financial information. Each year, NBD will prepare a CAPER that assesses the overall progress of the Consolidated Plan. The Syracuse Urban Renewal Agency (SURA) accounting division prepares financial reports to assure that actual expenditures have been allocated properly and that financial controls are properly implemented. Community Housing Development Organization (CHDO) receiving HOME funding typically are CDBG sub recipients and are therefore required to comply with all reporting and monitoring requirements stated above and outlined in the CHDO Operating Agreement with NBD.



**The Syracuse  
Department of Neighborhood and Business  
Development**

**1st Annual Action Plan  
Program Year 41 (2015-2016)**

**Stephanie A. Miner, Mayor**

**Paul Driscoll, Commissioner**  
Department of Neighborhood & Business Development  
201 E. Washington Street  
City Hall Commons, Suite 600  
Syracuse, NY 13202

**February 2015**





# 1<sup>st</sup> Annual Action Plan

## Program Year 41 (2015-2016)

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### Executive Summary

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The Syracuse Department of Neighborhood & Business Development (NBD) submits this Fifth Annual Action Plan, as required by the U.S. Department of Housing and Urban Development (HUD). This Action Plan corresponds with the Five-Year Consolidated Plan released by the City and awaiting approval by HUD in 2015. The update includes various levels of strategic planning for the implementation of HUD entitlement grant funds during Program Year 41 (2015 - 2016). Identified within this Action Plan are specific agencies and activities requesting HUD entitlement funding in order to successfully carry out programs which address specific community needs as identified by the City and its residents.

This Action Plan is the result of a collaborative process between the City and the community. Described are the community needs, resources, priorities, and proposed activities to be undertaken utilizing federal Community Development Block Grant (CDBG), HOME Investment Partnership Grant (HOME), and Emergency Solutions Grant funds. The City requests to utilize the following amount in entitlement funds for the 2015-2016 program year:

#### Grant Administering Agencies

Grant	Administering Agency	Allocated Amount
Community Development Block Grant	Syracuse	\$4,603,746
HOME Investment Partnership	Syracuse	\$1,051,124
Emergency Solutions Grant	Syracuse	\$425,827
Housing Opportunities for Persons with AIDS (HOPWA)	New York State	\$287,354

In accordance with Title 24 Code of Federal Regulations (24 CFR) Part 91, all jurisdictions anticipating the receipt of the above federal grants must complete an Annual Action Plan. The Action Plan describes each community partner's anticipated contribution and efforts to obtain the goals and needs of the City and its residents outlined in Syracuse Five-Year Consolidated Plan (2015-2019). The Action Plan covers the period from May 1, 2015 through April 30, 2016.

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## Annual Goals and Objectives

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The overall goal of the City is to provide all residents with vibrant neighborhoods that contain quality affordable housing choices, prosperous business opportunities, well-performing schools, and abundant recreational resources. This goal is successfully accomplished through providing:

### **Quality Affordable Housing**

The City's Department of Neighborhood and Business Development deploys a two-pronged approach to achieving the balanced goal of, providing new affordable housing and maintaining the City's current affordable housing stock. Community Development Block Grant and HOME Investment Partnership funds are utilized in the most efficient way possible to move towards achieving that goal. In an effort to preserve the City's existing affordable housing our housing partners offer home improvement loans, homebuyer subsidies and foreclosure prevention counseling to residents of the City. While preserving existing affordable housing is important, providing new affordable housing is also a priority need and further achieved through down payment and closing cost programs, pre-purchase housing counseling and large development projects carried out by our housing partners. Each of these programs ensures the availability of affordable housing for both homeowners and renters within the City.

### **Assisting Vulnerable Populations**

Vulnerable populations face challenges other individuals may not face when seeking safe, affordable, quality housing. The City has made it a priority need to increase the availability of supportive services for vulnerable populations including persons with physical disabilities, persons with HIV/AIDS, refugees, homeowners facing foreclosure, tenants facing eviction and non-English speaking populations. Support services provided through Community Development Block Grant funding include relocation services, special needs housing development, refugee education and non-English speaking community centers as well as a variety of counseling programs. These services are offered as a vehicle for ensuring each resident of the City has equal access to affordable housing and supportive services.

### **Administering Public Service Activities**

Ensuring the availability of services for youth and senior populations is a priority need for the City's Community Development Block Grant funds. Neighborhood based activities, educational programs and support services are provided to youth and senior populations through safe and accessible community center environments. Youth and seniors based programs take place throughout the year and provide access to necessary supportive networks. The community center based approach to providing essential services allows the youth and seniors populations to connect with a diverse network of individuals.

### **Resources for Homeless Populations**

The Emergency Solutions Grant allows the City to carry out both traditional and innovative programs to serve the City's homeless population. Collaboration between local non-profits, the Housing and Homeless Coalition, the Housing Vulnerable Task Force and the Continuum of Care is a priority for the City. These collaborations allow the Emergency Solutions Grant to efficiently increase the number of critical support services offered to homeless and at risk of homeless individuals. Partnerships are continually being forged between government organizations, housing developers and business partners to re-house individuals and families, provide financial assistance and case management as well as relocation and other housing stabilization services.

During Program Year 41 (2015-2016), the City will accomplish these goals specifically through providing the following programs:

- Access to Housing for Persons with Disabilities
- Down Payment and Closing Cost Assistance
- Homeownership Opportunity from Distressed Property
- Access to Affordable Rental Housing
- Rehabilitation and New Construction
- Increased Homeownership Opportunities
- Emergency Repairs to Reduce Health/Safety Threats
- Housing Counseling, Education and Foreclosure Assistance
- Tenant Advocacy
- Workforce Development and Small Business Capacity Building
- Programming for Youth and Seniors
- Supportive Services for Persons with HIV/AIDS
- Homelessness Prevention/Rapid Rehousing
- Emergency Housing and Supportive Housing Services
- Transportation and Outreach Services

In an effort to achieve more targeted results, funded programs will be encouraged to pay particular attention to delivering services to Syracuse families residing in census tracts 15 and 53, portions of the northside and southwest neighborhoods respectively. These census tracts were selected based upon the results of the CNY Fair Housing Council's study, "Analysis of Impediments to Fair Housing". Both census tracts 15 and 53 are experiencing high concentrations of poverty, racial and economic isolation, and restricted housing choice. Therefore, housing and workforce development activities in particular will be focused in these areas, in collaboration with the Greater Syracuse Property Development Corporation (the "Land Bank"), housing development partners, and other community stakeholders, to increase household wealth, reduce neighborhood blight, and increase homeownership.

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## Past Performance

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### **Rental Housing Maintenance and Production**

The Department of Neighborhood and Business Development (NBD) is committed to improving the quality of rental apartments while ensuring availability of affordable units for those who cannot afford to buy a home. We advance this goal through the provision of funding through the Community Development Block Grant (CDBG) and HOME programs.

- Within seven formerly vacant and distressed buildings previously owned by Eljay Properties, 155 units of affordable housing units were developed for low- and moderate-income families, with 48 or 31% of these units reserved for families earning less than 50% of the area median income.
- More than 65 rental units were rehabilitated for tenants earning less than 80% of the area median income.
- An additional 50 affordable rental units targeted to homeless veterans were completed.
- Lead hazards were remediated in more than 117 housing units through Syracuse's Lead Hazard Control Program.

### **Homeownership Production and Preservation**

As part of our overall neighborhood redevelopment strategies, facilitating homeownership opportunities plays a critical role in advancing this objective. NBD has demonstrated this commitment through investment in the following activities:

- Creation of 174 low- and moderate-income first-time homebuyers by providing down payment and closing cost assistance.
- Assisted 200 owner-occupants in completing necessary repairs to their homes, including roof repair, furnace replacement, and plumbing and electrical upgrades.
- Provided homeownership, budgeting, and foreclosure prevention counseling to more than 550 individuals.
- Prevented 112 foreclosures within Syracuse.

### **Strengthening Communities, Families & Individuals**

- A total of 4,950 youth were provided positive programming through structured afterschool programming, academic support and wellness recreation at one of three city-owned community centers and other nonprofit service providers.
- Resettlement services were provided to 250 newly arriving refugees; services included assistance with accessing quality, affordable housing, language services, and job readiness.
- Provided 416 Latino residents with housing assessment and case management services.
- Provided 173 individuals at risk of homelessness with relocation assistance.
- Housing assistance was provided to 52 individuals afflicted with HIV/AIDS.
- Removed 12 dilapidated structures to support strategic revitalization efforts in targeted block plans throughout the City.

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## Citizen Participation

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In order for the City to achieve the overall goals and objectives, citizen participation is necessary. The entire allocation of federal Community Development Block Grant (CDBG), HOME, and Emergency Solutions Grant (ESG) funding awarded to the City each year is based around the severity of both poverty and substandard housing conditions. It is necessary that public participation genuinely involve low income residents experiencing these conditions. Genuine involvement by low income people must take place at all stages of the process, including identifying needs, setting priorities, suggesting allocations as well as the types of programs that will meet high-priority needs. The revised citizen participation plan outlines strategies to ensure a diversity of residents have the opportunity to participate through a variety of methods. The strategies include emails, mailings, public notices, distribution of information via social services agencies and other community organizations such as, the Tomorrow's Neighborhoods Today Planning Councils (TNT), the Mayor's Citizen Cabinet, F.O.C.U.S. Greater Syracuse and the Better Neighborhoods Bureau.

The City's Citizen Participation Plan, revised and approved by the Department of Housing and Urban Development (HUD) in 2011, provides information on how residents, institutions, businesses, and community organizations may participate in the development of the City's Consolidated Plan and other related documents. The Citizen Participation Plan ensures the inclusion of residents in the development of the Five-Year Strategic Plan, the annual Action Plan, any amendments to these plans, as well as the Consolidated Annual Performance and Evaluation Report (CAPER). The Citizen Participation Plan also describes the participation of members of the Mayor's Citizens Cabinet and Tomorrow's Neighborhoods Today (TNT) participants.

Following the release of the draft Action Plan, members of the public are invited to share their comments with the Commissioner of Neighborhood & Business Development independently as well as in a public meeting setting. These comments are taken into consideration as the final plan is developed. In addition, the City holds a public hearing, which allows the public to directly address the members of the Common Council and share their thoughts and concerns regarding the draft plan. At this point, the Common Council shares their input with NBD before approving the plan.

The primary objective of citizen participation in drafting this Action Plan is to increase awareness of community needs and effectively implement programs, while continuing to stabilize the City's housing stock and ensure safe affordable housing for City residents. The Department of Neighborhood and Business Development continues to work in a comprehensive manner to revitalize our neighborhoods, address important corridors, and strengthen neighborhoods through community building and targeted economic development projects, therefore all comments are and will be accepted for consideration. The final 1<sup>st</sup> Annual Action Plan will include an appendix, as well as all comments received by the Department.

Questions and comments regarding this Action Plan my contact:

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## Consultation and Partnerships

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The Syracuse Department of Neighborhood and Business Development (NBD) recognizes that partnerships with public and private entities are vital to the provision of effective services to the Syracuse community. Each strategy prioritized by Syracuse is only accomplished through effective collaborations with community partners. These partners provide the expertise needed to ensure quality service provision, housing development and neighborhood revitalization efforts. While Syracuse recognizes and honors long standing relations with community experts, it welcomes and encourages new partners with innovated approaches to address the communities pressing issues.

New York State policies mandate the discharge of clients and patients for the foster care system, correctional facilities and hospitals. These mandates have been incorporated in the Plan and drives local decision making to ensure individuals are not discharged into homelessness.

The local Discharge Planning Committee (DPC) actively collaborates with institutional care providers and monitors discharge outcomes. A variety of initiatives have been developed to assist in preventing homelessness wherever possible. Specifically, “in-reach coordination” in which Intensive Case Managers visit area inpatient mental health and CD units on a weekly basis to discuss housing options and assist with the discharge planning process prior to discharge. The DPC also partners with NYS Department of Corrections and Community Supervision (DOCCS) have created a re-entry task force to collaborate on addressing barriers to parolees accessing housing. Additionally, Onondaga County and New York State allocate funding for fifty case managers to assist youth transitioning out of the foster care system.

Collaboration and partnership between the City and the local Homeless and Housing Vulnerable Taskforce (HHVTF), created in 1986 as a standing committee of the Common Council, is a key component in determining specifically how Emergency Solutions Grant (ESG) funds are allocated and disbursed. The Taskforce was formed to assess community needs, identify gaps in service and develop a strategy to address homelessness. In August 2010, the HHVTF became the Housing and Homeless Coalition (HHC) following the Department of Housing and Urban Development (HUD) emphasis on creating a unified response to ending homelessness in the community. The formation of the HHC allows for:

- Creating and implementing a 10 Year Plan to End Homelessness
- A Collaborative Applicant for the submission of the Continuum of Care (CoC) application
- Increased reliance and accountability to Homeless Management Information System (HMIS)
- Increased focus on performance outcomes
- Emphasis on data driven decision making
- Meeting HUD’s audit and reporting requirements
- Alignment with ESG activities
- Implementing a community wide 25% match compared to individual program match

The primary goal of the local HHC is to develop an enhanced various collaborative processes utilizing community assets to provide improved coordination for the delivery, monitoring and evaluation of homeless and housing vulnerable services. This system coordination is the foundation of setting priorities for ESG funding, developing CoC strategies and the 10 Year Plan. The plan is based on best practices learned through HPRP, CoC inputs, data from community’s needs and gaps assessments and the CoC checkup.

## Anticipated Resources

Community Development Block Grant (CDBG) and HOME make up the majority of local funding for housing activities. While HOME funds are statutorily reserved for housing-related activities, eligible uses for CDBG funds are far more varied to include services to assist certain subpopulations that by their nature require these services (youth, seniors, disabled).

The following is a chart reflects expected resources from the federal government anticipating a cut in funding:

Program	Source of Funds	Use of Funds	Prior YR 40 Allocation	Year 41 Entitlement Grant
CDBG	HUD – Federal	Housing production, services to special needs populations and services to the housing vulnerable	\$ 4,777,241	\$4,603,746
HOME	HUD – Federal	Developer subsidies for the provision of affordable rental housing and owner-occupied housing; Community Housing Development Organization reserve and capacity funding	\$1,180,037	\$1,051,124
Emergency Solutions Grant (ESG)	HUD – Federal	Emergency shelter, homeless prevention, rapid re-housing and street outreach activities	\$398,071	\$425,827
HOPWA	HUD – Federal	Housing Opportunities for Persons with HIV/AIDS.	\$289,509	\$287,354

### **Leveraging Resources**

Anticipated resources received through the Consolidated Planning process are leveraged through additional resources including:

- Home Improvement – Urgent Care: CDBG funds are used to address the most urgent needs of low-income owner-occupants such as the replacement of deteriorated roofs, furnaces and plumbing. All assistance has a payback requirement, the amount of which depends on the income-level of the owner. The lowest income strata still is required to pay 20% of the total loan, the receipts of which are kept in a restricted account used solely for the purpose of re-lending to another qualified household.
- Down Payment and Closing Cost Assistance Program: Up to \$3,000 in CDBG funds are granted to income-eligible homebuyers which often is the difference between closing on a home and not. Therefore a relatively small injection of CDBG funds can leverage an entire privately-held mortgage ranging anywhere between \$30,000 and \$95,000 per home. Last year 65 households took advantage of this program expending \$195,000 in CDBG funds but leveraging between \$2 million to \$6 million in private mortgage financing.

- The Syracuse Home Assistance Repair Program (SHARP), provides up to \$1,000 in exterior improvements to income eligible households which are required to contribute \$100 of their own funds. In 2013, 95 households participated in this program leveraging \$9,500.
- HOME Developer Subsidies: In order to meet the high demand for quality affordable rental units, Syracuse uses HOME funds to leverage New York State Low Income Housing Tax Credit projects. On average the ratio of this leverage is 10:1 and the long term affordability requirements assures that these rental units will remain affordable and available to low- to moderate-income families.
- Developer Assistance for Homeownership: In an effort to promote the rehabilitation of Syracuse's aging housing stock as well as the revitalization of neighborhoods, financial assistance is offered through the HOME program to developers to write down the cost of construction for rehabilitation and new construction to create affordable housing units. NBD works with Syracuse's not-for-profit housing partners, many of them qualified as Community Housing Development Organization, to rehabilitate and newly construct housing units for affordable homeownership opportunities.

### **Use of Public Facilities**

The Syracuse Department of Neighborhood and Business Development also has the ability to leverage funding through the ownership of public land including three Community Centers out of which many human service programs are administered:

#### **Syracuse Northeast Community Center (SNCC)**

Located in Syracuse's near northeast side and adjoining Dr. Weeks Elementary School, the SNCC is one of the two large community centers in Syracuse. SNCC provides a diversity of public services using an organizational and program model that is unique to the area which it serves. The SNCC manages the facility, which is owned by the city of Syracuse. In this role, the agency provides the basic infrastructure consisting of office and program space, security, maintenance, coordination and scheduling support, and management of common space. SNCC leases space within the facility to a range of organizations that can provide the services deemed most appropriate for the neighborhood. This enables non-profit and local government agencies to deliver targeted services to the neighborhood. SNCC provides the following programming: educational, recreational and social enrichment programming for families; emergency and social service resources to meet the needs of seniors, youth, and families.

#### **Syracuse Model Neighborhood Facility, Inc. (Southwest Community Center)**

The Southwest Community Center (SWCC) is a city-owned facility located on the City's southwest side and serves a predominantly African-American clientele. Syracuse Model Neighborhood Facility, Inc., (SMNF) is the non-profit agency which was created for the purpose of operating the SWCC. SMNF also leases space within the facility to a range of organizations that provide those services deemed most appropriate for the neighborhood. Some of the programs and services offered at the SWCC include: AIDS/HIV awareness, education and prevention program; an educational substance and alcohol abuse prevention program for school age youth; a program for developmentally disabled youth and young adults to help promote personal, social and recreational development; a program that provides computer based tutorial program for youth who attend Syracuse City Schools in grades K-8 and receive free or reduced lunch; a program focused on decreasing deviant behavior in youth ages 10-19; and programming for adults ages 18-24 to increase employment opportunities in the emerging green economy.

**Westcott Community Center**

The Westcott Community Center is one of the smaller community centers owned by the city of Syracuse and located on the eastside of Syracuse. Programming is run by the Westcott Community Center, Inc. CDBG funding supports youth, adult, and senior education programming through the Westcott Kids' Club, Say Yes after school enrichment, GED and literacy activities. The center also sponsors a lecture series, art gallery and a farmers market to provide fresh produce during the summer months for the community. Additional programs offered at the Westcott Community Center include community events, community classes, lectures, community dinners and concerts. Westcott also provides senior programming which includes fitness activities, arts & crafts, games, socialization, and a hot lunch provided by PEACE, Inc.

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## Geographic Distribution of Funds

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In 2011, the Department of Neighborhood and Business Development received approval of the Neighborhood Revitalization Strategy Area (NRSA). The NRSA includes two primarily residential areas of the City which house the highest percentage of low- and moderate-income households.

The Northeast NRSA includes the following neighborhoods: Hawley-Green, Lincoln Hill, Near Eastside, Northside, Prospect Hill and Washington Square (Census Tracts: 2,5,6,7,8,14,15,16,17,23,24,34,35). The Southwest NRSA includes: Brighton, Elmwood, Near Westside, Park Avenue, Skunk City, Southside and portions of other Southwest neighborhoods (Census Tracts: 21,22,30,38,39,40,42,51,52,53,54,58,59). Please see [Appendix C](#) for a map of the two NRSA's.

NBD also uses the following benefits as a way to allocate investments geographically within the jurisdiction in an effort to revitalize the Northeast and Southwest areas:

- Offer a Public Service Cap Exemption to those services carried out pursuant to the strategy by a Community-Based Development Organization (CBDO).
- Job creation and retention activities undertaken pursuant to the strategy will be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the income of persons that take, or are considered for, such jobs.
- Housing units assisted pursuant to the strategy can be considered to be part of a single structure for purposes of applying for low-and moderate-income national objective criteria, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood.
- Economic development activities carried out under the strategy will be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record-keeping requirements.

The Northeast and Southwest areas are two areas plagued with many social and economic challenges. The Northeast area is characterized by a growing Asian immigrant population currently comprising 11.8% of the population with 12.4% being foreign born. Also the area struggles to attract and maintain homeowners as the current homeownership rate is only 27.1% compared to a 41.8% city-wide rate.

The Southwest area has been affected by different market forces resulting in an alarmingly high vacancy rate at 37.1% compared to a city-wide rate of just over 18%. Deep economic challenges have resulted in a 16.2% unemployment rate with nearly a third of the adult population without a high school diploma. Coupled with these challenges, children are also adversely affected with 62.6% of the children living below the poverty level.

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## Year 41 Funded Programs

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Citizen participation in the Annual Action Plan also includes community leaders, activists and business owners in Syracuse through Risk Analysis Committees (RAC), which meet each year to discuss and rank each RFP Application submitted to the City for Community Development Block Grant (CDBG), HOME and Emergency Solutions Grant (ESG) funding. This year the RAC's were made up of Citizens Cabinet members, representatives from Syracuse University, United Way, The Gifford Foundation, Onondaga County, The Downtown Committee, The South Side Innovation Center, the University Neighborhood Preservation Association, National Grid, The Community Foundation, F.O.C.U.S. Greater Syracuse Citizens Academy, and various TNT members.

A complete applicant and program listing submitted for funding can be found at the end of this Action Plan.

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## Project Descriptions

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Projects funded with Community Development Block Grant (CDBG) dollars align with the three primary strategy areas outlined in our Five Year Consolidated Plan. They are: housing preservation and production, services for housing vulnerable and programming for special needs populations. Additionally, services for homeless prevention and rapid rehousing are funded through the Emergency Solutions Grant (ESG). A summary of these programs are provided below:

### **SERVICES TO INCREASE HOUSEHOLD WEALTH**

#### **Boys & Girls Clubs of Syracuse**

The Boys & Girls Clubs of Syracuse's Teen Program provides youth ages 13 to 19 a positive alternative to the streets during the school year and into the summer. Programming includes educational, enrichment, social, and recreational activities at three locations within distressed neighborhoods.

#### **CenterState CEO Foundation**

Northside UP is an agency that exists within the CenterState CEO Organization and is dedicated to the provision of workforce training and entrepreneurship opportunities for Syracuse residents, particularly on the city's Northside. The UP Start Syracuse program provides technical support to individuals and micro-enterprises seeking to start up and grow within Syracuse. The WorkTrain program provides job training and skills experience to individuals seeking employment in a number of industries, and has developed partnerships to place program graduates in full time career positions.

#### **Home HeadQuarters**

Home HeadQuarters' Urgent Care program provides low to moderate income households with loan capital to make emergency repairs to their homes. The program is structured to offer an average loan amount of \$10,000 per household. SHARP provides low-income owner-occupants in Syracuse with small grants for minor home repairs. The agency provides assistance to customers throughout the application and construction process. Administered by Home Headquaters' Homeownership Program, this program helps address major barriers to homeownership. The program allows many renters to purchase a house and begin building equity. It provides up to \$3,000 in down payment and closing costs

funds for households in need of such assistance. The assistance is provided in the form of a 5-year deferred loan.

### **Home Headquarters, Homeownership Center**

The purpose of the Foreclosure Prevention Program falls under Home Headquarters homeownership services program. The program provides counseling to help homeowners understand household finances and understand the foreclosure process. Services are also provided to borrowers in need of assistance with loss mitigation such as foreclosure prevention options, litigate cases whenever appropriate and assert client-rights from high-cost and predatory loans.

Home Headquarters also provides homebuyer education programs under their Homeownership Services, which teaches first-time homebuyers everything they need to know about buying a house. Accredited by NeighborWorks of America®, this education tool for potential homebuyers is a pre-requisite for the Down payment and Assistance Program.

### **Empire Housing**

Located on the Westside of the City, Empire Housing rehabilitates dilapidated structures for homeownership. Empire has secured New York State Affordable Housing Corporation (AHC) funds that allows up to \$20,000 of rehab improvements for new owner-occupants.

### **Huntington Family Center – James Geddes Youth Services Program**

The Youth Services Program provides a safe, structured program for children ages 5 to 12 that live on the Near Westside of Syracuse. The program offers group and individual activities that focus on asset development and community ownership while helping youth to achieve their future goals. The program is composed of three components; an after-school program, academic support in the form of tutoring with a goal of truancy prevention and building social skill competencies, and offering a seven week summer day camp during July and August.

### **Jubilee Homes of Syracuse, Inc.**

Jubilee Homes serves the Southwest-side of Syracuse by providing homeownership counseling services to potential homeowners and those facing foreclosure. Support for workforce development training is also provided to residents who are seeking employment in the neighborhood. Jubilee Homes is also funded to carry out technical assistance for businesses struggling or looking to start up on the Southwest side.

### **Northeast Hawley Development Association, Inc. (NEHDA)**

The Northeast Hawley Development Association (NEHDA) serves the City's Northside neighborhood, partnering with both the City and sister agencies on a number of residential and commercial redevelopment efforts. NEHDA's primary role is to provide housing counseling and outreach to Northside residents to market City programs such as the Butternut Street Residential Home Improvement Program.

### **PEACE, Inc.**

PEACE, Inc. facilitates the Big Brothers Big Sisters Program in Onondaga County that provides one-on-one youth mentoring and education opportunities for city of Syracuse youth. Transportation is provided to these students who participate from their school to where the program takes place.

**Syracuse Model Neighborhood Facility, Inc. (Southwest Community Center)**

The Southwest Community Center facility includes a gymnasium as well as an indoor swimming pool. Services available at the SWCC include a food pantry, case management for individuals and families in need, violence intervention and prevention and a branch library of the Onondaga County Public Library.

**Syracuse Northeast Community Center (SNCC)**

Located on the City’s Near Northeast Side and adjoining Dr. Weeks Elementary School, SNCC provides a diversity of public services deemed most appropriate for the neighborhood. In addition SNCC operates several direct service programs including Teen Night Beat.

**Westcott Community Center**

The community center provides a number of after school programs and adult education programs that affect personal development. Other services such as senior citizens advisement and lunch program, lecture series, concerts and farmer’s market make the facility a community anchor for the city’s east side.

**Welch Terrace Apartments**

Welch Terrace Apartments provides affordable, permanent and secure supportive housing to a population increasingly at risk of becoming homeless; those diagnosed with HIV/AIDS. By providing tenants with supportive housing, many are able to stabilize their lives, live independently and enjoy an enhanced quality of life.

**Request for Proposal | Revolving Loan Fund for Small Business Capacity Building**

CDBG funds will be used for small business loans to increase their capacity and benefit the surrounding neighborhood through increased provision of services with potential for job creation as these businesses seek to hire additional employees. Loans will be managed by a separate financial entity that is awarded the RFP contract and dispersed to private businesses and microenterprises seeking to grow or expand in Syracuse.

**Request for Proposal | Emergency medical Technician Training**

CDBG funds will be used to support training for eligible candidates to learn the technical skills needed as an Emergency Medical Technician (EMT). This program will be provided by a qualified service provider with the training capacity, selected through an RFP process. This program will provide participants with the skills needed to attain employment in the emergency medical technician field.

**SERVICES TO ELIMINATE BARRIERS TO HOUSING OPPORTUNITY**

**ARISE, Inc.**

The advocacy and referral program provides information to individuals regarding housing availability and support services within the City. Within the program ARISE also offers one-on-one sessions with individuals looking for more extensive information in services and the ability to live independently. ARISE also facilitates the Home Access Program that provides ramps to homeowners with disabilities that would otherwise prevent them from accessing their home.

**Catholic Charities**

The Catholic Charities Relocation Program will serve low income families and individuals who live in Syracuse and are housing vulnerable. The program will address housing vulnerability by providing relocation and other services to housing vulnerable households. Residents in need of relocation services will receive case management services to obtaining and maintaining safe, affordable housing. The program will work directly with the Department to address emergency relocation needs of tenants occupying building deemed uninhabitable by Syracuse. Additionally, the Homeward Connection program provides homeless prevention and rapid rehousing services to individuals through assessment of housing barriers and identifying potential resources and goals.

### **Covenant Housing**

Covenant Housing provides mortgage and pre-qualification assistance to individuals with disabilities throughout the City. Covenant also renovates and manages and/or sells accessible housing to qualified owners/renters.

### **CNY Fair Housing**

The mission of the CNY Fair Housing is to “create equal housing opportunities for people through the enforcement of federal housing discrimination laws.” The City contracts with CNY Fair Housing to complete an Analysis of Impediments that demonstrates patterns of segregation, housing opportunity, and regional analysis of housing impediments.

### **InterFaith Works of CNY**

Center for New Americans caseworkers assist clients with a variety of needs such as arranging for housing, utilities, furnishings, and food; enrolling adults in English learning classes and children in school; ensuring that necessary medical care is received; finding employment; and providing help understanding U.S. culture. The Center also assists groups in developing their own self-help associations and in the fulfillment of projects of their choosing. Interfaith also provides mediation and housing stability services through homeless prevention case management. Tenancy education and counseling are provided to many refugees who are at risk of homelessness.

### **Syracuse Model Neighborhood Corporation (SMNC)**

SMNC receives CDBG funds for the purpose of maintaining an important inventory of rental units for low-income residents. The staff of SMNC also organizes tenant meetings within agency owned multi-unit buildings and tenant support services.

### **YMCA Men’s Residence Program**

The YMCA Men’s residence program offers affordable housing for men in the Syracuse community struggling to access permanent housing. Men are connected with mainstream resources and various counseling centers. The program works very closely with the ESG funded Men’s residence program as well.

### **Chadwick Residence**

Chadwick Residence provides case management and housing stabilization services to homeless women and children as needed with the main goal of assisting individuals with obtaining and maintaining permanent housing through the rapid re-housing process.

### **Liberty Resources Inc.**

The DePalmer House provides rapid rehousing activities for persons with HIV/AIDS through a housing search process and placement as well as working with individuals to regain housing stability.

### **Hiscock Legal Aid Society**

Hiscock provides legal representation and case dispositions for individuals at risk of becoming homeless. These services fall under the homeless prevention category of the ESG grant.

### **In My Fathers Kitchen**

In My Fathers Kitchen utilizes the street outreach category of the ESG grant by distributing meals, developing relationships and connecting homeless individuals with mainstream support services and activities.

### **Greater Syracuse Tenants Network**

The Tenants Network provides mediation for tenants facing eviction or homelessness due to unfit properties within Syracuse. The Tenant's Network works very close with the City to prevent individuals from becoming homeless due to code violations, foreclosures and water shut offs.

### **The Salvation Army**

The Transitional Apartment and Parenting Center (TAPC) rapidly re-house homeless pregnant and parenting youth through housing search and placement. Obtaining stable housing is the main goal of the TAPC program. The Barnabas Transitional Living Program (TILP) focuses on obtaining stable housing for youth. Much like the TAPC program, The Salvation Army works to rehouse youth through housing search and placement. The Housing Assistance and Life Skills Education (HALE) program provides direct assistance in the form of security deposits to individuals in need of housing placement.

### **YWCA**

The YWCA provides case management and housing stability by identifying community resources for women and developing comprehensive individualized services planning for the future. Individuals taking part in YWCA's program are ultimately rapidly rehoused.

### **Direct Financial Assistance | Request for Proposal**

ESG funds will be used for direct financial assistance subject to the general conditions outlined by the Department of Housing and Urban Development (HUD) for such activities for low and moderate populations that are considered housing vulnerable. These funds may be used to pay housing owners, utility companies and other third parties for rental application fees, security deposits, rental assistance and utility deposits, and moving expenses. A community entity will be selected to manage the financial assistance program.

## **SERVICES FOR COMMUNITY ENGAGEMENT AMONG SENIORS**

### **Syracuse Model Neighborhood Facility, Inc. (Southwest Community Center)**

The Southwest Community Center facilitates the neighborhood advisor program to engage and work with senior citizens in the southern section of Syracuse. The center's nutrition program also plays a role in providing healthy food and provide to senior citizens.

### **Syracuse Northeast Community Center (SNCC)**

SNCC operates a senior support center with a variety of services including a transportation program providing rides to grocery stores, banks, etc. Other services include the senior-youth intergenerational partnership to foster relationships between older adults and on-site preschool children, and a comprehensive resource and referral service through a partnership with the Onondaga County Department of Aging/Adult Long Term Care.

**Westcott Community Center**

The Westcott Community Center participates in the neighborhood advisor program to serve nearby senior citizens and also operates the Golden Café senior lunch program and senior exercise programs that serve the city’s aging population.

**SERVICES TO CREATE HEALTHY AND SUSTAINABLE HOMES**

**Home HeadQuarters**

The Urgent Care / Home Improvement Program provides low to moderate income households with loan capital to make emergency repairs to their homes. This program now includes Lead Hazard Control for owner-occupied households with children ages five and under to protect them from lead paint surfaces that may be harmful to their health and development.

**NBD Distressed Property Program and Affordable Housing Development**

To address blighted housing influences, real estate development activities funded under the Distressed Property Program include vacant property rehabilitation for both first time homebuyers and affordable rental properties. Other activities include property demolition and deconstruction. With each of these real estate projects, developers are encouraged to apply sustainable building or deconstruction practices to ensure projects are as sustainable as possible.

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## Furthering Public Housing Efforts

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The Syracuse Department of Neighborhood and Business Development coordinates public housing assistance through the Syracuse Housing Authority which owns and operates several buildings in Syracuse. There is a great demand for public housing as evidenced by the long waiting list for the 2,340 apartment units in the public housing inventory.

Furthermore, 90% of all applicants have income levels less than 30% of the area median income. The greatest demand among families with children is for three- and four-bedroom units. The wait for these apartments is over two years. For more information regarding demand for public housing and Section 8 assistance, as well as other Syracuse Housing Authority programs, please refer to the Five-Year Strategic Plan.

The mission of the Syracuse Housing Authority (SHA) is to provide clean, safe, and affordable housing for the low-income citizens of this community. The creation of the Authority was approved by the State in 1937 as a separate agency from the City for the purpose of carrying out its mission.

The Housing Authority Board of Commissioners is comprised of a group of seven individuals. The mayor appoints five board members, and the public housing residents elect two board members from the tenant population of all SHA developments. All members serve unpaid. Appointed members of the board serve for five years, while elected members serve for two years.

The Syracuse Housing Authority offers many opportunities for their residents to engage in the community and address personal needs through both programs runs by SHA and services provided by agencies in the community. The Life Program run by SHA offers residents access to coordinators who provide referral services and community building opportunities. Services related to homeownership include: Credit Counseling, Life Skills, Financial Literacy, and Tax Assistance. Additional services provided by the Life Program include: Child Care, GED Programs, ESL Classes, Drug/Alcohol Treatment, Employment Readiness Skills, Job Training Classes, Dental Care, Tutoring, Computer Classes, Mentoring, Health Care and Nutrition Classes.

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## Moving Forward and Eliminating Barriers

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Syracuse faces many regulatory barriers to affordable housing however, each year the City moves closer to eliminating those barriers. Increased collaboration between Common Council members, task force volunteers and political officials has allowed the City to significantly reduce the number of barriers developers, homeowners and tenants face.

### **Actions planned to reduce negative effects of public policies**

Through the evaluation of regulatory processes in the Division of Code Enforcement, the City was able to move from an out of date software system requiring paperwork with a turnaround time of a few days, to a newly developed information processing system which enables inspectors to track cases quickly and efficiently in the field. Instantaneous updates are communicated to the Lead Department, the Permit Division and Neighborhood and Business Development to streamline the process in which tenants, developers and homeowners go through during construction and rehabilitation projects. The same

program is used by the Division's legal staff which allows cases involving tenants and unfit homes to move through the legal system and into court quickly.

Maintaining affordable housing can be difficult if effective enforcement mechanisms are not in place. The Department of Neighborhood and Business Development ensures affordable housing being produced will remain affordable for as long as possible. To reduce the barrier of affordable housing becoming fair market housing, regular monitoring is conducted and site visits are performed by staff and code inspectors throughout the project compliance period.

### **Actions planned to address obstacles to meeting underserved needs**

Recently Syracuse's Analysis of Impediments to Fair Housing was updated with the help of CNY Fair Housing. This updated report and analysis will guide the investments of the City to address the obstacles identified in this effort, and a comprehensive review of department policies to promote fair housing opportunities for city residents. This newly completed Analysis of Impediments will be submitted to the Department of Housing and Urban Development (HUD) in the spring of 2015 with the entire Five Year Consolidated Plan. The City will also continue to actively work to address any specific barriers encountered by individuals or families with the assistance of the CNY Fair Housing and other community organizations that provide feedback regarding challenges that currently exist toward accomplishing this.

### **Actions planned to foster and maintain affordable housing**

Since 1996, the largest single financial commitment in the City's Action Plan has been allocating federal funds for home improvement projects that are critical to keeping low-income homeowners in their homes. This has resulted in more than 5,000 low-income owner-occupants able to make substantial investments in their homes, affecting 20% of all owner-occupants in Syracuse. More than any other program, the Home Improvement – Urgent Care program administered by Home Headquarters has helped maintain the supply of affordable housing in the city.

In addition, the HOME program annually supports the rehabilitation and/or new construction of quality affordable rental units at a rate of about 50 to 100 units per year. Over the same time period, this has resulted in approximately 1,350 high quality affordable rental units brought online to address the housing needs of low-income renters.

The City will continue to use available funding through the federal block grants to ensure that quality affordable housing remains available to all eligible renters and homeowners.

### **Actions planned to reduce lead-based paint hazards**

The Syracuse Lead Hazard Control Program is linked to the community through various organizations and partners to educate children and their families about the effects and prevention of lead poisoning.

The mission of the Lead Hazard Control Program is to develop lead-safe housing in low- to very low-income target areas; to work toward a decrease in the number of children with elevated blood lead levels; to improve the environments of families residing in the City; and the continued education of all children and their families on the effects of lead poisoning and its prevention.

The City Lead Program works cooperatively with the Onondaga County Health Department Lead Poisoning Division and six community-based organizations in obtaining referrals for the Lead Program. This year, Home Headquarters will perform lead hazard control through the Urgent Care / Home Improvement Program. The program will allow homeowners to address lead paint surfaces that may be harmful for young children's health.

The main beneficiaries of these programs will continue to be low- to very low-income households, both owner-occupants and tenants with children under six years old who have elevated levels of lead in their blood. The program provides primary prevention by including vacant properties, thereby increasing the number of lead-safe units available for rent. The targeted neighborhoods benefit as residents develop a greater awareness of the consequences associated with lead exposure develop methods to manage a leaded environment, and minimize the risk of exposure.

### **Actions planned to reduce the number of poverty-level families**

The City's Housing Vulnerable Task Force brings together key CDBG and ESG-funded agencies whose mission is to address the immediate housing crises faced by those living in substandard housing. An integral part of this effort is the involvement of the Onondaga County Department of Social Services (DSS). DSS not only serves as a resource to the case workers assisting these individuals and families in crisis but also provides "income-stretching" assistance to these households to ensure that they are receiving all the assistance they are entitled based on their income and their inclusion in an underserved subpopulation. While this does not increase the long-term wealth of these households, it does provide them the means to stabilize their living situation to allow them to genuinely build wealth and work their way out of poverty.

In addition, the City has committed to applying a portion of the CDBG funds it reallocated to assist businesses along concentrated neighborhood commercial corridors. This assistance will be in the form of deferred loans and require a 25% match that will be invested by the owner into the property improvements. In this way, it is anticipated that a small amount of federal investment will have a multiplier effect of creating new job opportunities while bringing much needed services that meet the daily needs of the surrounding residents.

### **Actions planned to develop institutional structure**

Efforts are ongoing to coordinate the discharge policies of area hospitals and health centers to ensure adequate housing is available to those leaving institutionalized medical care.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City and the County continue to find ways to collaborate in addressing the needs of the housing vulnerable. The Housing Vulnerable Taskforce brings CDBG-funded agencies together with DSS to assist in finding suitable housing for those living in substandard conditions.

The Greater Syracuse Land Bank works closely with the City in obtaining and addressing unfit housing and determining the disposition of each structure so as to ensure its habitability.

## Year 41 Applications Received

Agency	Program and/or Project	Total Amount Requested	Funding Source
ARISE	HAP (Ramps)	\$33,441.00	CDBG
ARISE	Referral and Advocacy	\$26,570.00	CDBG
Boys and Girls Club	Teen Program	\$14,000.00	CDBG
Catholic Charities	Relocation Assistance	\$277,582.00	CDBG
Catholic Charities	Homeward Connection	\$60,000.00	ESG
CenterState CEO Foundation	UP Start Syracuse	\$50,000.00	CDBG
CenterState CEO Foundation	Work Train	\$50,000.00	CDBG
Chadwick Residence	Rapid-Rehousing	\$27,000.00	ESG
CNY Fair Housing	Fair Housing Activities	\$100,000.00	CDBG
Covenant Housing	Special Needs Housing Development	\$25,000.00	CDBG
Dunbar Center	Senior Services	\$25,000.00	CDBG
Dunbar Center	Young Esteem Enrichment	\$35,000.00	CDBG
Empire Housing	Far Westside Revitalization	\$125,000.00	CDBG
Faith Hope Community Center	Center Programing	\$75,000.00	CDBG
FOCUS Greater Syracuse	Too Young to Retire	\$15,000.00	CDBG
Greater Syracuse Tenants Network	Homeless Prevention for Homeless Vulnerable	\$52,000.00	ESG
Hiscock Legal Aid	Homelessness Prevention Legal Services	\$151,272.00	ESG
Home HeadQuarters, Inc.	Homeownership Center	\$217,642.00	CDBG
Home HeadQuarters, Inc.	Urgent Care Program	\$2,000,000.00	CDBG
Home HeadQuarters, Inc.	SHARP	\$383,765.00	CDBG
Home HeadQuarters, Inc.	DPCC	\$263,005.00	CDBG
Hope 4 Us Housing	Hope 4 A New Start	\$100,000.00	CDBG
Hope 4 Us Housing	Wheelchair Ramp Program	\$80,000.00	CDBG
Hope 4 Us Housing	From Deconstruction to Reconstruction	\$359,930.00	CDBG
Housing Visions	Choosing to Thrive	\$50,606.00	CDBG
Huntington Family Center	Youth   Teen Program	\$34,256.00	CDBG
In My Fathers Kitchen	Under the Bridge Street Outreach	\$90,000.00	ESG
Interfaith Works	Center for New Americans	\$80,000.00	CDBG
Interfaith Works	Homeless Prevention	\$52,121.00	ESG
Jubilee Homes	SW Quad Stabilization	\$95,550.00	CDBG
Jubilee Homes	Neighborhood Stabilization Program	\$37,882.00	CDBG
Jubilee Homes	Workforce Development	\$122,329.00	CDBG
Liberty Resources Inc.	DePalmer House	\$16,766.00	ESG
NEHDA	Neighborhood Revitalization	\$100,000.00	CDBG
Northeast Community Center	Center Programming	\$367,675.33	CDBG
Northeast Community Center	Basic Needs	\$112,184.10	ESG
PEACE, Inc.	Big Brothers Big Sisters	\$54,496.00	CDBG
PEACE, Inc.	Senior Lunches	\$35,411.00	CDBG
Rescue Mission Alliance, Inc.	Homeless Intervention Services	\$25,000.00	ESG
SEDCO	Main Street Program	\$400,000.00	CDBG
SMNC	Residential Property Maintenance	\$300,000.00	CDBG
SMNF (Southwest Comm. Center)	SWCC	\$481,588.00	CDBG
Southside InterFaith	Mobile Market	\$94,213.00	CDBG
Syracuse Habitat for Humanity	Housing Rehabilitation	\$59,238.29	CDBG
The Salvation Army	Transitional Apartment & Parenting Center	\$15,000.00	ESG
The Salvation Army	Barnabas Transitional Living	\$15,000.00	ESG
The Salvation Army	Housing Assistance and Life Skills Education	\$40,000.00	ESG
The Salvation Army	EPAS Housing Assistance	\$10,000.00	ESG
Welch Terrace	Services Coordination	\$6,000.00	CDBG
Westcott Community Center	Center Programming	\$331,873.00	CDBG
YMCA	Residential Advisement	\$9,500.00	CDBG
YMCA	YMCA Emergency Solutions Grant Program	\$7,500.00	ESG
YWCA	Girls Inc.- Girls EnCourage	\$70,737.00	CDBG
YWCA	Women's Residence Program	\$26,810.00	CDBG
YWCA	Women's Residence Program	\$15,000.00	ESG

# Proposed Year 41 CDBG Budget (May 1, 2015 – April 30, 2015)

Applicant	Program	Year 41 Requested	Year 41 Allocation	Year 41 % of Allocation	Targeted Goal (s)
ARISE, Inc.	Home Access Program (Ramp Program)	\$ 33,441	\$20,000	0.43%	Eliminate Barriers to Housing Opportunity
ARISE, Inc.	Housing Referral and Advocacy Program	\$ 26,570	\$15,700	0.34%	Eliminate Barriers to Housing Opportunity
Boys and Girls Clubs of Syracuse	Teen Program	\$ 14,000	\$14,000	0.30%	Increase Household Wealth
Catholic Charities of Onondaga County	Relocation Services for the Housing Vulnerable	\$ 277,582	\$222,000	4.74%	Eliminate Barriers to Housing Opportunity
Center/State CEO Foundation	Up Start Small Business Training and Capacity	\$ 50,000	\$27,500	0.59%	Increase Household Wealth
Center/State CEO Foundation	WorkTrain Workforce Development	\$ 50,000	\$40,000	0.85%	Increase Household Wealth
CNY Fair Housing	Education and Enforcement	\$ 100,000	\$33,796.80	0.72%	Eliminate Barriers to Housing Opportunity
Covenant Housing Corporation of Central New York	Special Needs Housing Development	\$ 25,000	\$25,000	0.53%	Eliminate Barriers to Housing Opportunity
Empire Housing	Far Westside/City of Syracuse Revitalization Strategy	\$ 125,000	\$89,000	1.90%	Increase Household Wealth
Home HeadQuarters	Home Improvement - SHARP	\$ 383,765	\$200,000	4.27%	Increase Household Wealth
Home HeadQuarters	Home Improvement - Urgent Care	\$ 2,000,000	\$1,108,100	23.67%	Increase Household Wealth & Healthy Sustainable Homes
Home HeadQuarters	Homeownership Services - Downpayment Assistance	\$ 263,005	\$263,000	5.62%	Increase Household Wealth
Home HeadQuarters	Homeownership Center	\$ 217,642	\$155,000	3.31%	Increase Household Wealth
Huntington Family Centers, Inc.	Youth Services Program	\$ 34,256	\$16,500	0.35%	Increase Household Wealth
InterFaith Works of CNY	Center for New Americans	\$ 80,000	\$49,500	1.06%	Eliminate Barriers to Housing Opportunity
Jubilee Homes	Workforce and SW Neighborhood Development	\$ 218,879	\$168,000	3.59%	Increase Household Wealth
Northeast Hawley Development Association	Neighborhood Revitalization and Stabilization Program	\$ 100,000	\$49,000	1.05%	Increase Household Wealth
PEACE, Inc.	Big Brothers Big Sisters Youth Transportation	\$ 54,496	\$12,500	0.27%	Increase Household Wealth
Syracuse Model Neighborhood Corp.	Rental Rehabilitation	\$ 300,000	\$300,000	6.41%	Eliminate Barriers to Housing Opportunity
Syracuse Model Neighborhood Facility, Inc.	Southwest Community Center	\$ 481,588	\$365,000	7.80%	Increase Household Wealth & Community Engagement for Seniors
Syracuse Northeast Community Center	Northeast Community Center	\$ 367,675	\$250,000	5.34%	Increase Household Wealth & Community Engagement for Seniors
Westcott Community Center	Community Center Programming	\$ 331,873	\$75,000	1.60%	Increase Household Wealth & Community Engagement for Seniors
Welch Terrace Housing Development Fund Inc.	Welch Terrace Housing	\$ 6,000	\$6,000	0.13%	Increase Household Wealth
YMCA of Greater Syracuse	Resident Advisement Program	\$ 9,500	\$8,000	0.17%	Eliminate Barriers to Housing Opportunity
To Be Determined through Request for Proposals	Revolving Loan Fund for Small Business Capacity Building	\$ -	\$75,000	1.60%	Increase Household Wealth
Neighborhood and Business Development	Distressed Property Program	\$ -	\$150,000	3.20%	Increase Household Wealth
To Be Determined through Request for Proposals	Emergency Medical Technician Training	\$ -	\$7,000	0.15%	Increase Household Wealth
Syracuse NBD (20% Cap)	NBD Administration	\$ -	\$936,149	20.00%	n/a
<b>GRAND TOTAL: PROPOSED ALLOCATION</b>			<b>\$4,680,746</b>	<b>100%</b>	
		<b>Official HUD YR 41 Allocation :</b>			
		<b>CDBG Program Income</b>			
			<b>\$77,000</b>		
		<b>GRAND TOTAL REVENUE (includes program revenue) :</b>			
			<b>\$ 4,680,746</b>		

## Proposed Year 41 HOME Budget (May 1, 2015 – April 30, 2015)

Funded Activities for HOME Program Year 41	Year 41 Budget
<b>Certified Community Housing Development Organizations - CHDO Operating Assistance</b>	
<i>Covenant Housing</i>	\$ 13,139
<i>Jubilee Homes</i>	\$ 13,139
<i>Northeast Hawley Development Association (NEHDA)</i>	\$ 13,139
<i>Syracuse Model Neighborhood Corporation (SMNC)</i>	\$ 13,139
<b>Total CHDO Operating Assistance (5% Max.)‡</b>	<b>\$ 52,556</b>
<b>CHDO Generated Activities - (15% Min.)‡</b>	<b>\$ 157,669</b>
<b>Developer Subsidies and Direct Homebuyer Assistance</b>	<b>\$ 735,787</b>
<b>HOME Administration - (10% Max.)‡</b>	<b>\$ 105,112</b>
<b>TOTAL HOME INVESTMENT PARTNERSHIP FUND ALLOCATION FROM HUD</b>	<b>\$ 1,051,124</b>
‡Mandated by HOME regulations	
Estimated Program Income Program Year 41   To Be Allocated to Developer Subsidies	\$ 13,590.00
<b>Total PY 41 allocation including Program Income</b>	<b>1,064,714</b>

## Proposed Year 41 ESG Budget (May 1, 2015 – April 30, 2015)

Applicant	Program	ESG Category	Year 41 Requested	Year 41 Proposed	% of Total Allocation
<b>Funded Programs for Emergency Solutions Grant (ESG) Progr</b>					
Chadwick Residence	Transitional Housing	Rapid Rehousing	\$ 15,000	\$ 12,800	3.01%
Catholic Charities	Homeward Connection	Homeless Prevention + Rapid Rehousing	\$ 60,000	\$ 31,000	7.28%
Greater Syracuse Tenants Network	Homeless Prevention for Housing Vulnerable Tenants	Homeless Prevention	\$ 52,000	\$ 49,000	11.51%
Northeast Community Center	Basic Needs Assistance   Direct Assistance	Rapid Rehousing			0.00%
Hiscock Legal Aid Society	Homeless Prevention Legal Services	Homeless Prevention	\$ 151,272	\$ 110,000	25.83%
In My Father's Kitchen	Under the Bridge Street Outreach	Street Outreach	\$ 90,000	\$ 31,000	7.28%
Interfaith Works	Housing Stabilization + Case Management	Homeless Prevention	\$ 52,121	\$ 24,000	5.64%
Liberty Resources Inc.	DePalmer House	Rapid Rehousing	\$ 16,766	\$ 13,000	3.05%
The Salvation Army	TAPC	Rapid Rehousing	\$ 15,000	\$ 14,874	3.49%
The Salvation Army	Barnabas Transitional Living	Rapid Rehousing	\$ 15,000	\$ 11,000	2.58%
The Salvation Army	HALE	Rapid Rehousing	\$ 40,000	\$ 33,500	7.87%
YMCA	Men's Residence	Homeless Prevention	\$ 7,500	\$ 7,000	1.64%
YWCA	Womens Program	Rapid Rehousing	\$ 15,000	\$ 13,716	3.22%
To Be Determined by RFP	Direct Financial Assistance	Homeless Prevention	\$ 43,000	\$ 43,000	10.10%
NBD	NBD Administration	Administration	\$ 31,937	\$ 31,937	7.50%
<b>GRAND TOTAL</b>			<b>\$589,596</b>	<b>\$425,827</b>	<b>100.00%</b>

## Program Specific Requirements

### ***AP-90 Program Specific Requirements – 91.220(I)(1,2,4)***

#### **Community Development Block Grant Program (CDBG) | Reference 24 CFR 91.220(I)(1)**

Projects planned with all Community Development Block Grant (CDBG) funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$77,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan	\$0
3. The amount of surplus funds from urban renewal settlements	\$0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	\$0
5. The amount of income from float-funded activities	
Total Program Income	\$77,000

#### **HOME Investment Partnership Program (HOME) | Reference 24 CFR 91.220(I)(2)**

A description of other forms of investment being used beyond those identified in Section 92.205 is as follows: most HOME funded projects, the City often serves as a smaller, last (but critical) piece of investment to advance rental and homeownership projects. Other funding sources such as the Low Income Housing Tax Credit (LIHTC) Program through the New York State Division of Community Renewal, Affordable Housing Program funds from Federal Home Loan Bank, private equity, and other non-federal sources are used.

NBD will review the financial viability of the project including a subsidy layering analysis determining if the other funding sources are sound commitments, what resources are needed to bring the project to completion, and if there are other sources of funding outside of the HOME program that would be better suited for this development.

NBD will work in conjunction with other funding sources on a project to ensure HOME funds will be provided for only eligible activities within the HOME projects considered for funding. For example, a multi-unit project using HOME funds may be used to assist only a portion of the units. A review of the complete scope and budget is performed to ensure that only the actual HOME eligible developer costs of the assisted units are charged to the HOME program. Other funding sources must be provided for all costs to the non-assisted units. If the HOME assisted and non-assisted units are comparable in size and bedrooms, the cost of the HOME assisted units can be determined by prorating the total HOME eligible development costs of the project so that a proportion of the total development costs charged to the HOME program does not exceed the proportion of the HOME assisted units in the project.

1. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The homebuyer must occupy the unit as his/her principal residence for the duration of the affordability period. NBD will monitor compliance during the affordability period by verifying the beneficiary remains an owner occupant on an annual basis. NBD staff will send a letter and certification form with a “Do not forward” as a method to show they remain owner occupants. In the event of noncompliance with the principal residency requirement, NBD reserves the right to require full repayment of HOME funds invested in the project.

In the event the owner sells or otherwise transfers the property to secure the home’s affordability, NBD will use a Resale provision. The resale provision applies for new construction or rehabilitation projects that will be sold to owner occupants whose income will be 80 percent or below of AMI. [The development subsidy is the gap funding—the difference between the total development cost minus fair market value of the property.] The owner occupant must certify their income within six months of closing or new documents will be requested.

Properties with a resale restriction must remain affordable for some period of time known as the “affordability period.” The affordability period of the project will be based on the total amount of HOME funds invested in the project, as summarized in the following chart:

<b>Amount of per-unit HOME \$</b>	<b>Minimum Affordability Period</b>
<\$15,000/unit	5 years
\$15,000 - \$40,000/unit	10 years
>\$40,000/unit	15 years

The resale provision will be secured through a restrictive covenant that is recorded and in effect for the duration of the affordability period. In addition, the City of Syracuse executes an agreement with the homebuyer to convey the affordability requirements and retain enforcement authority.

In the event the homebuyer transfers his/her property (either voluntarily or involuntarily) during the affordability period, the following resale provisions must be adhered to:

1. The homeowner must inform NBD of their desire to sell the property *prior* to it going on the market;
2. The new homebuyer must have an income between 50 and 80% AMI at the time of purchase and must qualify with NBD by filling out a homebuyer application;
3. The new homebuyer(s) must occupy the house as his/her principal residence;
4. The resale price must be an amount affordable to the City’s targeted low-income buyers. This means, the buyers can secure a mortgage (through National Mortgage Licensing System approved lender) whereby they pay no more than 30% of their monthly gross income for principal, interest, taxes and insurance (PITI) plus a reasonable downpayment.
5. The new homebuyer must assume the remainder of the affordability period and will enter into a new HOME Program Agreement with NBD; and

6. The homeowner will be entitled to fair return on their investment upon sale of the Property. The owner's investment includes their initial down payment plus capital improvements to the property. Improvements to the property will be defined as improvements that increase the market value of the home; ongoing maintenance costs, such as exterior painting, servicing and replacement of building mechanicals, and/or driveway sealant are excluded as capital improvements. The homeowner will be responsible for keeping adequate records of the improvements and said improvements must be approved by NBD. The value of the capital improvement is determined by the actual cost.
7. In order to determine if what a fair return on this investment is, the City will use the Consumer Price Index (<http://www.bls.gov/home.htm>) ] to measure the change in housing values in the area. This percent change will be multiplied by the owner's investment in order to determine the fair return.
8. The sale price will not exceed Market Value, based on the appraised value of the property at the time of resale. Homeowner will be responsible for providing NBD with a current appraisal of the property to determine market value.

If the fair market value of a HOME-assisted homebuyer property is more than what is affordable to the range of low-income buyers, the PJ will set a resale price that, at a minimum, provides a fair return to the original homebuyer. The PJ will make the property affordable to its target population by making available appropriate HOME financial assistance to the buyer, if needed.

2. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

NBD does not typically use HOME fund to refinance existing debt. In the event that it is necessary to use HOME funds in this matter, NBD has established the following refinancing guidelines when using HOME funds to refinance existing debt:

- Show that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing;
- Require a review of management practices to demonstrate that disinvestments in the property has not occurred, that the long term needs of the project can be met and that the feasibility of serving the targeted population over an extended affordability period can be proven;
- State whether the new investment is being made to maintain current affordable units, create additional affordable units or both;
- Indicate the required period of affordability, whether it is the minimum 15 years or longer; and HOME funds cannot be used to refinance multifamily loans made or insured by any Federal program including Community Development Block Grant funds.

### **Emergency Solutions Grant (ESG) | Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

The Syracuse Department of Neighborhood and Business Development (NDB) is working closely with the Continuum of Care (CoC)/Homeless and Housing Coalition's (HHC) Executive Committee, the Monitoring

Committee and the County of Onondaga, Department of Community Development to improve the written standards for the development and delivery of ESG program services. NDB will adhere to ESG's Interim rules and HPRP guidelines in terms of:

- Evaluating individuals' and families' eligibility for assistance;
  - Coordination among emergency shelter providers, essential service providers, homelessness;
  - Prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers;
  - Determining and prioritizing eligible an individual or families for either homelessness prevention or rapid re-housing assistance;
  - Determining the share of rent and utilities costs that participants must pay (if any);
  - Determining the length of time an individual or family will receive assistance; and
  - Determining the type, amount, and duration of housing stabilization and/or relocation services an individual or family may receive.
2. If the Continuum of Care has established centralized or coordinated assessment system that meets the Department of Housing and Urban Development (HUD) requirements, describe that centralized or coordinated assessment system.

Contact Community Services has expanded its current after-hour sheltering assessment service via phone, internet and assist in identifying other ways clients and providers can access services. To date they have:

- Develop a process for the coordinated/centralized assessment that includes a "service tree" with timeline for full implementation of current system;
  - Develop a procedures manual for agencies who participate in the coordinated/centralized assessment based on HUD's recommendations and other communities best practices, including after-care or follow-up;
  - Create the necessary assessment tools for implementation;
  - Produce reports on utilization, service needs/gaps and budgets; and
  - Develop marketing plan for services in conjunction with NBD, Continuum of Care agencies and DSS.
3. Identify the process for making sub-awards and describe how the ESG allocation is available to private nonprofit organizations (including community and faith-based organizations).
- Priorities are identified through consultation with CoC and the 10 Year Plan, review of Homeless Management Information System (HMIS) data, and the annual needs/gaps assessment.
  - ESG request for proposals (RFP) is posted on the city of Syracuse website, distributed to agencies, organizations, members of the Citizens Cabinet, and other individuals, agencies, and organizations that have requested to be added to a mailing list. Availability is also advertised at all TNT meetings and a display ad is placed in the Syracuse Post Standard, a local newspaper.

- ESG applications are reviewed by a Selection Committee, which is comprised of individuals of government, public housing, and service providers who have an interest in discussing poverty and homelessness issues. Funding recommendations are presented to the Commissioner of NBD.
  - Preparation of a draft use of funds for the upcoming year called the draft Annual Action Plan.
  - A Public Meeting is held, sponsored by the Department, when the draft Action Plan is available for public review and comment. This starts the 30-day comment period. Citizens are invited and encouraged to comment at the public meeting and throughout the 30-day comment period.
  - The Syracuse Common Council holds a Public Hearing to garner further community input and formally approves the final Annual Action Plan or Five Year Consolidated Plan. Once approval has been received from the Common Council and signed by the Mayor, the Consolidated Plan is submitted to HUD for approval.
  - Throughout the year, the Department reviews and evaluates funded programs and agencies, including onsite monitoring visits.
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The jurisdiction meets the homeless participation requirement by having a formerly homeless person as a part of its RFP review committee. In addition, a formerly homeless person sits on the Advisory Board of the local CoC's Housing and Homeless Coalition.

5. Describe performance standards for evaluating ESG.

NBD, in collaboration with the CoC, has determined the following as performance standards for evaluating ESG activities:

- Increase the coordination among agencies and mainstream resources and other support services in assessing the needs of homeless or housing vulnerable individuals and families;
- Increase access to stable and affordable housing by creating a centralized housing database that identifies affordable, safe and decent housing to rapid re-house individuals and families;
- Increase access to services (credit repair/financial literacy) to reduce an individual's or families' vulnerability to homelessness.

# Appendix A: Summary of Citizen Participation and Housing Needs Questionnaire Responses

## Introduction:

The survey responses were collected via Tomorrows Neighborhoods Today (TNT) Questionnaires in the following locations: Downtown, Eastside, Eastwood, Lakefront, Southside, Valley and Westside. Additional questionnaires were completed by the Division of Code Enforcement, the Housing and Homeless Coalition (HHC) Service Providers, Mayor Stephanie Miner’s Senior Staff, and the Onondaga Real Estate Investors Club (OREIC). The information compiled in this report will be used to assess the needs of Syracuse through the lens of residents and employees. The conclusions reached will assist the Department of Neighborhood and Business Development to determine priorities to address in the 2015-2019 Consolidated Plan.

## Methods:

At each meeting, participants responded to the questions in a town hall style forum. After responses were collected, participants individually voted on which two answers they believed to be the greatest need, challenge, solution or barrier to housing needs in each respective neighborhood. These votes were tallied by the Department of Neighborhood and Business Development staff. Participants may have used both or neither of their two votes.

All responses were then compiled and reviewed for trends. Answers with similar themes or trends were categorized into 15-20 groups. For example, in response to the question, “What housing solutions do you recommend?,” participants in the Eastwood TNT questionnaire said, “Improve the street lighting program.” This response was labeled as “Increase street lighting”. Respondents in the Southside TNT and the Department of Code Enforcement’s response to the same question was, “More police cameras in neighborhoods.” These were labeled as “Increase police cameras.” In the second phase of analysis, responses were narrowed down to 6-12 categories. In the example above, both “Increase street lighting” and “Increase police cameras” were grouped into a larger category called “Improve neighborhood safety.” Finally, the amount of votes were counted for each category.

Unique, yet distinct responses were categorized into “Other.” For example, in response to the question, “What housing trends do you see and what trends do you expect in the next 5 years?,” participants in the Downtown TNT said, “Every building has potential.” In response to the same question, participants in the Lakefront TNT said, “Future of I-81/690 Interchange.” Both of these responses were categorized into “Other.” For aggregated “Other” responses, see Appendix A.

When reviewing the data presented, it is important to consider the nature of the notes taken at each meeting. The responses did not always provide a direction of favorability or enough information to draw conclusions. While aggregating the categories, the best conclusions were drawn using assumptions from the information provided.

## Demographics:

Each participant came into the survey meeting with varied levels of previous knowledge on the City’s operations and housing needs. Previous community involvement and professional backgrounds likely influenced the outcome of conversations and votes.

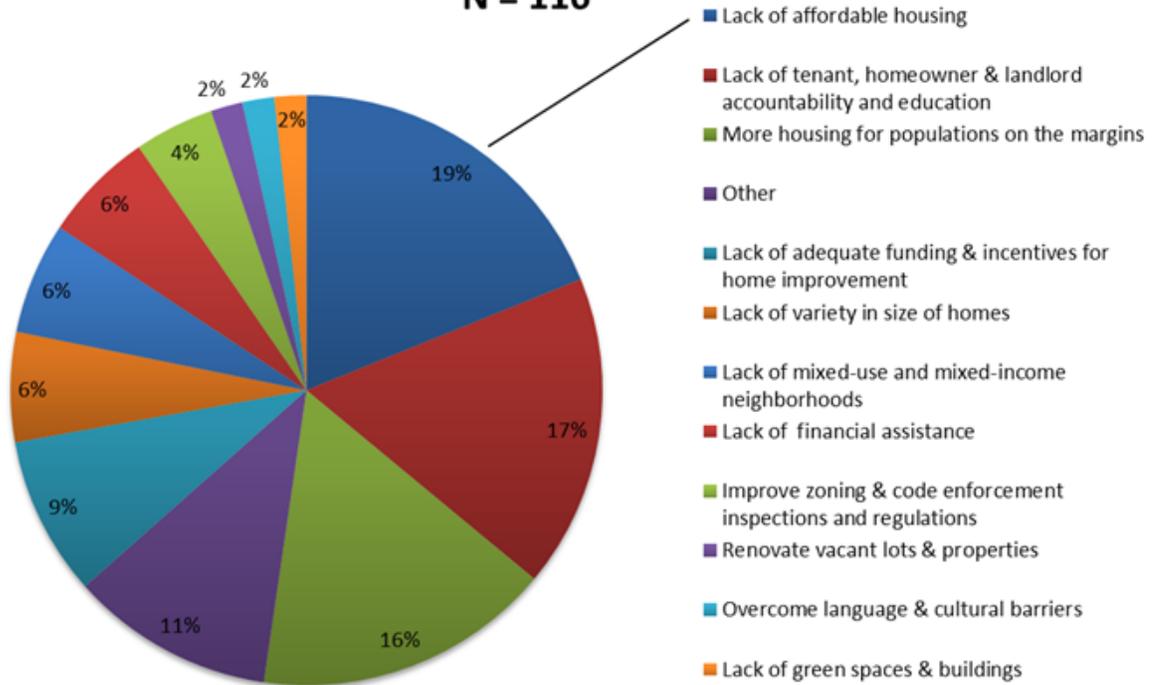
The following information represents the representation of each group surveyed and the date the housing survey was performed.

Who Was Surveyed	Number of People Surveyed	Date Surveyed
Downtown (TNT)	4	9/10/2014
Eastside (TNT)	15	9/9/2014
Eastwood (TNT)	35	9/22/2014
Lakefront (TNT)	3	9/22/2014
Southside (TNT)	12	9/8/2014
Valley (TNT)	10	9/10/2014
Westside (TNT)	8	9/16/2014
Division of Code Enforcement	18	10/6/2014
HHC Service Providers	90	6/6/2014
Mayor's Senior Staff	20	10/1/2014
OREIC	25	8/13/2014
Total	240	n/a

**Questions:**

1. What are the most challenging housing needs to the \_\_\_\_ TNT Sector of Syracuse?
2. What current housing trends do you see in the \_\_\_\_ TNT Sector and what trends do you expect over the next five years?
3. What housing solutions do you recommend and what do you anticipate possible barriers to be?

## Most Challenging Needs N = 116



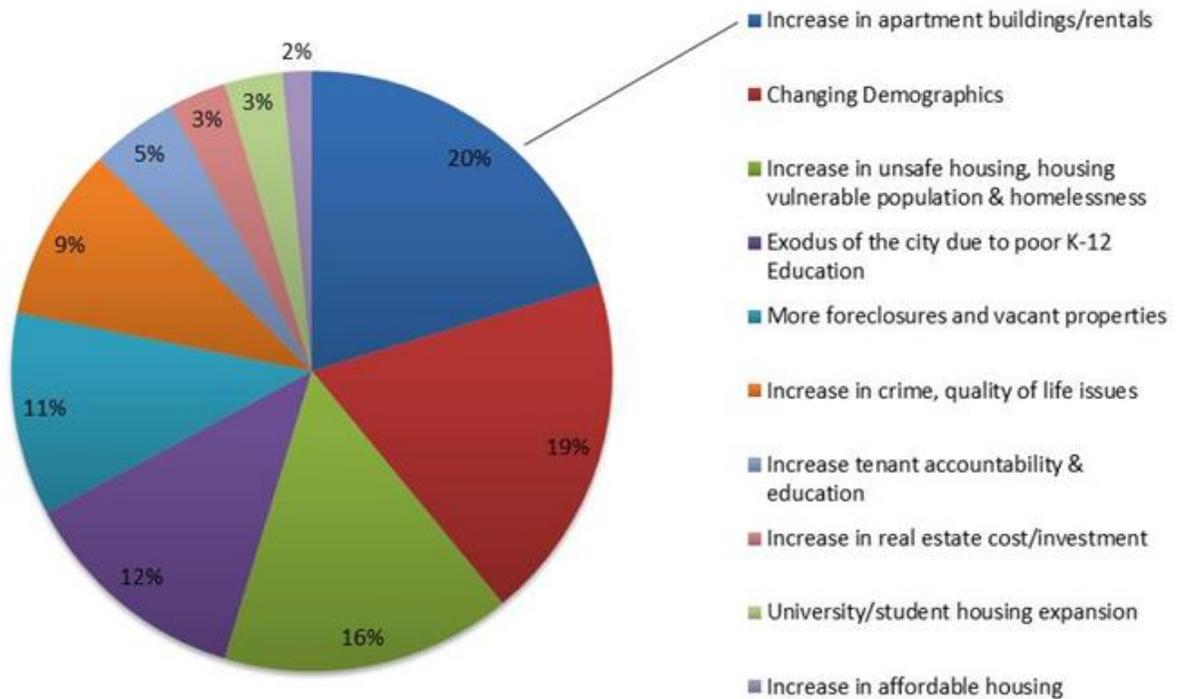
Response Category	Count of Votes	Percent of Votes
Lack of affordable housing	22	19%
Lack of tenant, homeowner & landlord accountability and education	20	17%
More housing for populations on the margins	19	16%
Other	13	11%
Lack of adequate funding & incentives for home improvement	10	9%
Lack of variety in size of homes	7	6%
Lack of mixed-use and mixed-income neighborhoods	7	6%
Lack of financial assistance	7	6%
Improve zoning & code enforcement inspections and regulations	5	4%
Renovate vacant lots & properties	2	2%
Overcome language & cultural barriers	2	2%
Lack of green spaces & buildings	2	2%
<b>Total</b>	<b>116</b>	<b>101%</b>

\*Due to rounding, this total exceeds 100%

**Question asked:** What current housing trends do you see and what trends do you expect over the next five years?

### Current and Expected Trends

N = 64

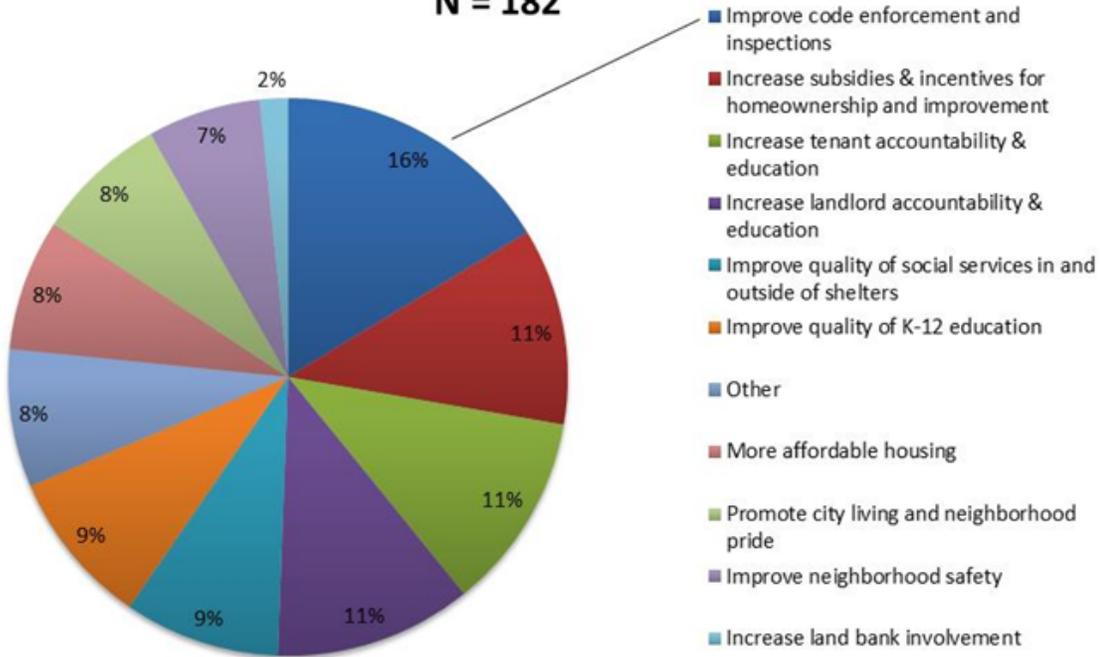


Response Category	Count of Votes	Percent of Votes
Increase in apartment buildings/rentals	13	20%
Changing Demographics	12	19%
Increase in unsafe housing, housing vulnerable population & homelessness	10	16%
Exodus of the city due to poor K-12 Education	8	13%
More foreclosures and vacant properties	7	11%
Increase in crime, quality of life issues	6	9%
Increase tenant accountability & education	3	5%
Increase in real estate cost/investment	2	3%
University/student housing expansion	2	3%
Increase in affordable housing	1	2%
Total	64	100%

**Question asked:** What housing solutions do you recommend?

### Recommended Housing Solutions

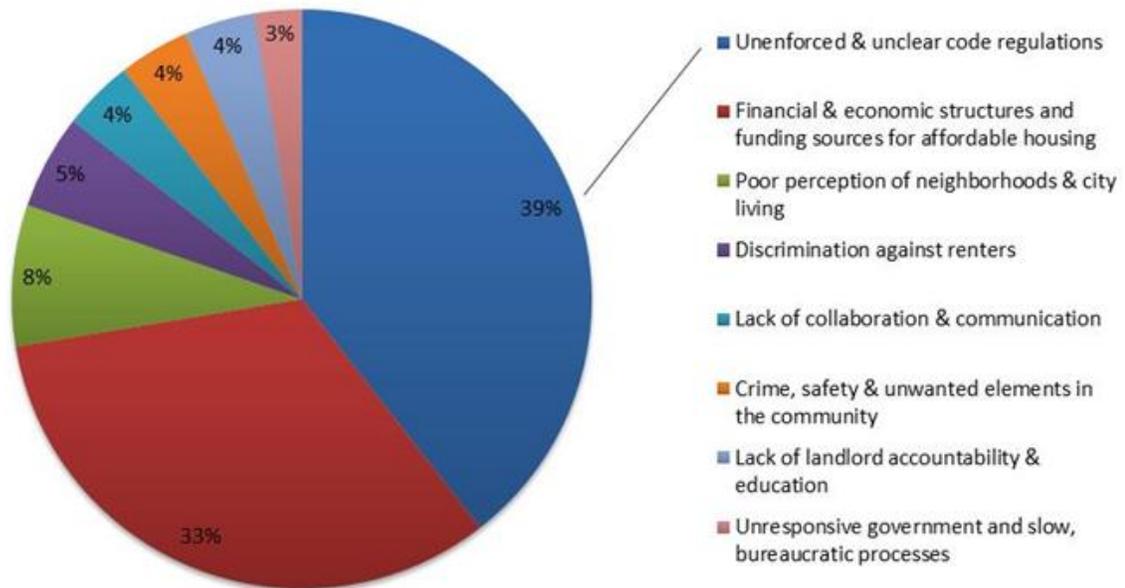
N = 182



Response Category	Count of Votes	Percent of Votes
Improve code enforcement and inspections	30	16%
Increase subsidies & incentives for homeownership and improvement	21	11%
Increase tenant accountability & education	21	11%
Increase landlord accountability & education	21	11%
Improve quality of social services in and outside of shelters	15	9%
More affordable housing	14	8%
Promote city living and neighborhood pride	14	8%
Improve quality of K-12 education	12	7%
Improve neighborhood safety	12	7%
Other	11	6%
Increase land bank involvement	3	2%
Increase youth engagement services	3	2%
Improve zoning, land use to promote mixed-use neighborhoods	2	1%
Multi-lingual communication tools	2	1%
Promote economic growth and fair wages	1	1%
<b>Total</b>	<b>182</b>	<b>100%</b>

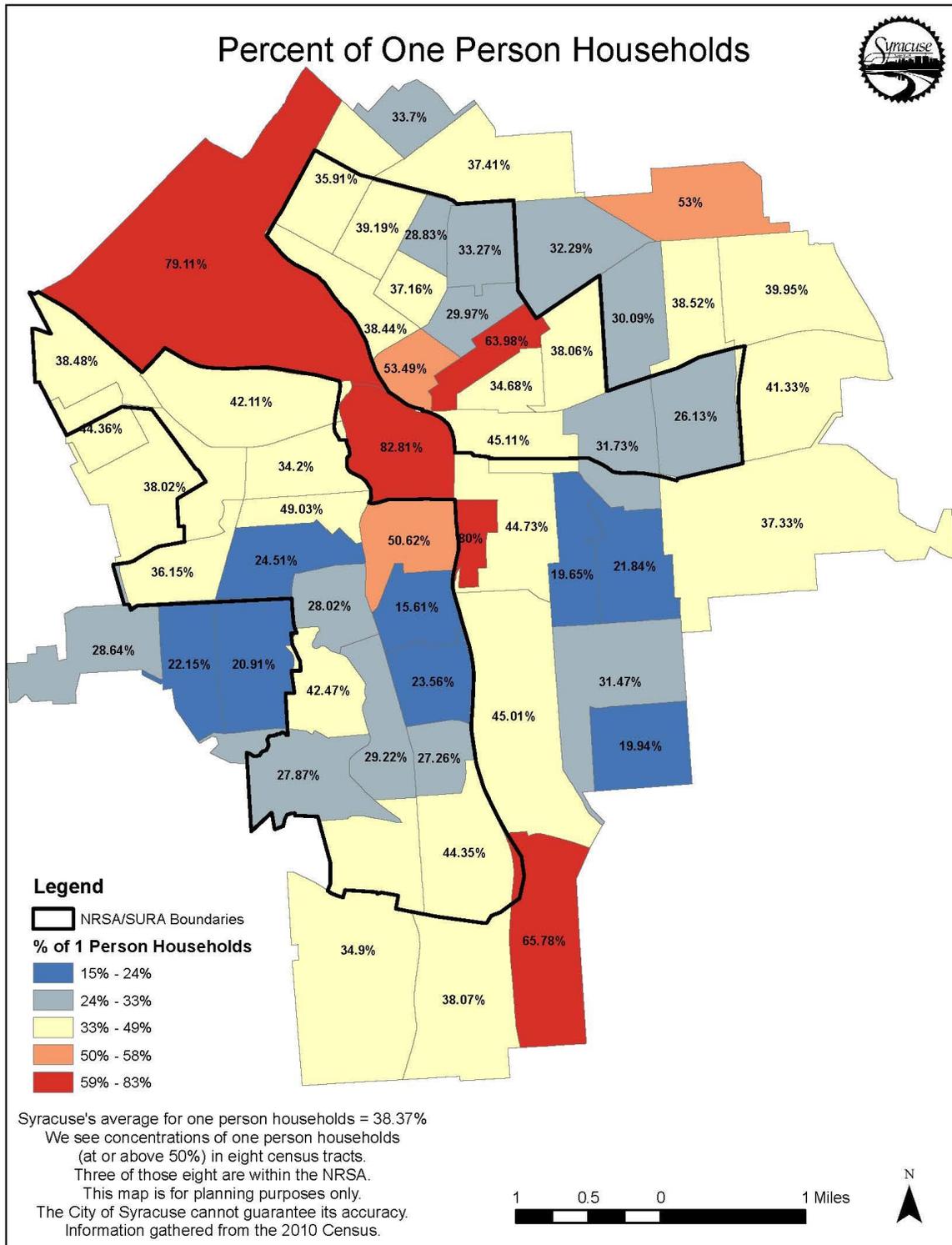
**Question asked:** What do you anticipate possible barriers to be?

**Anticipated Barriers**  
**N = 76**

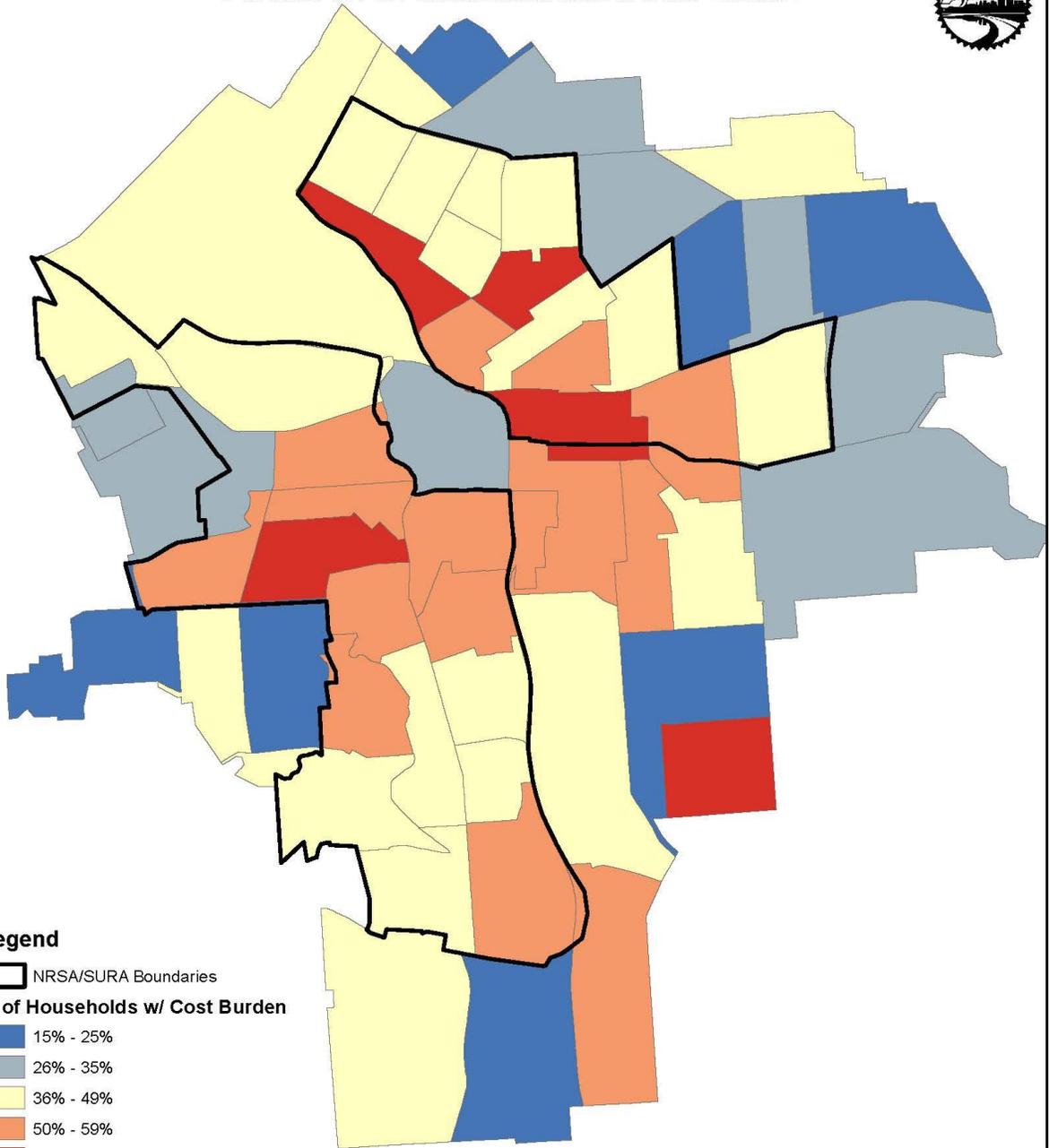


Response Category	Count of Votes	Percentage of Votes
Unenforced & unclear code regulations	30	39%
Financial & economic structures and funding sources for affordable housing	25	33%
Poor perception of neighborhoods & city living	6	8%
Discrimination against renters	4	5%
Lack of collaboration & communication	3	4%
Crime, safety & unwanted elements in the community	3	4%
Lack of landlord accountability & education	3	4%
Unresponsive government and slow, bureaucratic processes	2	3%
Total	76	100%

# Appendix B: GIS Analysis Maps



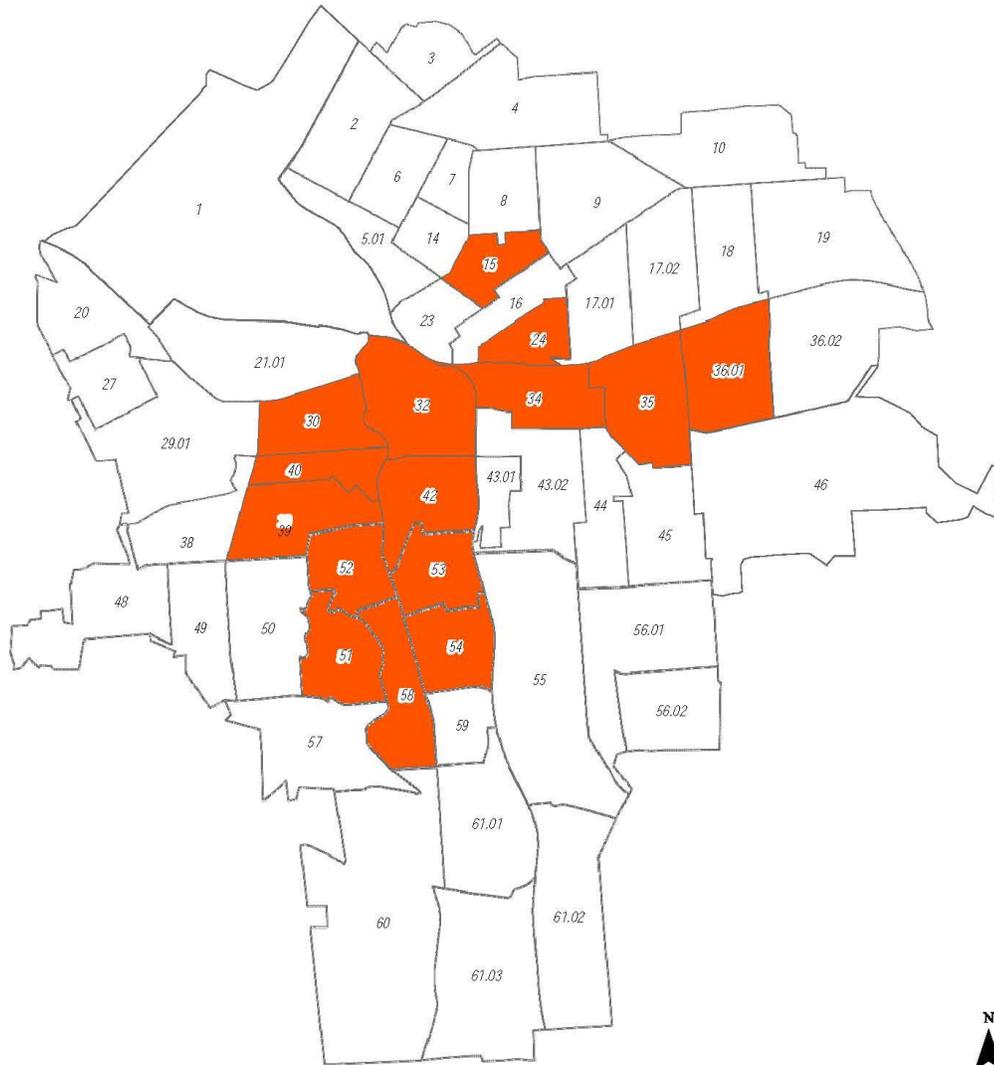
# Percent of All Households with a Cost Burden



Syracuse's average for households with a cost burden = 44.47%  
 We see concentrations of these households  
 (at or above 50%) in 19 census tracts.  
 Fifteen of those 19 are within the NRSA.  
 This map is for planning purposes only.  
 The City of Syracuse cannot guarantee its accuracy.  
 Information gathered from the 2012 ACS.



# Racially and Ethnically Concentrated Areas of Poverty, Syracuse, NY



## Legend

### Syracuse Census Tracts

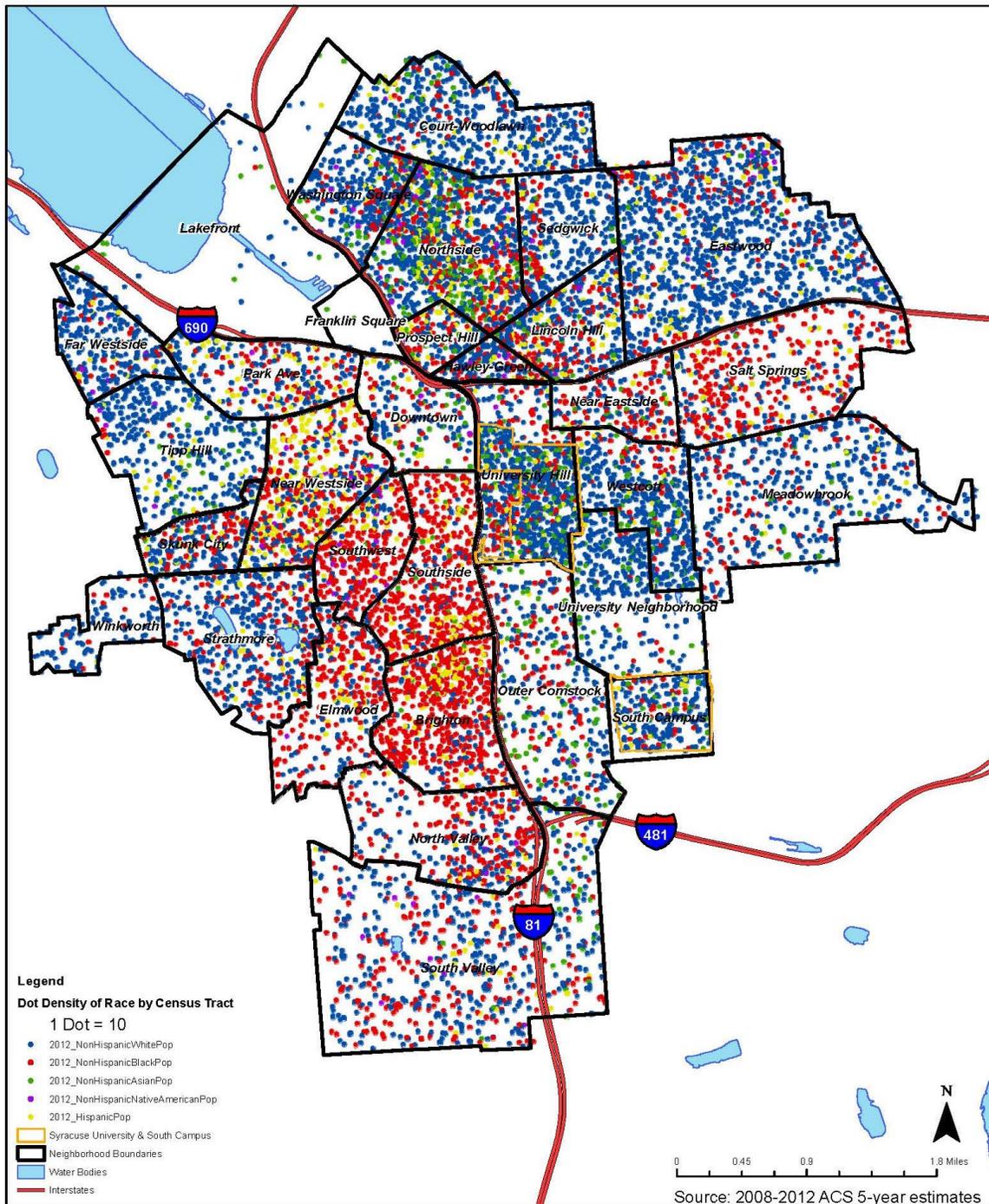
- Racially/Ethnically Concentrated Areas of Poverty\*
- Not RCAP/ECAP

0 0.5 1 2 Miles

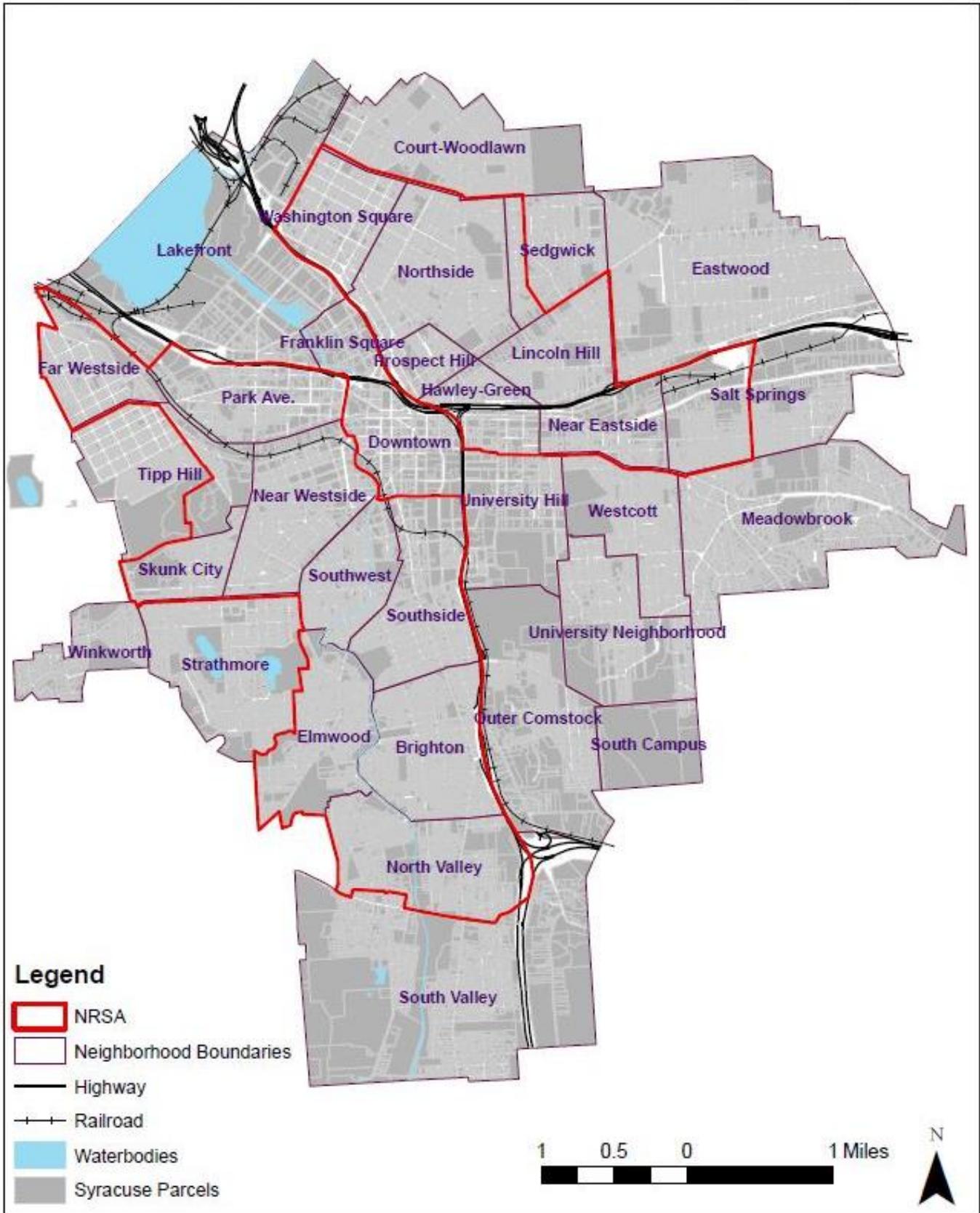
Source: 2008-2012 ACS 5-year estimates

\*The racially/ethnically-concentrated areas of poverty (RCAPs/ECAPs) are defined as census tracts with a non-white population of 50 percent or more and census tracts where 40 percent or more of individuals are living below the poverty line.

## 2012 Population by Race, Syracuse, NY



# Appendix C: Syracuse Urbane Renewal Area (SURA)/Neighborhood Revitalization Strategy Area (NRSA) Boundary Map



## Appendix D: Syracuse Institutional Delivery Structure

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Home Headquarters, Inc.	Non-Profit Organizations	Ownership	Jurisdiction
Catholic Charities of Onondaga County	Non-Profit Organizations	Homelessness Rental	Jurisdiction
Boys and Girls Club of Syracuse	Non-Profit Organizations	Public Facilities Public Services	Northeast NRSA Southwest NRSA
Chadwick Residence	Non-Profit Organizations	Homelessness Rental	Jurisdiction
ARISE, Inc.	Non-Profit Organizations	Non-Homeless Special Needs Ownership Neighborhood Improvements	Jurisdiction
Christopher Community Inc.	Non-Profit Organizations	Rental	Jurisdiction
CNY Fair Housing	Non-Profit Organizations	Planning	Jurisdiction
Covenant Housing Corp	Non-Profit Organizations	Non-Homeless Special Needs	Jurisdiction
Dunbar Center - Senior Program	Non-Profit Organizations	Non-Homeless Special Needs Public Facilities Public Services	Southwest NRSA
Dunbar Center-Youth Services	Non-Profit Organizations	Non-Homeless Special Needs Public Services	Jurisdiction
Empire Housing & Development Corporation	Non-Profit Organizations	Ownership	Jurisdiction
Faith Hope Community Center, Inc.	Non-Profit Organizations	Non-Homeless Special Needs Public Services	Southwest NRSA
FOCUS Greater Syracuse	Non-Profit Organizations	Economic Development Neighborhood Improvements	Jurisdiction
YWCA Of Syracuse & Onondaga Co.	Non-Profit Organizations	Homelessness Non-Homeless Special Needs Rental Public Services	Jurisdiction
Greater Syracuse Tenants Network	Non-Profit Organizations	Homelessness	Jurisdiction
Frank H. Hiscock Legal Aid Society	Non-Profit Organizations	Homelessness	Jurisdiction
Hope 4 Us Housing Inc.	Private Industry	Economic Development Non-Homeless Special Needs Neighborhood Improvements	Jurisdiction
Housing Visions Unlimited, Inc.	Non-Profit Organizations	Economic Development Non-Homeless Special Needs Public Services	Jurisdiction
Huntington Family Centers, Inc.	Non-Profit Organizations	Economic Development Non-Homeless Special Needs Public Services	Southwest NRSA
InterFaith Works	Non-Profit Organizations	Rental Public Services	Jurisdiction
Jubilee Homes	Non-Profit Organizations	Economic Development Non-Homeless Special Needs Ownership Neighborhood Improvements	Southwest NRSA
Liberty Resources, Inc.	Non-Profit Organizations	Homelessness Rental	Jurisdiction
Northeast Hawley Development Association (NEHDA)	Community/Faith-Based Organization	Economic Development Ownership Neighborhood Improvements	Northeast NRSA
Syracuse Northeast Community Center, Inc.	Non-Profit Organizations	Homelessness Public Facilities Public Services	Northeast NRSA
PEACE, Inc.	Non-Profit Organizations	Non-Homeless Special Needs Public Facilities Public Services	Jurisdiction

<b>Responsible Entity</b>	<b>Responsible Entity Type</b>	<b>Role</b>	<b>Geographic Area Served</b>
Rescue Mission Alliance Of Syracuse	Non-Profit Organizations	Homelessness	Jurisdiction
SEDCO	Municipal Corporation	Commercial Lending	Jurisdiction
Syracuse Model Neighborhood Corporation	Non-Profit Organizations	Rental Public Services	Southwest NRSA
Southwest Community Center/SMNF	Non-Profit Organizations	Public Facilities Public Services	Southwest NRSA
Salvation Army	Non-Profit Organizations	Homelessness Public Services	Jurisdiction
Welch Terrace Housing Development Fund, Inc.	Non-Profit Organizations	Homelessness Rental	Jurisdiction
Westcott Community Center	Non-Profit Organizations	Public Facilities Public Services	Jurisdiction
YMCA Of Greater Syracuse	Non-Profit Organizations	Homelessness Public Services	Jurisdiction

Table 15 - Institutional Delivery Structure

## Appendix E: Alternate/Local Data Sources

<b>1</b>	<b>Data Source Name</b> ACS 2008 - 2012
	<b>List the name of the organization or individual who originated the data set.</b>
	<b>Provide a brief summary of the data set.</b>
	<b>What was the purpose for developing this data set?</b>
	<b>Provide the year (and optionally month, or month and day) for when the data was collected.</b>
	<b>Briefly describe the methodology for the data collection.</b>
	<b>Describe the total population from which the sample was taken.</b>
	<b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b>
<b>2</b>	<b>Data Source Name</b> Homeless Management Information System (HMIS)
	<b>List the name of the organization or individual who originated the data set.</b> The Salvation Army   Administrator of HMIS
	<b>Provide a brief summary of the data set.</b> It is a networked, computerized record keeping system. HMIS stands for Homeless Management Information System, and is a requirement for all programs and agencies providing services to low-income and homeless households with the support of McKinney-Vento Act federal funds.
	<b>What was the purpose for developing this data set?</b> The HMIS is used by homeless provider agencies to record information about clients that they serve. This information helps the agencies plan for and provide services to clients. This information can also be shared among agencies - in order to improve the coordination and delivery of your services, but only if you, the client, agree to have your information shared with other agencies
	<b>Provide the year (and optionally month, or month and day) for when the data was collected.</b> 1/1/2013 - 1/1/2014
	<b>Briefly describe the methodology for the data collection.</b>
	<b>Describe the total population from which the sample was taken.</b>
	<b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b>
<b>3</b>	<b>Data Source Name</b> HOPWA Project Sponsor/Sub-recipient Reporting Form
	<b>List the name of the organization or individual who originated the data set.</b> Based on the Housing Opportunities for Persons with AIDS (HOPWA) Consolidated Annual Performance Evaluation Report (CAPER) and APR reports
	<b>Provide a brief summary of the data set.</b> Based on HOPWA CAPER and APR reports
	<b>What was the purpose for developing this data set?</b> Additional information regarding HOPWA performance summaries.
	<b>Provide the year (and optionally month, or month and day) for when the data was collected.</b> January 1, 2013 - December 31, 2013
	<b>Briefly describe the methodology for the data collection.</b> Agencies are asked to commit to and report on a projected number of service delivery. These numbers are then reported in the HOPWA CAPER and APR reports.

	<p><b>Describe the total population from which the sample was taken.</b>  AIDS Community Resources: 70 people with HIV/AIDS served.  Liberty Resources, Inc.: 41 people with HIV/AIDS served.  Central New York Health System Agency, Inc.: 72 people with HIV/AIDS served.</p> <p><b>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</b></p>
4	<p><b>Data Source Name</b>  Division of Code Enforcement Records</p> <p><b>List the name of the organization or individual who originated the data set.</b>  Division of Code Enforcement with Syracuse</p> <p><b>Provide a brief summary of the data set.</b>  The Division of Code Enforcement is responsible for plan review and inspection of building construction within Syracuse. It also maintains the Housing and Property codes and enforces compliance with the Syracuse Zoning Ordinance. In the process of maintaining the Housing and Property Codes, Inspectors and DOCE employees record the current state of Syracuse Properties.</p> <p><b>What was the purpose for developing this data set?</b>  The data set has been developed in order to maintain a record of property inspection, building construction and permit management.</p> <p><b>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</b>  Data collection is citywide.</p> <p><b>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</b>  Information is entered and updated daily. That dataset was downloaded on 12/30/2014.</p> <p><b>What is the status of the data set (complete, in progress, or planned)?</b>  In progress</p>

## **Appendix F: HOME Investment Partnership Program**

The federal government created the HOME Investment Partnership Program to help states and local governments respond to the need for adequate, affordable housing. The HOME program, which was designed to ensure that each community is able to use the assistance in ways that respond best to its unique circumstances, funds a broad range of activities, including new construction, rehabilitation, acquisition of property, homebuyer assistance, and tenant-based rental assistance. The following are NBD's written guide to how HOME funds will be used locally.

### **Community Housing Development Organizations (CHDO)**

Through the HOME Program, the Federal Government invests in the future of local non-profit housing groups, requiring that at least 15 percent of its total allocation to fund housing, will be owned, developed, or sponsored by entities designated as a CHDO.

A CHDO is an organization that meets the following criteria:

- Provides decent housing that is affordable to low- and moderate-income persons (although they may perform other functions as well);
- Have effectively carried out activities financed through the HOME program;
- Have a history of serving the community where the HOME funded housing will be located;
- Are organized under state or local laws and exempt from taxes under section 501(C)(3) of the Internal Revenue Code;
- Meet standards of financial accountability;
- Maintains at least one-third of the governing board must be low-income community residents or elected representatives of low-income neighborhood organizations.

Each year NBD reserves up to 5 percent of the total HOME Program allocation to assist CHDOs in paying for their operating expenses and up to 10 percent of the CHDO set-aside to provide project specific technical assistance and loans for site-control activities including project feasibility studies.

#### **CHDO Certification**

NBD will require each CHDO to recertify for the designation annually by completing a CHDO checklist and attaching all accompanying documents and attachments. NBD will issue a letter stating that the organization qualifies as a CHDO.

Syracuse CHDOs include:

- Covenant House Development Corporation, Inc.
- Home Headquarters, Inc.
- Jubilee Homes of Syracuse, Inc.
- Northeast Hawley Development Association, Inc.
- Syracuse Model Neighborhood Corporation, Inc.

**CHDO Operating Request**

NBD will require each CHDO to submit a request for CHDO Operating funds based on the CHDO eligible projects the organization has planned in the upcoming year. Each CHDO Operating request will be evaluated after the agency has been certified a CHDO.

**HOME Programs**

**Developer Assistance**

In an effort to promote the rehabilitation of Syracuse’s aging housing stock as well as the revitalization of neighborhoods, NBD will offer financial assistance through the HOME program to developers to write down the cost of construction for rehabilitation and new construction projects and provide interim construction financing when necessary to create affordable housing units.

Under this category, NBD will consider meeting the development needs through using the following eligible activities under the HOME Program:

- Acquisition of property
- Rehabilitation or new construction of housing for rent or homeownership
- Moderate or substantial rehabilitation of rental properties
- Site improvements for HOME-assisted projects
- Demolition of dilapidated housing to make way for new HOME-assisted development
- Payment of relocation expenses
- Other reasonable and necessary expenses related to the development of non-luxury housing

**Developer Assistance for Homeownership**

NBD will work with Syracuse’s not-for-profit housing partners, many of them qualified as CHDOs, to rehabilitate and newly construct housing units for affordable homeownership opportunities. Through the developer assistance program, NBD will offer subsidies to organizations to write down the cost of construction in order to sell the home to an income qualified homebuyer at market value:

$\text{Total Development Cost} - \text{Market Value} = \text{Gap Funding/Subsidy Needed}$
-------------------------------------------------------------------------------------------

NBD may also offer construction financing using HOME funds for projects that need financing for development.

**Process**

NBD staff will work closely with its housing partners to create neighborhood based block plans and to identify key properties in need of redevelopment for affordable housing. Housing Partners can contact NBD to obtain a Request for NBD Project Assistance Application. The applicants will follow the following phases through project completion:

1. Initial Intake Phase – Application for NBD Project Assistance is submitted to NBD. NBD will review the application and determine the following:

- a. If the project fits within a neighborhood block plan or a key housing strategy identified in Syracuse's Housing Plan
  - b. The financial viability of the project including a subsidy layering analysis, determining if the other funding sources are sound commitments, and determining what resources are needed to bring the project to completion
  - c. Determining if there are other sources of funding (outside of the HOME program) that would be better suited for this development.
2. Environmental Review Phase – Once the Initial Intake Phase is completed, NBD will send a request for a site specific environmental review to the City's Bureau of Planning and Sustainability for an environmental review. During this phase the initial applicant may also be contacted to complete specific items in that review process. When the environmental review is completed, a memo will be sent to the NBD project file.
3. Commitment Phase – If NBD determines that the project will be supported with HOME Program funds, a commitment letter and HOME Program Agreement will be prepared between the Developer/CHDO and NBD.
4. Pre-Construction/Construction/Post-Construction Phase – The next phase will include the construction phase. NBD will request a copy of the completed plan and/or work specifications, an approved Form A & Form B for M/WBE Compliance, evidence of lead remediation to the appropriate HUD standard, and that at the end of the project the unit meets all NYS Building Codes.
5. Buyer Qualification – NBD will be responsible for qualifying the homebuyer for the projects. The buyer will submit an application to NBD and will be evaluated on the following:
  - a. Income verification using the Part 5 definition of Annual Income – Copy of the previous years (or most recent) income tax return and last three pay stubs.
  - b. Loan Commitment for the 1<sup>st</sup> mortgage
  - c. Purchase contract between the developer and the buyer
  - d. Graduation Certification from Home Headquarters' HUD Certified Home Buyer Education Class
6. Pre-Closing Phase – NBD will work with the buyer and the developer to collect information prior to closing on the HOME funds. This will include documents such as:
  - a. Proof of homeowners insurance
  - b. Title insurance
  - c. Abstract
  - d. Survey
  - e. Appraisal
7. Closing Phase – NBD will close on the HOME funds with the homebuyer. This phase is where the home buyer will sign a HOME Program Agreement with NBD as well as other pertinent closing documentation.

NBD reserves the right to request additional necessary documentation on an individual project basis to assist in making project related decisions

**Monitoring and Compliance:** The homebuyer must occupy the unit as his/her principal residence for the duration of the affordability period. NBD will monitor compliance during the affordability period by verifying the beneficiary remains an owner occupant on an annual basis. NBD staff will send a letter and certification form with a “Do not forward” as a method to show they remain owner occupants. In the event of noncompliance with the principal residency requirement, NBD reserves the right to require full repayment of HOME funds invested in the project.

In the event the owner sells or otherwise transfers the property to secure the home’s affordability, NBD will use a **Resale** provision. The resale provision applies when investing HOME funds solely as a development subsidy into new construction or rehabilitation projects that will be sold to owner occupants whose income will be 80 percent or below of AMI. [The development subsidy is the gap funding—the difference between the total development cost minus fair market value of the property.] The owner occupant must certify their income within six months of closing or new documents will be requested.

Properties with a resale restriction must remain affordable for some period of time known as the “affordability period.” The affordability period of the project will be based on the total amount of HOME funds invested in the project, as summarized in the following chart:

<b>Amount of per-unit HOME \$</b>	<b>Minimum Affordability Period</b>
<\$15,000/unit	5 years
\$15,000 - \$40,000/unit	10 years
>\$40,000/unit	15 years

The resale provision will be secured through a restrictive covenant that is recorded and in effect for the duration of the affordability period. In addition, the City of Syracuse executes an agreement with the homebuyer to convey the affordability requirements and retain enforcement authority.

In the event the homebuyer transfers his/her property (either voluntarily or involuntarily) during the affordability period, the following resale provisions must be adhered to:

1. The homeowner must inform NBD of their desire to sell the property *prior* to it going on the market;
2. The new homebuyer must have an income between 50 and 80% AMI at the time of purchase and must qualify with NBD by filling out a homebuyer application;
3. The new homebuyer(s) must occupy the house as his/her principal residence;
4. The resale price must be an amount affordable to the City’s targeted low-income buyers. This means, the buyers can secure a mortgage (through National Mortgage Licensing System approved lender) whereby they pay no more than 30% of their monthly gross income for principal, interest, taxes and insurance (PITI) plus a reasonable down payment.

5. The new homebuyer must assume the remainder of the affordability period and will enter into a new HOME Program Agreement with NBD; and
6. The homeowner will be entitled to fair return on their investment upon sale of the Property. The owner's investment includes their initial down payment plus capital improvements to the property. Improvements to the property will be defined as improvements that increase the market value of the home; ongoing maintenance costs, such as exterior painting, servicing and replacement of building mechanicals, and/or driveway sealant are excluded as capital improvements. The homeowner will be responsible for keeping adequate records of the improvements and said improvements must be approved by NBD.
7. In order to determine if what a fair return on this investment is, the City will use the Consumer Price Index (<http://www.bls.gov/home.htm>) ] to measure the change in housing values in the area. This percent change will be multiplied by the owner's investment in order to determine the fair return.
8. The sale price will not exceed Market Value, based on the appraised value of the property at the time of resale. Homeowner will be responsible for providing NBD with a current appraisal of the property to determine market value.

If the fair market value of a HOME-assisted homebuyer property is more than what is affordable to the range of low-income buyers, the PJ will set a resale price that, at a minimum, provides a fair return to the original homebuyer. The PJ will make the property affordable to its target population by making available appropriate HOME financial assistance to the buyer, if needed.

### **Developer Assistance for Rental Housing**

NBD may use HOME funds to provide assistance to developers in the rehabilitation and new construction of affordable rental housing. NBD will work with both for-profit and not-for-profit developers through providing development loans and deferred loans.

### **Process**

NBD staff will work closely with developers to identify key properties in need of redevelopment for affordable rental housing that comply with the Housing Partners' neighborhood block plans. Developers may contact NBD to obtain a Request for NBD Project Assistance Application. The applicants will work through the following phases to project completion:

1. Initial Intake Phase – Application for NBD Project Assistance is submitted to NBD. NBD will review the application and determine the following:
  - a. If the project fits within a neighborhood block plan or a key housing strategy identified in Syracuse's Housing Plan
  - b. The financial viability of the project including a subsidy layering analysis, determining if other funding sources are sound commitments, and determining what resources are needed to bring the project to completion
  - c. An analysis of the property proforma
  - d. Determining if there are other sources of funding (outside of the HOME program) that would be better suited for this development.

2. Environmental Review Phase – Once the Initial Intake Phase is completed, NBD will send a request for a site specific environmental review to the City’s Bureau of Planning and Sustainability for an environmental review. During this phase the initial applicant may also be contacted to complete specific items in that review process. When the environmental review is completed, a memo will be sent to the NBD project file.
3. Commitment Phase – If NBD determines that the project will be supported with HOME Program funds, a commitment letter and HOME Program Agreement will be prepared between the Developer and NBD.
4. Pre-Closing Phase – NBD will work with the buyer and the developer to collect information prior to closing on the HOME funds. This will include documents such as:
  - a. Proof of homeowners insurance
  - b. Title insurance
  - c. Abstract
  - d. Survey
  - e. Appraisal
5. Closing Phase – NBD will close on the HOME funds with the developer.
6. Pre-Construction/Construction/Post-Construction Phase – The next phase will include the construction phase. NBD will request a copy of the completed plan and/or work specifications, an approved Form A & Form B for M/WBE Compliance, evidence of lead remediation to the appropriate HUD standard, and that at the end of the project the unit meets all NYS Building Codes. NBD will conduct period inspections which will be agreed upon in the Home Program Agreement to ensure that materials and work being paid for with HOME funds is being completed to the satisfaction of the inspector.
7. Tenant Qualification – NBD will require the owner/property manager to qualify the tenants who will occupy the rehabilitated or newly constructed rental units. The developer/property manager will submit the following documentation NBD to verify tenant qualification:
  - a. Income verification using the Part 5 definition of annual income – Copy of the previous year’s (or most recent) income tax return and last three pay stubs.
8. NBD will also require the owner/property manager to submit the following documents to ensure compliance with HOME program leasing provisions:
  - a. Copy of the lease between owner/property manager and tenant
  - b. Owner’s/property manager’s written tenant selection policies

**Monitoring and Compliance**

NBD will monitor the rental units for compliance through the affordability period of the project. For rental projects the affordability period will be based on the HOME Program requirements shown below:

<b>Activity</b>	<b>Average per-unit HOME \$</b>	<b>Minimum Affordability Period</b>
Rehabilitation or Acquisition of Existing Housing	<\$15,000/unit	5 years
	\$15,000 - \$40,000/unit	10 years
	>\$40,000/unit	15 years
Refinance of Rehabilitation Project	Any \$ Amount	15 years
New Construction or Acquisition of New Construction	Any \$ Amount	20 years

NBD staff will request the owner/property manager submit rent rolls of their tenants residing in HOME assisted units on an annual basis. Every sixth year of the affordability period, NBD will request the owner/property manager to resubmit source documentation for each household.

NBD will also inspect the quality of the HOME assisted rental housing units to ensure compliance with property standards. The frequency of these inspections will be based on the HOME Program standards outlined below:

<b>Number of Units</b>	<b>Inspection Required</b>
1-4 units	Every 3 years
5-25 units	Every 2 years
26 or more	Annually

NBD will select a sample of HOME assisted units to inspect and will base the inspections on the NYS Building Code.

In the event of non-compliance with the affordability period, NBD reserves the right to require full repayment of HOME funds invested into the project.

**Direct Homebuyer Assistance**

One of NBD’s primary goals has been to increase and promote affordable homeownership opportunities in the city. A common barrier to homeownership is one’s ability to cover the down payment and closing costs associated with purchasing a home. To assist in this regard, NBD will use the following HOME Program eligible activities:

**Down-payment and Closing-Cost Assistance**

NBD may use HOME funds to assist homebuyers in purchasing a home for homeownership. This program will be administered through Home Headquarters, Inc.’s Homeownership Program and will provide up to \$3,000 for down payment and closing cost assistance for income qualified first-

time homebuyers of single-unit homes. It also provides up to \$1,500 for down payment and closing cost assistance for income qualified first-time homebuyers for the owner-occupied unit of two-unit or three-unit structures.

Gap Financing/Homebuyer Subsidies

NBD may use HOME funds to assist homebuyers in purchasing a home for homeownership by writing down the sales price to allow an income-eligible homebuyer an affordable opportunity of homeownership. Homebuyer subsidies will be administered by NBD and primarily in partnership with redevelopment projects through the CHDO's and other not-for-profit housing partners. NBD will be responsible for qualifying the homebuyer through an application process.

Lease-Purchase Program

NBD may use HOME funds to assist low-income households accumulate a down payment while they build their homeownership skills through a lease-purchase program. NBD will adhere to the following guidelines if HOME funds are used to assist homebuyers through the lease-purchase program

- Eligible properties will be those developed by not-for-profit housing partners, not those available on the open market;
- Ownership must be conveyed to an eligible homebuyer within 36 months of the non-profit housing development agency signing the lease-purchase agreement, or within 42 months of project completion;
- If the homebuyer does not purchase the unit by the end of the 42 month period, the unit will turn into a HOME rental unit;
- The homebuyer must qualify as a low-income family at the time the lease purchase agreement is signed.

Monitoring and Compliance

The homebuyer must occupy the unit as his/her principal residence for the duration of the affordability period. NBD will monitor compliance during the affordability period by verifying the beneficiary remains an owner occupant on an annual basis. NBD staff will send a letter and certification form with a "Do not forward" as a method to show they remain owner occupants. In the event of noncompliance with the principal residency requirement, NBD reserves the right to require full repayment of HOME funds invested in the project.

In the event the owner sells or otherwise transfers the property during the period of affordability, NBD will use a **Recapture** provision to ensure affordability. A recapture provision is used in any case where HOME funds will be used for direct assistance to a homebuyer whose income is at or below 80 percent AMI for the acquisition of a single family home for owner occupancy. The direct HOME subsidy includes DPCCA and Homebuyer subsidies that write down the sales price of a home to below fair market value. The initial amount that is subject to recapture will be calculated using the following formula:

$\text{Market Value} - \text{Sales Price of Home} + \text{Direct Homebuyer Assistance (including Down Payment and Closing Costs)} = \text{Amount Subject to Recapture/Direct HOME Subsidy}$
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

The recapture provision states that if the homebuyer rents or transfers his/her home during the period of affordability, either voluntarily (through property sale to a buyer) or involuntarily (foreclosure, deed-in-lieu of foreclosure), NBD will recapture all or part of the HOME assistance and reinvest it in other HOME-eligible affordable housing activities.

The affordability period is based on the amount of HOME funds that go towards directly assisting the homebuyer using the chart below.

<b>Amount of Direct HOME Subsidy</b>	<b>Minimum Affordability Period</b>
<\$15,000/unit	5 years
\$15,000 - \$40,000/unit	10 years
>\$40,000/unit	15 years

NBD will structure the deal so that a proportion of the amount subject to recapture will be forgiven for each year of occupancy during the affordability period. This amount will be determined by dividing the amount subject to recapture by the number of years in the affordability period that the owner resides in the property. (For instance, in a five-year affordability period, 1/5 of the recapture amount is forgiven each year.) In addition, if the homeowner transfers the home during the affordability period, NBD will repay the homeowner their initial investment prior to repayment of HOME funds. Repayment of funds is from net proceeds, which are defined as the resale price minus the superior first mortgage repayment minus any closing costs incurred by the homeowner relative to the sale of the property.

The recapture provision will be secured through a note and mortgage on the property. In addition, the City of Syracuse will execute an agreement with the homebuyer to secure the terms of affordability and recapture.

In the event the homebuyer transfers his/her property during the affordability period, the follow provisions will be adhered to:

1. NBD will calculate the amount subject to recapture through forgiving a portion of the direct HOME subsidy for each year of occupancy during the affordability period. To determine the amount forgiven per year, NBD will take the direct home investment and divide it by the affordability period. At the end of each full year that amount will be forgiven.
2. NBD will calculate the net proceeds of sale based on the accepted purchase offer and then calculate the amount subject to recapture based on the recapture calculation.
3. If the net proceeds are insufficient in covering the remainder of the HOME investment, NBD will not collect more than the net proceeds.

**Homeowner Rehabilitation**

NBD may undertake rehabilitation not involving acquisition. The following guidelines will be followed for rehabilitation assistance to a structure that is currently owned by a family whom qualifies under the following criteria:

1. The estimated value of the property, after rehabilitation, does not exceed 95 percent of the median purchase price for the area
2. The housing is the principal residence of an owner whose family qualifies as a low-income family at the time HOME funds are committed to the housing.

3. Ownership interest in the housing assisted under this section must meet the definition of "homeownership" in Sec. 92.2.

**Refinancing Guidelines**

NBD establishes the following refinancing guidelines when using HOME funds to refinance existing debt:

1. Show that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing;
2. Require a review of management practices to demonstrate that disinvestments in the property has not occurred, that the long term needs of the project can be met and that the feasibility of serving the targeted population over an extended affordability period can be proven;
3. State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both;
4. Indicate the required period of affordability, whether it is the minimum 15 years or longer; and
5. HOME funds cannot be used to refinance multifamily loans made or insured by any Federal program including Community Development Block Grant funds.

## Appendix G: Assisted Housing Inventory and Tax Credit-Funded Affordable Units

Assisted Housing Inventory					
Project	Address	Total Units	Management	Type	Program
Madison Towers	60 Presidential Plaza	232	Milk Street Residential	Family	Mitchell Lama
Bernadine Apartments	417 Churchil Avenue	215	Loretto Properties	Family	Mitchell Lama - Sec. 236
Clinton Plaza	550 S. Clinton Street	304	Condren Realty	Family	Mitchell Lama - Sec. 236
The Leonard Apartment	400 W. Onondaga Street	35	Syracuse Housing Authority	Family	NSP
Brick School Terrace	818 Salt Springs Road	146	American Property	Family	Sec. 221 - FHA Insured
Mount St. James	338 Jamesville Avenue	142	Christopher Community	Family	Sec. 221 - FHA Insured
Summit Apartments	Scattered Site	94	Syr-Hab	Family	Sec. 236 - FHA Insured
Syracuse Rehab V	Scattered Site	137	Longley Jones	Family	Sec. 236 - FHA Insured
Parkside Commons	1901 E. Fayette Street	393	Related Management	Family	Section 8
<b>Total Assisted Family Units</b>		<b>1,698</b>			
Project	Address	Total Units	Management	Type	Program
Bishop Harrison	300 Pond Street	48	Christopher Community	Senior	Sec. 202
Ludovico Apartments	340 Winton Street	33	Christopher Community	Senior	Sec. 202
Pompeii Apartments	143 Mary Street	50	Christopher Community	Senior	Sec. 202
Providence House	1700 W. Onondaga Street	101	Christopher Community	Senior	Sec. 202
Salina School	512 Leymoyne Avenue	37	Christopher Community	Senior	Sec. 202
St. Joseph's Manor	900 Tyson Place	40	Christopher Community	Senior	Sec. 202
Villa Scalabrini	800 E. Willow Street	121	Christopher Community	Senior	Sec. 202
YMCA - Syracuse	340 Montgomery Street	30	YMCA of Syracuse	Senior	Sec. 202
Valley Vista	122 W. Seneca Street	123	Sutton Real Estate	Senior	Mitchell Lama - Sec. 236
Brighton Towers I & II	821 E. Brighton Avenue	605	Syracuse Management Co	Senior	Mitchell Lama - Sec. 236
McCarthy Mannor	501 S. Crouse Avenue	175	Related Management	Senior	Section 8
St. Clare Garden Apts	1119 N. Townsend Street	29	Christopher Community	Senior	Section 8
<b>Total Assisted Senior Units</b>		<b>1,392</b>			
<b>Total Assisted Units</b>		<b>3,090</b>			

**Tax Credit-Funded Affordable Units**

<b>Project</b>	<b>Address</b>	<b>Total Units</b>	<b>Management</b>	<b>Type</b>	<b>Program</b>
Beechwood	1400 E. Fayette Street	20	Housing Visions	Family	Tax Credit
Catherine Street	600 Catherine Street	10	Christopher Community	Family	Tax Credit
Eaglewood East	1400 E. Fayette Street	26	Housing Visions	Family	Tax Credit
Forest View at Fayette	1316 E. Fayette Street	14	Housing Visions	Family	Tax Credit
Group I - IX	Scattered Site	133	Housing Visions	Family	Tax Credit
Hillside/Rossevelt	1530 E. Genessee/1450 S. Salina	90	Conifer Realty	Family	Tax Credit
Homes of Syracuse	Scattered Site	50	Syracuse Housing Authority	Family	Tax Credit
James Street	615 & 622 James Street	17	Conifer Realty	Family	Tax Credit
Greeley Apartments	700-714 W. Onondaga St. 13204	20	Christopher Community	Singles	Tax Credit
Joselyn Court I, II & III	3900 S. Salina Street	84	Christopher Community	Family	Tax Credit
Loguen Homes	Beech/Lexington Sts.	28	Housing Visions	Family	Tax Credit
Maple Heights	1600 E. Genessee Street	50	Housing Visions	Family	Tax Credit
Near Westside Townhome	Scattered Site Near West Side	60	Christopher Community	Family	Tax Credit
VanKeuren Square	2223 E. Genessee Street	50	Housing Visions	Family	Tax Credit
Prospect Hill Homes	500-600 N. Townsend Sts.	50	Housing Visions	Family	Tax Credit
Courtyard at James	708 James Street	73	Conifer Realty	Family	Tax Credit
Moses Dewitt	212 N. Townsend Street	37	Conifer Realty	Family	Tax Credit
Salina Square	2002-22 S. Salina Street	23	Housing Visions	Family	Tax Credit
	<b>Total Tax Credit Funded Units</b>	<b>835</b>			
<b>Total Assisted &amp; Tax Credit Units</b>		<b>3,925</b>			

# **Appendix H: Public Meeting and Public Hearing Documentation**

John P. Copanas  
City Clerk  
jcopanas@syr.gov.net



Patricia K. McBride  
Deputy City Clerk  
pmcbride@syr.gov.net

**OFFICE OF THE CITY CLERK**

**Stephanie A. Miner, Mayor**

February 25, 2015

Ms. Susannah Bartlett  
Neighborhood & Business Development  
201 E. Washington Street  
Suite 600  
Syracuse, NY 13202

Dear Ms. Bartlett:

This letter confirms that the Common Council Chambers has been reserved for the Neighborhood & Business Development Public Meeting on March 18, 2015 from 4:30 p.m. to 6:30 p.m.

The Chambers will be set up in the standard formation used during the Common Council sessions. If any changes to the Chambers are required, please contact me.

Sincerely,

John P. Copanas  
City Clerk

/sw

cc: John Savo, Maintenance Supervisor  
Amanda Gusman, Common Council Office  
Security, Mayor's Office

231 City Hall • Syracuse, N.Y. 13202 • (315) 448-8216 • FAX 448-8489

## Appendix I: SF-424 and Certifications