



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

**Third Annual Action Plan
Program Year 38
(2012-2013)**

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Executive Summary

With this document the City of Syracuse Department of Neighborhood & Business Development (NBD) submits the **City of Syracuse Third Annual Action Plan**, as required by the U.S. Department of Housing and Urban Development (HUD). The Action Plan serves as an extension and amendment to the Five-Year Strategic Plan, released in 2010, which serves as a planning document, a strategy, and a management process that links the strategy for carrying out the plan to the actual performance of the plan. The Action Plan outlines how the City of Syracuse (City) will address the community’s housing and community development needs, goals, and objectives, as determined by the City and its citizens.

This Third Annual Action Plan of the Five-Year Strategic Plan is the result of a collaborative process where this community established a unified vision for housing and community development needs. This Plan describes 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 (ESG) funds. The City will utilize the following entitlement funds for the 2012-2013 fiscal year:

CDBG	\$5,005,148.00*
HOME	\$1,157,001.00**
ESG	\$483,746.00***

* Reflects 14.8 percent funding cut from 2011-12 allocation
 ** Reflects 39.5 percent funding cut from 2011-12 allocation
 *** Reflects 78.7 percent funding increase from 2011-12 allocation

The purpose of the Action Plan is to focus the needs of the City on HUD’s national goals of Creating Suitable Living Environments, Providing Decent Affordable Housing, and Creating Economic Opportunities. Based on public input through the Citizens Cabinet and Tomorrow’s Neighborhoods Today (TNT), a 30-day public comment period, and two public forums, NBD proposes to use the available federal resources to work towards these national objectives.

Amendments/Additions to the Five-Year Strategic Plan

The major amendments and additions outlined in this Third Annual Action Plan include:

- **Third Program Year Actions** by the City of Syracuse (page 8).
- **Housing Partners**, including CBDO/CHDO status and roles in the City’s overall housing strategy (page 18).
- **Public Services**, including descriptions of the services provided by each agency and which strategy area they serve (page 21).
- **Lead Reduction**, including grants awarded and number of households to be targeted (page 27).

- **Specific Housing Objectives**, including revision of housing programs and neighborhood revitalization efforts (page 28).
- **Grant Writing and Research Assistance** to NBD and its subrecipients (page 31).
- **HOME Program Guidelines**, including revisions and updates (page 43).

The Action Plan outlines the City’s vision to provide all residents with vibrant neighborhoods that contain quality affordable housing choices, prosperous business opportunities, well-performing schools, and abundant recreational resources. The strategies identified in the Plan reflect the following goals:

- Provide decent, affordable housing options for owners and renters.
- Provide a suitable living environment for all residents.
- Expand economic opportunities throughout the City.
- Strategically revitalize our neighborhoods to strengthen communities, families and, individuals.
- Provide services to individuals that promote or foster self-sufficiency.

Vision

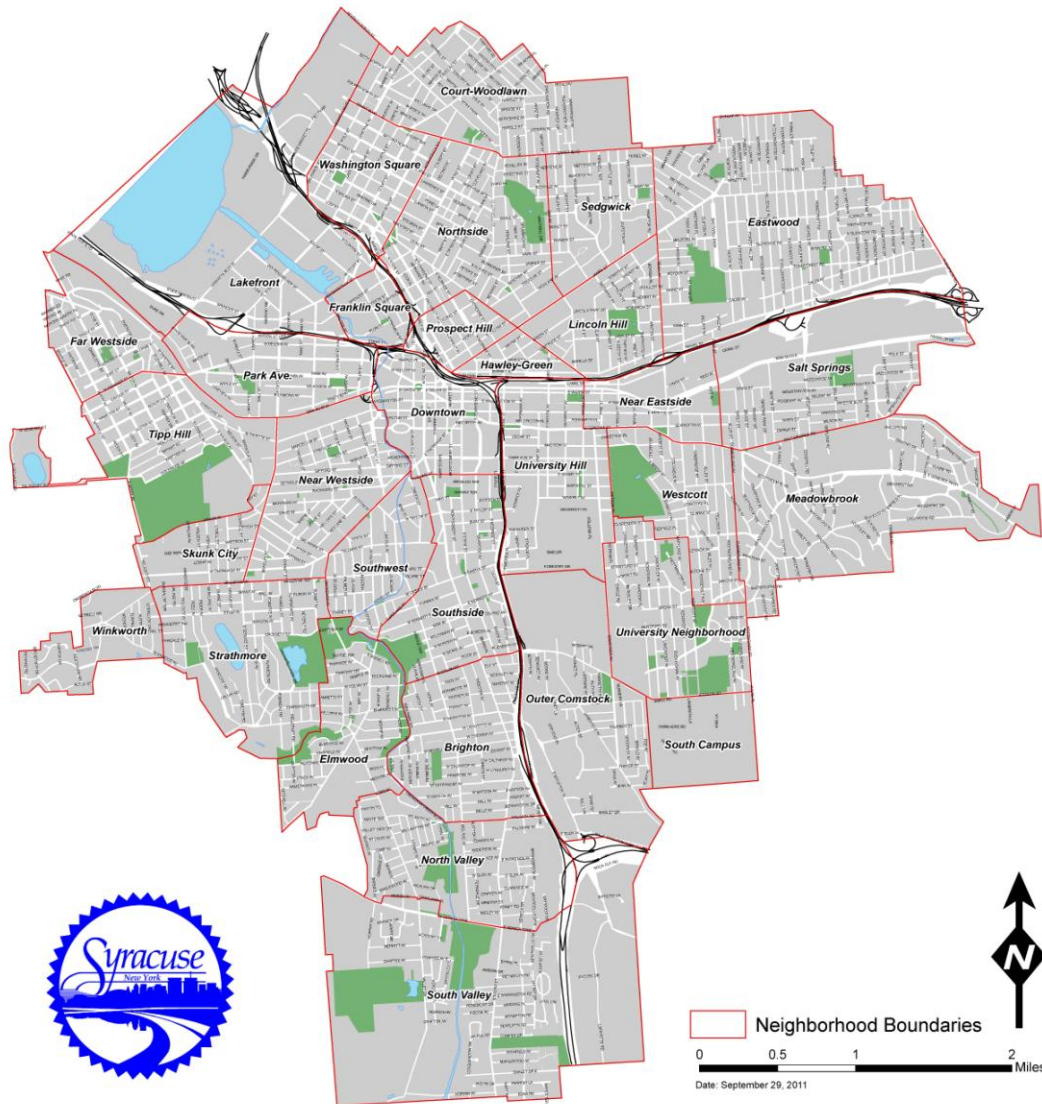
The City’s vision is to provide all residents with vibrant neighborhoods that contain good housing choices, prosperous businesses, decent schools, and abundant recreational opportunities. The primary objective for NBD is to increase demand and marketability of housing within the city for homeownership. This continues to work in a comprehensive manner to revitalize our neighborhoods by providing decent affordable housing, stimulating the housing market, addressing important neighborhood corridors, and by working to strengthen neighborhoods through community building and targeted economic development projects.

Jurisdiction & Allocation of Resources

For planning purposes, NBD has identified 32 neighborhoods within the City of Syracuse. These include neighborhoods that are primarily residential, as well as the Downtown central business district, the Lakefront mixed-use district, and the University Hill institutional district.

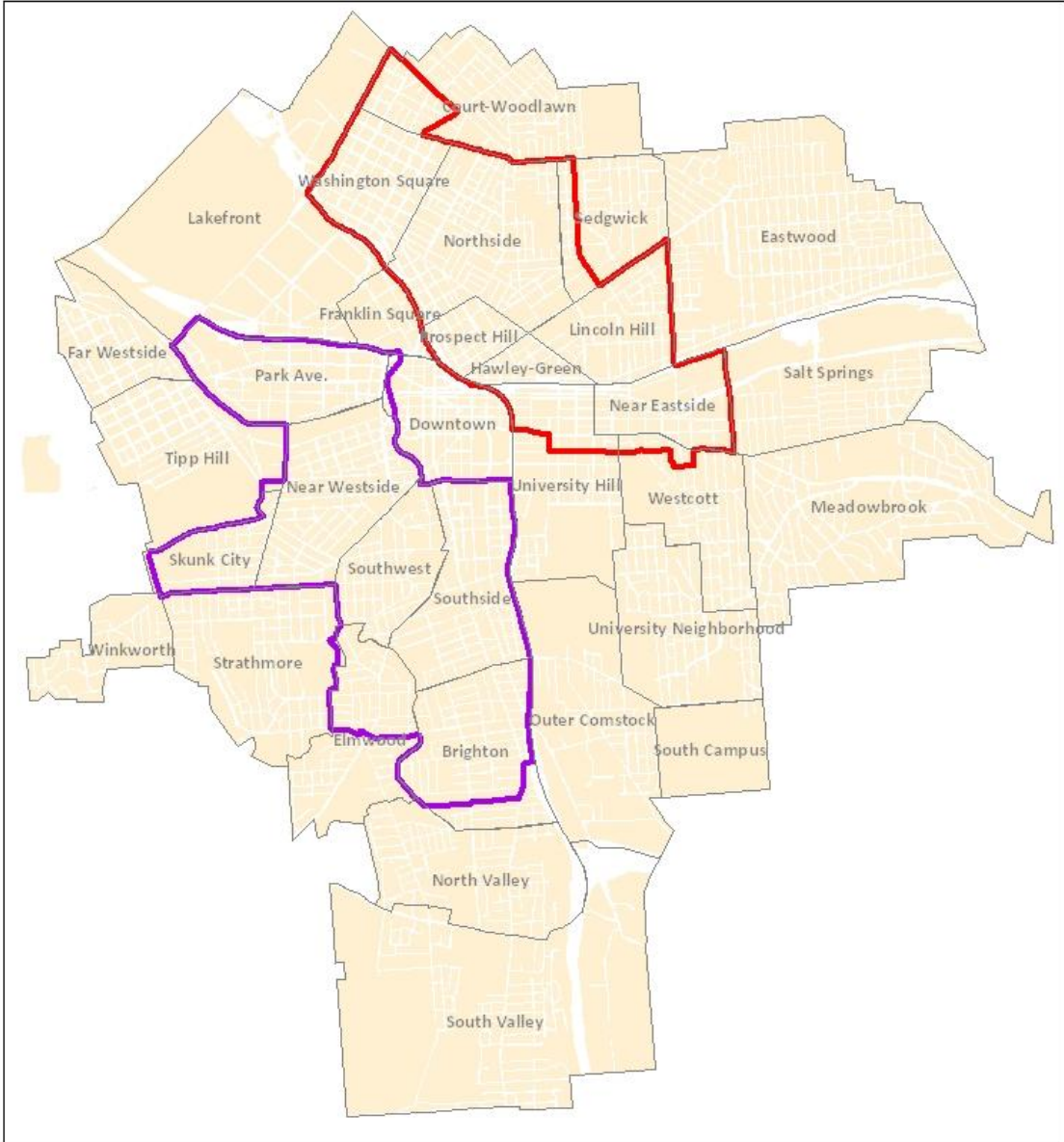
NBD has identified areas of the city that are eligible for resource allocation under the Community Development Block Grant (CDBG) program. This area, commonly referred to as the SURA (Syracuse Urban Renewal Agency) area, includes all or part of the following neighborhoods: Brighton, Elmwood, Hawley-Green, Lincoln Hill, Near Eastside, Near Westside, Northside, Park Ave., Prospect Hill, Skunk City, Southside, Southwest, University Hill and Washington Square.

City of Syracuse Neighborhoods



In 2011, NBD received approval from HUD for a plan for a Neighborhood Revitalization Strategy Area (NRSA) within the city. The NRSA consists of two primarily residential areas of the City with a high percentage of low- and moderate-income households. The Northeast NRSA includes all or part of the following neighborhoods: Hawley-Green, Lincoln Hill, Near Eastside, Northside, Prospect Hill, and Washington Square. The Southwest NRSA includes all or part of the Brighton, Elmwood, Near Westside, Park Ave., Skunk City, Southside, and Southwest neighborhoods. (Please see map below.) This HUD-approved NRSA plan will offer the City enhanced flexibility in undertaking economic development, housing, and public service activities with its CDBG funds.

City of Syracuse NRSA Neighborhoods



Map created by the City of Syracuse
Dept. of Neighborhood & Business Development
May 2011



Third Program Year Actions

During Program Year 38 (2012-2013), the City will address the previously described needs by the following actions:

1. Utilize the Syracuse Urban Renewal Agency (SURA) as an interim land bank authority to maintain local control of vacant and derelict properties and avoid speculative property purchases that ultimately prohibit neighborhood revitalization and development from occurring. The strategies used include acquiring tax-delinquent, vacant properties for demolition, rehabilitation, and new construction. The City is also preparing for the implementation of a city-county land bank authority in 2012. (Please see "Citywide Housing Programs" on page 28 for more information.)
2. Work with developers to continue the rehabilitation of the large apartment buildings formerly owned by ElJay (and foreclosed upon by HUD) to provide quality rental units for City residents, including mixed-income development that currently is largely absent in the city. (Please see "Neighborhood Revitalization & Neighborhood Block Plans" on page 32 for more information.)
3. Continue to assure the availability of quality, affordable rental units that provide housing to the LMI residents of the City. (Please see "Syracuse Model Neighborhood Corporation" on page 18 for more information.)
4. Work with housing agencies to develop block plans for neighborhoods throughout the City. (Please see "Neighborhood Revitalization & Neighborhood Block Plans" on page 32 for more information.)
5. Continue to work with Home Headquarters and other housing agencies to provide home improvement loans, SHARP mini-grants, and homeownership assistance to residents throughout the City. (Please see "Citywide Housing Programs" on page 28 for more information.)
6. Develop a plan to target demolitions of blighted structures to maximize non-CDBG funding and coordinate with neighborhood plans and block strategies. (Please see page 28 for more information.)
7. Update the City's vacant property inventory, assess the condition of vacant properties, and coordinate with SURA and housing agencies to identify properties for redevelopment, demolition, or other reuse. (Please see page 28 for more information.)
8. Establish a tenant relocation network of service providers that will assist residents living in housing environments deemed uninhabitable. (Please see page 21 for more information.)

These actions, along with the ongoing operation of the programs described in the Five-Year Strategic Plan, will allow the City to move closer to making its vision a reality.

Managing the Process

NBD is the entity responsible for preparing the Consolidated Plan for the City. Within the department are various divisions addressing specific concerns centered on administering the CDBG, HOME, and ESG programs that directly address the city's housing and community development needs. These divisions include Neighborhood Development, Business Development, Fiscal, Code Enforcement, and Lead Hazard Control. (Please refer to page 19 for additional information.)

Stages of the Consolidated Plan Process

NBD staff formulated the Third Annual Action Plan through a series of events that included data review in conjunction with a series of meeting and events with agencies, businesses, neighborhood residents, and other stakeholders:

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 CDBG, HOME, and ESG funding is posted on the City of Syracuse website 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.
3. RFP selection subcommittees review all applications, prioritize applications, and prepare budget recommendations for the Commissioner of Neighborhood and Business Development. These subcommittees include The Provision and Maintenance of Quality Affordable Housing and Services for the Housing Vulnerable, 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.
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 in appendix of 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 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. Once this is complete, NBD submits the CAPER to HUD on or before July 30, 2011.

The following table outlines the Third Annual Action Plan timeline:

CDBG Application Award Process

Thursday, September 15, 2011 – 10:00 a.m. 312 City Hall, 233 E. Washington St.	NBD distributes CDBG Year 38 applications (available online at www.syracuse.ny.us)
Friday, October 14, 2011 – 4:00 p.m.	Applications due to NBD
October - November, 2011	NBD and selection committees review applications and interview applicants as needed
November, 2011	Funding recommendations finalized by NBD
Thursday, December 1, 2011	Draft Action Plan released for 30-day comment period
Thursday, December 15, 2011 – 5:30 p.m. Common Council Chambers	NBD holds Public Meeting to obtain comments regarding the Draft Action Plan
Monday, January 2, 2012 – 4:00 p.m.	30-day comment period ends
Friday, January 20, 2012 – 12:00 p.m. Common Council Chambers	Common Council holds Public Hearing on the Draft Action Plan
Monday, January 23, 2012 – 1:00 p.m. Common Council Chambers	Common Council votes to approve submission of Action Plan to HUD
Thursday, February 2, 2012	Action Plan submitted to HUD for 45-day review period
February - April, 2012	Receive approval and funding decisions from HUD
May 1, 2012	CDBG Year 38 (2012-2013) begins

Citizen Participation

The City's Citizen Participation Plan, revised and approved by 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 and annual Action Plan and 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.

Request for Proposals

On September 15, 2011, the City released a Request for Proposals (RFP) for CDBG, HOME, and ESG funding, announced with an advertisement in Syracuse Post Standard, a local newspaper, and on the City's website. Applications for funding were made available online, at City Hall, and by mail. The RFP outlined four strategy areas that would be prioritized for funding and specified which HUD matrix codes would be eligible:

Strategy Area #1: The Provision and Maintenance of Quality Affordable Housing

Strategy Area #2: Services for Housing Vulnerable Populations

Strategy Area #3: Services for Special Needs Populations

Strategy Area #4: Services to Homeless Populations (ESG)

Technical assistance is provided throughout the RFP process on an as-needed basis.

The draft Action Plan was released for public review on December 1, 2011. This was followed by a 30-day comment period, including a public meeting with NBD staff, and a public hearing with the attendance of the Syracuse Common Council, prior to its submission to HUD. (Please refer to "Public Meeting & Public Hearing information" on page 13.)

Tomorrow's Neighborhoods Today

The City's primary effort to include citizen voices in citywide planning efforts is through Tomorrow's Neighborhoods Today (TNT). TNT is designed to build on the strength of the neighborhood associations and individual citizens who care about their neighborhoods, as well as the social service agencies and businesses who serve these neighborhoods.

Through TNT, the City and its citizens have established eight Planning Councils throughout the City and extend the opportunity to all city residents, agencies, and businesses for involvement in neighborhood planning. An ordinance passed in 1999 established TNT Planning Councils as the primary vehicle through which neighborhood associations, residents, and agencies gain access to the City's neighborhood planning process.

For more information regarding TNT, please refer to the Five-Year Strategic Plan.

Citizens Cabinet

The Mayor's Citizens Cabinet is a group of residents that facilitate dialogue between the Mayor's Office and the various communities of the city. The Cabinet meets regularly with the Mayor and acts as a vehicle for providing guidance and feedback throughout the year on all the City's activities.

The Citizens Cabinet consists of 20 members. Eight of these members are selected by the eight TNT Planning Councils by popular vote. The remaining 12 members are appointed by the Mayor.

Members of the Citizens Cabinet reviewed applications for CDBG funding and made recommendations on all activities related to CDBG before their final presentation to the Common Council and the Mayor. At least one member of the Citizens Cabinet was included on each RFP selection sub-committee. These sub-committees also included professionals with grant experience from various local foundations and institutions. NBD took these recommendations into consideration when formulating the budget for the 2012-2013 funding year.

Forging Our Community's United Strength (F.O.C.U.S.)

F.O.C.U.S. is continuing to gather neighbors' hopes and ideas that contribute to the foundation of our community's future. Started over ten years ago, F.O.C.U.S. provides the opportunity for thousands of citizens to identify their visions and ambitions for the Central New York region. This was an essential attribute in forming the groundwork for numerous planning and grant seeking organizations in both the City and County. In the coming year, F.O.C.U.S. will provide citizen engagement training to interested TNT participants through its Citizen's Academy Program.

Academic Partnerships

Syracuse is home to great colleges, universities, and educational organizations. The City has collaborated with these local academic institutions to better serve the needs of the community. They include the following:

- **Syracuse University (SU)**

- **Near Westside Initiative**

The Near Westside Initiative is a collaborative effort between Syracuse University, the Gifford Foundation, the Syracuse Center of Excellence, Home Headquarters, community residents, and other stakeholders to restore the Near Westside neighborhood into a neighborhood of choice for residents of all incomes. Please refer to page 32 for more information.

- **Connective Corridor**

The Connective Corridor is a multimillion dollar capital improvement program funded by a variety of federal and state sources. The project, which is collaboratively planned by Syracuse University (SU) and the City, is designed to improve connectivity between SU, Downtown and the Near Westside. Construction is currently underway on the Connective Corridor, which includes conversion of University Avenue and East Genesee Street into "Complete Streets" with bike lanes, increased tree-cover, pedestrian improvements, and façade improvements for adjacent commercial properties. This will complement the existing Connective Corridor shuttle run by CENTRO between SU on University Hill, its downtown location at the

Warehouse in Armory Square, and the Near Westside Initiative facilities just beyond Armory Square.

- **Maxwell School of Citizenship & Public Affairs**

Graduate students have worked with TNT and NBD to develop research instruments for citizen use in assessing physical conditions of their community. In 2010, a group of students from Maxwell School completed a “capstone” project that recommended strategies for increasing the diversity of representation for each TNT Area, which these groups have begun to put into action. Each semester, TNT may apply for graduate students from the Maxwell School to perform research and conduct surveys.

- **SUNY College of Environmental Science and Forestry (ESF)**

The City collaborates with ESF’s Center for Community Design Research and Landscape Architecture department to develop community gardens, urban agriculture and forestry, and sustainable neighborhood plans. ESF is a world-renowned resource for open space planning and this resource will assist the City in the formation and execution of many neighborhood revitalization efforts.

- **Say Yes to Education (Say Yes)**

The Syracuse City School District was the first in the nation to participate in Say Yes to Education on a district-wide scale. This program, which is available to students who enroll in Syracuse City Schools for 10th-12th grade and whose families earn less than \$75,000 per year, provides access to free full-time undergraduate tuition at over 80 partner colleges, some of which participate with no income restrictions). In addition, Say Yes provides valuable summer and after-school programs, legal aid clinics for families of students, and health and wellness programs. The benefits of Say Yes are critical to drawing families into Syracuse and a compelling complement to NBD’s efforts to protect and stabilize middle- and mixed-income city neighborhoods.

Better Neighborhoods Bureau

The Better Neighborhoods Bureau is the center of constituent services within the Mayor’s Office. The Bureau works within city departments to deliver timely responses to constituent questions and concerns related to city services. The Director of Constituent Services works to ensure all residents receive the best customer service possible when dealing with City departments and can get the most out of living in Syracuse.

Public Meeting & Public Hearing

Following the release of the draft Action Plan, members of the public were invited to share their comments with the Commissioner of Neighborhood & Business Development. These comments were taken into consideration as the final plan was 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 release of the draft Action Plan, the public meeting, and the public hearing were all announced with advertisements in the Syracuse Post Standard, a local newspaper, and on the City of Syracuse website (www.syracuse.ny.us). These advertisements are included in the Appendix.

The following is a summary of the comments from both the public meeting (held Thursday, December 15, 2011) and public hearing (held Friday, January 20, 2012), along with NBD's response. For more information, please refer to the full transcripts in the appendix of this document.

Topic: Funding for Westcott Community Center

Speaker(s): Rae Kramer, Mitchell Cyrus, Steve Susman

Comments: The programs that the Westcott Community Center provides, especially the Kids Club program, are very valuable to the children and the community as a whole. Providing a good education and a safe place to go after school to our youth at an early age prevents problems later in life. While the needs of the children served by Kids Club may not be greater than those of any other children in the city, if there is extra money available, some should be directed toward the Westcott Community Center.

Response: NBD supports the work of the Westcott Community Center and will work with them to ensure their continued service to the neighborhood.

Topic: Funding for Syracuse Model Neighborhood Corporation

Speaker(s): Walter Eiland, Kitty Rice

Comments: SMNC appreciates the support it has received from the city, and feels it contributes back by paying property taxes, supporting local businesses, and providing quality affordable rental housing. They understand that cuts have to be made, and they think SMNC can withstand a small reduction in funding, but ask that NBD find another way to pay back the 108 loans. The federal government and our representatives need to visit our neighborhoods and think twice about making any more cuts to the people who need it most.

Response: NBD supports SMNC's mission and will continue to provide funding. The City has found other ways to pay for the 108 loans, eliminating the need to dip into the block grant funding.

Topic: Accessible housing and funding for ARISE

Speaker(s): Marian Miller

Comments: Due to the constant budget cuts, ARISE cannot come close to meeting the demand for ramps, and has trouble completing projects due to zoning and permits.

Response: NBD will look at ARISE's list of projects in the pipeline and try to expedite them.

Topic: Funding for Home Improvement and Downpayment and Closing Cost Assistance

Speaker(s): Kerry Quaglia

Comments: The Home Improvement Program used to receive \$2.5 million, now it's barely at \$1 million. HHQ has tried to leverage this with its Flex Fund, which is money it borrows from banks and credit unions and then lends to homeowners. More money is needed to fund the Home Improvement Program – Urgent Care, which is desperately needed for emergency home repairs, such as roofs and furnaces. The Down Payment and Closing Cost Assistance program is also very important to help first-time homebuyers.

Response: NBD supports HHQ's mission and recognizes the need for its services. The City is devoted to funding its programs at the highest level possible. The Urgent Care program received a smaller cut than most other programs.

Topic: Cuts in CDBG funding, payment of 108 loans, funding for relocation program

Speaker(s): Rich Puchalski, Phil Prehn

Comments: The 108 loans should not be repaid out of CDBG funds. The Mayor needs to lobby our elected officials and the federal government to stop these cuts in CDBG and HOME. Syracuse United Neighbors (SUN) would like more information about the funding going to the Relocation Program, without having to file a Freedom of Information Act request.

Response: The City has found other ways to pay the 108 loans. NBD has offered to meet with SUN staff to discuss the relocation program.

Topic: Funding for Interfaith Works Center for New Americans

Speaker(s): Michael Collins

Comments: Interfaith appreciates NBD's support in their work of resettling refugee populations and providing housing assistance.

Response: NBD supports the mission of Interfaith Works and will continue to work with them to serve the needs of the immigrant and refugee populations in the city's Northside.

Topic: Funding for Greater Syracuse Tenants Network

Speaker(s): Sharon Sherman

Comments: The Tenants Network is pleased to now be funded by ESG. There needs to be better communication regarding the Housing Vulnerable Program.

Response: NBD will continue to streamline this new program to ensure effective communication between the City, Catholic Charities, and the other agencies within the relocation network.

Topic: Funding for Syracuse Model Neighborhood Facility, Inc. (SMNF)

Speaker(s): Sakia Dowdy, Valerie Hill

Comments: Please continue to support SMNF which is so important to the people in the neighborhood. These cuts will hurt some of the programs at the Center and that means it will be able to help fewer at-risk children.

Response: NBD recognizes the importance of the SMNF and the Southwest Community Center to the neighborhood and will continue to work collaboratively with them to ensure continued operation.

Topic: Public participation in CDBG process

Speaker(s): Phil Prehn, Barbara Humphrey, Rae Kramer

Comments: The city's public participation process is inadequate and does not include input from people in the neighborhoods who need the most help. These public forums are attended by few outside of the agencies affected, and the Citizens Cabinet and TNT meetings are not representative of the city as a whole, particularly the low-income community.

Response: NBD will consider additional forms of public participation in the coming CDBG funding year, including neighborhood-based community needs meetings.

Topic: Funding for Covenant Housing

Speaker(s): Marilyn Woyciesjes

Comments: Covenant cannot continue to operate if they are going to receive funding cuts year after year. People with very low incomes and those with disabilities will suffer because of these cuts. We all need to work together to continue to offer the best services to the people in the most need.

Response: NBD supports Covenant Housing's work with the low-income disabled community and will continue to work collaboratively with the agency to meet the special needs of this population.

Topic: Funding for Jubilee Homes

Speaker(s): Walt Dixie

Comments: They appreciate that the 108 loans will not be repaid out of CDBG. The City should find a way to direct more money out of its general fund to community development programs.

Response: In a time of fiscal constraints at the local level, it is difficult for the City to provide additional funding out of its general fund.

Institutional Structure

NBD is responsible for carrying out the various components of the Consolidated Plan for the City. Through its management and oversight of its various divisions, NBD will be able to execute this plan to address specific concerns centered on administering the CDBG, HOME, and ESG programs that deal directly with housing and community development needs. This is made possible through the relationships with the following:

Syracuse's Housing Delivery Network

Various programs within the Department work proactively with non-profit housing agencies and residents in neighborhoods to determine the housing needs for Syracuse. The following is a list of non-profits focusing on housing needs:

- ARISE
- Christopher Community
- Covenant Housing
- Empire Housing & Development Corporation
- Home HeadQuarters
- Housing Visions Unlimited
- Jubilee Homes of Syracuse
- Northeast Hawley Development Association
- Southeast Gateway Development Corporation
- Syracuse Model Neighborhood Corporation

The Five-Year Strategic Plan introduced a framework formalizing the relationship between the City's various housing partners that make up the city's housing delivery network. This included a block-by-block approach to neighborhood revitalization. Central to this approach is the recognition of Home HeadQuarters as the sole Community Development Financial Institution (CDFI) exclusively addressing housing needs. Home HeadQuarters fulfills this role as a lender, administer of grant programs, as well as its access to the capital needed to acquire, demolish, construct, and rehabilitate housing in conjunction with other agencies.

During this program year, NBD will continue to work with the City's neighborhood housing agencies to develop a block approach to neighborhood revitalization. Rather than accepting proposal on specific addresses, NBD will work with these neighborhood housing agencies to further develop strategies that incorporate rehabilitation of dilapidated housing, demolition and/or deconstruction when necessary, resubdivision of land, and new construction of housing when appropriate.

Block development planning will also assess the property needs of existing owners and identify programs and/or assistance. The neighborhood agencies will utilize local contractors in the execution of these block plans, placing an emphasis on the use of local minority and women owned contractors.

NBD oversees Minority and Women Owned Business Enterprise (M/WBE) for the City of Syracuse, inclusive of CDBG and HOME funded construction projects.

Housing Partners

The following is a brief description of these CDBG- or HOME-funded neighborhood housing partners, as well as whether they qualify as a Community Based Development Organization (CBDO), Community Housing Development Organization (CHDO), or Community Development Financial Institution (CDFI).

ARISE

ARISE offers advocacy and support services to people with disabilities. Their Home Access Program provides ramps and other modifications to make existing homes accessible to those with disabilities. In addition, ARISE provides housing assistance that includes outreach, referral, advocacy, and educational workshops.

Christopher Community

Christopher Community is a non-profit development company that specializes in housing for seniors, families, and the disabled throughout the Upstate region. Christopher Community assists low- and moderate-income families and seniors in finding housing to fit their specific needs. They currently manage nearly 3,000 units in over 100 buildings, and administer Onondaga County's Rental Assistance Program (Section 8), which serves over 600 households.

Covenant Housing (CHDO)

Covenant Housing is a non-profit development organization that develops and manages affordable special needs housing for low- and very low-income households and individuals with disabilities. Each project is developed with, and for, a particular household or individual with special needs. Most of the people served by Covenant Housing have physical, developmental, and/or mental health related disabilities.

Empire Housing & Development Corporation (Empire)

Empire Housing is a non-profit housing developer that specializes in rehabilitation of houses in stable and transitional neighborhoods throughout the city. Empire is currently focusing its efforts on its home base in the Park Ave. neighborhood and is in the process of seeking CHDO status.

Home Headquarters (HHQ) (CHDO, CBDO, CDFI)

Home Headquarters operates citywide and collaborates with the City and other housing agencies to acquire property, demolish vacant structures, construct new homes, and rehabilitate existing housing. Their roles include lending, grant administration, foreclosure prevention, and homeowner assistance. In its role as a CDFI, HHQ has access to capital that is much needed by other housing agencies. HHQ has the distinction of being the number one lender in the nation out of the 240 NeighborWorks organizations for its home improvement program and is responsible for 60% of all home improvement lending in the city.

Housing Visions Unlimited

Housing Visions is a non-profit development organization serving the east, north and south sides of the City. Housing Visions focuses on leveraging tax credits to rehabilitate existing structures and build new houses for both rental and homeownership, providing low- to moderate-income residents with quality, affordable rental housing. Units are managed by Housing Visions for a mandated 15-year period, at which time they may be sold to a first-time homeowner.

Jubilee Homes of Syracuse (Jubilee) (CHDO, CBDO)

Jubilee serves the Southwest side of Syracuse through continued improvement of the neighborhood housing stock through new construction, rehabilitation, and homeownership, as well as providing social service programs, economic development training, and long-term neighborhood revitalization. Jubilee also offers its homebuyer education classes and workshops through HHQ's Homebuyer Education Program and has established a new summer concert tradition with its Southwest Showcase Sunday series. Jubilee's Southwest Economic Business Resource Center offers computer and business classes as well as individual counseling. In 2011, Jubilee established the Southwest Community Farm, an urban agriculture initiative that will provide education and employment opportunities to neighborhood youth.

Northeast Hawley Development Association (NEHDA) (CHDO, CBDO)

NEHDA serves the City's Northside neighborhood, partnering with both the City and other agencies on residential and commercial redevelopment efforts. NEHDA has acted as the general contractor on a number of newly constructed single-family homes for homeownership on the city's Northside. Their primary role is to provide housing counseling and outreach to Northside residents to market City programs such as the Butternut Street Commercial Façade Improvement Program and the City's Main Street program that provided both public and private streetscape improvements along the North Salina Street business corridor.

Southeast Gateway Development Corporation (Gateway) (CBDO)

Gateway is a non-profit neighborhood housing organization that operates on the City's Southside to provide homeownership opportunities in that neighborhood and develop the "Southeast Gateway" into the City. Gateway, in partnership with HHQ, SMNC, and Jubilee, represents neighborhood interests in advocating for the Southside, assessing proposed projects from developers, and providing residents a say in the development of their neighborhood.

Syracuse Model Neighborhood Corporation (SMNC) (CHDO, CBDO)

SMNC, a member of the NeighborWorks America network located on the city's Southside, owns 101 buildings containing 234 apartments with rents affordable to low-income households and individuals on the South and West sides of the city. These properties require annual capital improvements of at least \$200,000. This serves a crucial role in maintaining the existing housing stock, providing decent and affordable rental housing for the residents of the South and West sides of the City. SMNC also rehabilitates existing structures and while they have built quality new homes, SMNC's focus is on rehabilitating existing structures to provide this housing.

Business Development

Division of Business Development

NBD's economic development strategy focuses on facilitating redevelopment within the City of Syracuse by administering economic incentive programs and providing informational assistance to businesses and developers. Business Development administers the following programs and staffs the following agencies:

- **Syracuse Economic Development Corporation (SEDCO)**

SEDCO is a private, nonprofit municipal development corporation, the administration of which is partially funded by CDBG. It administers SEDCO Direct Loans. The loan proceeds can be used for the acquisition of land, buildings, or

rehabilitation of real property, or machinery equipment. The maximum loan amount cannot exceed 50 percent of total project cost. The interest rate will be prime minus 1 percent and the term of the loan can be from 5 to 20 years.

- **Syracuse Industrial Development Agency (SIDA)**

SIDA is a public, nonprofit corporation designed to enhance the City's economic development capabilities and to facilitate Industrial Revenue Bonds. SIDA is also responsible for negotiating PILOT payments and sales and mortgage tax exemptions.

- **Syracuse Local Development Corporation (SLDC)**

The SLDC is a corporation established in 2010 for the purpose of issuing tax-exempt bonds for civic facility projects in the City of Syracuse. The SLDC will issue bonds for colleges and universities, medical and research facilities, and other not-for-profit organizations.

- **Pre-Development Meetings**

Business Development staff organize meetings between developers and all applicable City departments to identify and address development challenges and concerns, and assigns a Case Manager to facilitate each project.

- **New Business Assistance**

Staff assists new businesses in navigating licensing, permitting, and zoning requirements.

- **Empowerment Zone program**

Staff facilitates utilization of this program by providing information on its use and advantages to businesses located within Syracuse's qualifying economically disadvantaged census tracts.

- **Commercial Corridor revitalization**

Business Development assigns a liaison to collaborate with grassroots neighborhood groups in identifying vacant and underutilized space in the city's commercial corridors. Through these partnerships, the liaison assists new and relocating businesses and community service organizations in finding suitable space. Business Development staff is also administering \$100,000 in designated Community Initiative funds for business façade improvements within the Sackett Tract target area.

Division of Lead Hazard Control

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. For more information regarding lead control and institutional structure, please refer to "Lead Based Paint" on page 27 of this plan.

Homeless Services

Planning and needs assessment for homeless and homeless prevention in the City is determined through the efforts of both the Continuum of Care and the Homeless Task Force. For more information regarding homeless services and institutional structure, please refer to "Homeless Services" beginning on page 52 of this plan.

Public Services

The City also works closely with agencies providing various community development services that focus on the needs of low to moderate income persons including the elderly, disabled, youth, and minority within the different neighborhoods of the City. Agencies providing these services are designated by two strategy areas prioritized by the NBD:

Strategy Area: Services for the Housing Vulnerable Populations

Applicants provide supportive housing services to housing vulnerable individuals and households that help them secure and maintain their physical living environments. Housing vulnerable populations include tenants and homeowners under threat of foreclosure, water or utility shut-offs, eviction or other factors that put them at risk of homelessness.

The following programs provide services in this strategy area:

ARISE Child and Family Services, Inc.

The ARISE Housing Referral & Advocacy Program (HRAP), provides housing assistance to persons with all types of disabilities and of all age groups. HRAP provides services that include outreach, referral, advocacy, and educational workshops. In addition, HRAP services support individuals who have significant needs through ongoing, intensive support to reduce housing vulnerability.

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 buildings deemed uninhabitable by the City of Syracuse.

Covenant Housing Corp.

Covenant Housing provides homeownership assistance and housing services to low and very-low income, special needs households throughout the city. Services include development of housing for homeowners and renters, assistance with mortgage pre-qualification and application, construction management, management of supportive rental housing, and provision of assistive technology to low and very low income individuals with developmental disabilities.

Dunbar Association

Housing Services for Seniors Program provides community based support and assistance to seniors (persons 60 years of age and older) on the south side of the city. The program provides assistance, advocacy, case management, education and information, for seniors who may be facing eviction, uninhabitable or living in housing conditions that have the potential to make their home unlivable and lead to the risk of becoming homeless. In addition, the program assists senior in locating clean, safe and affordable housing that will allow them to live their lives with dignity in an environment that meets their living needs and allows for the maximum level of independence.

Fair Housing Council of Central New York

The Fair Housing Council provides fair housing services that includes counseling on housing discrimination, legal assistance to low- and moderate-income persons pertaining to housing related issues, tenant/landlord counseling to help prevent or settle disputes between tenants and landlords, and housing counseling for renters, homeowners, and/or potential new homebuyers, with a focus on those most at risk of homelessness, including foreclosure counseling. The program investigates complaints and enforces fair housing laws and regulations and provides education to vulnerable populations and the public about fair housing laws.

Interfaith Works

Interfaith Works Center for New Americans provides assistance for low income refugees who reside on the North and Near West sides of the City. The program provides support services to these city residents that includes housing location and landlord advocacy services. The center also assists these individuals in becoming acclimated to American urban life and navigating the wide variety of service systems needed in order to maintain a healthy, stable, and productive life.

Spanish Action League Housing Program

The Spanish Action League Housing Program provides housing support services to Spanish speaking residents of the city that include: general housing information and referral, counseling, negotiation and mediation with landlords, relocation assistance eviction prevention, translation/interpretation assistance, and homeownership workshops and seminars.

Welch Terrace Housing Development

The Services Coordination/Life Skills Program of Welch Terrace Apartments serves persons with HIV-related problems. The program is a key element in a wider network of health and social services that residents require to cope with their disabilities. All residents meet at least monthly with the Life Skills Coach to develop, monitor, and refine a personalized plan directed toward self-sufficiency and actualization. Job training, appropriate employment, and volunteer service are encouraged.

YMCA of Greater Syracuse

Located in downtown Syracuse, the Residential Advisement Program provides housing and housing support services to individuals with mental and physical disabilities and elderly persons. The program advocates on behalf of YMCA residents while educating individuals on services available in the community. Services include crisis intervention and service coordination services to YMCA program participants while providing low-income housing to prevent individuals return to homelessness.

Strategy Area: Services for Special Needs Populations

Services that build or increase the educational and social capital and provide a continuum of support services for special needs populations including youth, elderly, those individuals and families affected by HIV/AIDS, immigrants, refugees, and mentally and physically disabled persons. Applicants applying for CDBG under this strategy are highly encouraged to reduce program costs by administering programs and services out of existing neighborhood-based community centers and developing collaborative initiatives with like services providers.

The following programs provide services in this strategy area:

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

Multi-functional Neighborhood-based Community Centers:

Dunbar Association

The Resilient Youth program is a comprehensive youth development program designed help transition at-risk adolescents ages 15 to 21 residing on the city’s Southside into self-sufficient adults through structured educational, recreation, and community service. The youth are provided transport to and from the program enabling continuity of attendance.

Faith Hope Community Center

Faith Hope Community Center Youth Services Program provides afterschool and summer recreation and education services for Southside youth age 13 to 19. The center provides a safe location for youth to complete homework assignments, have access to computers and take part in various structured recreational activities. Faith Hope Community Center was developed as Point #8 (Anger Reduction) of the Interdenominational Ministerial Alliance Ten Points to Reduce Youth Violence which was part of the city/county focus on reducing youth violence.

Huntington Family Center

Huntington’s Teen Program provides educational, recreational and counseling services to youth age 13 to 19 residing in the city’s Near Westside neighborhood. The program provides afterschool and summer programming in a safe, structured environment for teens with Special Needs. The program provides a safe, stimulating environment where teens can form healthy relationships, receive academic support and tutorial assistance, and foster asset development. Additionally, the program offers an extended day component through collaboration with Imagine Syracuse to offer enrichment activities and inclusive programming for youth/teens with developmental disabilities and special needs, which includes once month Saturday outings and special programming during school holidays and breaks.

The Northeast Community Center

Northeast Community Center, Inc. is a not-for-profit agency which manages the Northeast Community Center, a City-owned building. NECC provides basic infrastructure support to enable other non-profit agencies to deliver services to the northeast neighborhoods. NECC operates several direct service programs that include an afterschool program for 4th and 5th graders, as well as a summer program. The center’s

wide range of services include: senior programming, teen services, a lead abatement program, and housing relocation services.

Syracuse Model Neighborhood Facility, Inc. (SWCC)

The Syracuse Model neighborhood Facility, Inc. (SMNF) is a not-for-profit agency which manages the Southwest Community Center (SWCC), a City-owned multipurpose building. SMNF administers a variety of services and programs at the SWCC that meeting the needs of families and individuals in the Southwest neighborhoods of the City. Programming provided by SMNF at the Southwest Community Center includes services for individuals of all ages that encompass health, social, job/skills training, education, HIV/AIDS, family planning, senior programming, case management, nutrition and afterschool and summer programming. The facility offers fully functioning kitchen as well as a regulation sized gym and heated pool, both maintained and operated by the City of Syracuse Department of Parks and Recreation.

Westcott Community Center

The Westcott Community Center Kid’s Club provides a safe environment for at risk youth ages 8 to 14, from Syracuse elementary, K-8, and middle schools, to participate in afterschool programming that includes: academic programming through homework assistance; enrichment services that include art, music, drama computer, photography, etc., and recreational activities.

Program Monitoring

Monitoring is a continuous process to determine which assisted programs and services are meeting their stated objectives and are in compliance with 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 CDBG, 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 records
- 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
- 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 funds and other types of programming
- Staff turnover, particularly staff funded by CDBG
- 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.

Lead-based Paint

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 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.

Currently, the City is administering two lead grants and has been successful with the administration of seven prior grants totaling \$26,293,749, plus \$7,965,255 in matching and leveraged funding, since 1994. More than 3,500 units have been enrolled, 2,854 units have been inspected, 2,119 units have been cleared of lead hazards, 440 individuals have been trained in lead safe work practices, and 1,729 children under 6 years of age have been assisted.

Lead Hazard Reduction Goals

The following are the City's goals regarding lead hazard risk reduction activities:

- Continue lead hazard risk reduction activities in households with children under age 6.
- Work closely with the Onondaga County Health Department to define areas where lead poisoning presents potential problems.
- Work with Federal, State, and collegiate research personnel to continue to educate and upgrade the quality of life for the citizens of Syracuse.
- Continue contracts with ethnically diverse neighborhood-based organizations in order to assure that all citizens are receiving information and education relative to lead hazards within their community.

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.

The main beneficiaries of the Program 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.

In January 2011, the Syracuse Lead Department was awarded \$2.9 million in federal funds to address lead hazards in 180 residential units. Of these, 91 units will be for owner-occupied housing containing households with children less than six years of age. A total of 50 investor-owned units will be remediated through this latest grant and 50 vacant houses will receive assistance from the Lead Program to allow for their complete renovation by the city's various housing partners.

For more information regarding lead control, please refer to the Five-Year Strategic Plan.

HOUSING

Specific Housing Objectives

Housing Programs

Below is a description of the housing programs NBD will be financially supporting over the next year to meet the objectives listed. For additional information, including the program history, please refer to the Five-Year Strategic Plan.

Objective: Ensure adequate supply of decent, affordable housing options for homeowners and remove unnecessary barriers to homeownership

Urgent Care Home Improvement Program

NBD contracts with Home HeadQuarters to administer the Urgent Care Home Improvement Program. This 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 - \$15,000 per household. NBD anticipates a minimum of 100 low-income homeowners assisted.

One Percent Loans Buy-downs

NBD contracts with Home HeadQuarters to administer the One Percent Loan Interest Rate Buy-down program. This program uses CDBG money to reduce the interest rate of a Home HeadQuarters FlexFund loan to 1 percent, allowing low- to moderate-income households citywide to make necessary home improvements with a very affordable home improvement product. Direct loan financing is leveraged through other resources such as private banks. NBD anticipates a minimum of 75 loans will have their interest rates reduced to 1 percent through this program.

Syracuse Housing and Rehabilitation Program (SHARP)

NBD contracts with Home HeadQuarters to administer SHARP, which provides a grant for homeowners of up to \$1,000 for minor and preventative home repairs and requires the applicant make a 10 percent cash match. Home HeadQuarters contracts with various neighborhood based agencies to assist with administering the program, including housing partners Jubilee, NEHDA and Gateway. NBD anticipates providing 104 low- to moderate-income households with the SHARP grant. A portion of these SHARP grants will be designated for homeowners within the areas designated for block development.

Homeownership Services - Down Payment & Closing Cost Assistance Program

NBD contracts with Home HeadQuarters to administer the Down Payment and Closing Cost Assistance Program (DPCCA) in conjunction with a comprehensive package of homeownership services including pre- and post-purchase counseling, as well as foreclosure prevention counseling. DPCCA provides first-time homebuyers with a five-year deferred loan of up to \$3,000 to cover down payment and closing costs for a home. All program recipients are required to participate in Home HeadQuarters' NeighborWorks America-certified Homebuyer Education Course and are encouraged to receive their HUD-certified housing counseling services to assure, to the extent possible, that the first-time homebuyers have the requisite knowledge to be successful in the home buying process and experience long-term homeownership retention. NBD anticipates providing 76 first-time homebuyers with DPCCA.

Objective: Ensure adequate supply of decent affordable housing options for renters

Quality Affordable Rental Housing

NBD contracts with Syracuse Model Neighborhood Corporation (SMNC) to maintain and manage quality affordable rental properties, including single- and two-family houses and larger multiunit buildings, on the South and West sides of the city. SMNC also rehabilitates vacant houses for rental occupancy.

Major Rehabilitation of Residential Apartment Buildings

NBD has predominately used the HOME Entitlement (Developer Subsidy & Direct Homebuyer Assistance) line to leverage the Low Income Housing Tax Credit program from New York State. NBD has allocated over \$2,550,000 in HOME funds to rehabilitate the former ElJay properties, nine large residential apartment buildings located throughout the city. For more information, please see "Redevelopment of Abandoned or Underutilized Buildings" on page 33.

Housing Relocation Services

NBD will contract with Catholic Charities to provide emergency relocation services to tenants displaced by emergency related and/or inhabitable housing conditions. The program will provide immediate response to relocation needs identified by NBD, including short-term support (up to six months) to ensure housing stability. NBD anticipates this program relocating 100 households. This is a step towards formalizing a network of services for the housing vulnerable that will facilitate communication to enhance service delivery.

Rental Registry

Beginning on January 1, 2011, the City updated its Rental Registry program to ensure that all one- and two-family rental structures comply with the City's building code. This year, Code Enforcement will enforce compliance on a quadrant basis. Owners who received certificates under the previous program and who can attest that their property is still code compliant are exempt from paying the registry fee and do not require an interior inspection. With this action, the City hopes not to burden compliant property owners and focus its limited resources on the relatively few noncompliant owners.

Objective: Access and manage the growing number of vacant properties and reduce blight in the City

Distressed Property Program

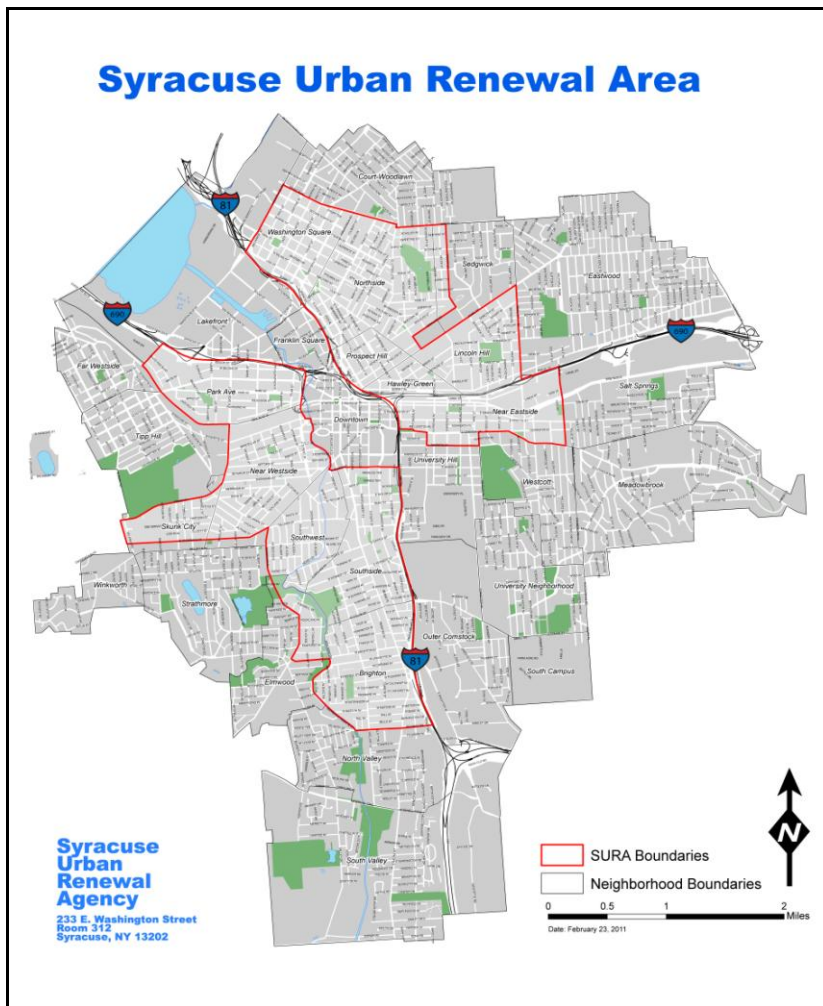
NBD contracts with Home Headquarters to operate the Distressed Property Program, which leverages other federal, state, and local funding resources to rehabilitate and demolish vacant structures. Where possible, these efforts are targeted to produce the maximum impact on a street, enriching the area for continued development. NBD anticipates the demolition and/or redevelopment of 12 properties.

Demolition (Locally Funded)

The City allocates a portion of its general fund budget to demolishing abandoned and/or structurally deteriorated houses. The City anticipates demolishing approximately 25 structures in coordination with neighborhood planning efforts.

Syracuse Urban Renewal Agency (SURA)

The SURA board of directors recently adopted a new property acquisition and disposition plan which will enable SURA to employ five overarching strategies to address vacant, abandoned, and tax delinquent structures and lots within the SURA targeted area. The SURA target area (see map) focuses efforts on some of the most distressed neighborhoods in the City. Through SURA's efforts, the goal is to maintain local control of vacant and derelict properties and avoid speculative property purchases that ultimately prohibit neighborhood revitalization and development from occurring.



SURA aims to stabilize and enhance the City's neighborhoods through the sale of tax foreclosed properties so that they may be returned to productive use and to remove abandoned properties' negative impact on surrounding property values and neighborhood perception. Rehabilitation of vacant and abandoned properties through SURA sale is intended not only to minimize blight, but to be an aesthetic improvement to the immediate block and surrounding neighborhood, encouraging reinvestment in the surrounding area. In addition to bringing a property into code compliance, aesthetic

improvements to the exterior, meant to enhance “curb appeal,” may be required by the SURA board as a condition of sale. Properties of particular historic or architectural value may be subject to additional conditions.

The strategies used include acquiring seizable, vacant properties for the following purposes:

- Demolition
NBD will identify properties that are in such poor condition, demolition is the only viable option. SURA can seize these properties and create a post demolition strategy in order to plan for the disposition of the resulting vacant lot.
- Neighborhood Revitalization Efforts
NBD will continue to work with various housing partners to identify properties within block plans and neighborhood plans that have been prioritized for rehabilitation, new construction, and/or demolition. These properties can be seized in order to obtain site control necessary to facilitate development plans within these particular areas.
- Interim Land Banking
Key projects occurring within the City will require the acquisition of property to facilitate project development. These include projects like the Onondaga Creek Walk and the Connective Corridor. The strategy will be to seize properties within these areas and hold them for future construction. The land banking strategy can also be used to assist housing partners who submit Low Income Housing Tax Credit proposals to New York State or other applications that require site control of properties prior to the agency submitting the application.
- Facilitate the Sale of Tax Foreclosed Properties
SURA will qualify interested parties looking to purchase tax foreclosed properties within the SURA target area. SURA will enter into a contract with the purchaser with an agreed upon work scope and time frame for the redevelopment of the property. If the purchaser violates the contract SURA reserves the right to recapture title to that property. SURA will also use this power to proactively market key properties for redevelopment.

While these SURA strategies do not use CDBG funds towards implementation, they will serve as a vehicle to assist targeted neighborhood revitalization efforts.

The City and Onondaga County are currently in the process of forming a city-county land bank that will have many of the same powers as SURA. In 2012, NBD will establish procedures to determine how and when to best utilize SURA once the land bank is implemented.

Grant Writing and Research Assistance

At the urging of the Common Council, and in light of decreasing funding from HUD and other government sources, NBD has allocated \$50,000 for an individual or agency to provide assistance to the City and its funded agencies in identifying potential sources of grant funding, preparing grant applications and templates, and training in grant writing and research. This contract will be secured through a Request for Proposals (RFP)

process. It is hoped this contract will help both NBD and its subrecipients make up the decrease in federal funds through other sources.

Neighborhood Revitalization & Neighborhood Block Plans

Below is a description of the concentrated neighborhood revitalization and block plan efforts happening throughout the City and what is expected to be accomplished through 2013. NBD is financially supporting these targeted geographic approaches to neighborhood development to maximize impact and strengthen the housing markets within these targeted neighborhoods.

Major Neighborhood Revitalization Projects

- **Prospect Hill Development**

In an effort to complement the \$35 million investment by St. Joseph’s Hospital into expanding and upgrading their campus, NBD worked with two local housing agencies to address pockets of blight surrounding the campus. The plan included a three phase approach: Phase I, which included the acquisition and demolition of over 80 dilapidated housing units; Phase II, which included the construction of 50 affordable, high quality rental units; and Phase III, including the acquisition and redevelopment of single and two family homes throughout the neighborhood for homeownership, which is currently underway.

- **Near Westside Initiative**

The Near Westside Initiative represents a collaborative effort between Syracuse University, the Gifford Foundation, the Syracuse Center of Excellence, the Syracuse University School of Architecture, Home Headquarters, community residents and stakeholders, and other key players to restore Syracuse’s Near Westside neighborhood into a neighborhood of choice for residents of all incomes.

The housing component centers around Blodgett School, Skiddy Park, and James Geddes Apartments in what’s called the “Horseshoe.” While the substantial investment and development over the past couple years has been impressive, the neighborhood continues to face challenges with vacant structures, substandard occupied housing, a very weak real estate market, and low homeownership rates. Through City-administered CDBG and HOME funds, investment will continue to be made in the neighborhood to ensure continued forward momentum in this neighborhood revitalization effort.

- **Kings Park Landing Neighborhood Revitalization**

This project, located on the Southside and focused around the South Salina Street Historic District, is a collaborative effort between Home Headquarters, Southeast Gateway, and Housing Visions to revitalize the neighborhood with a mix of new construction, rehabilitation, demolition, home improvement block blitzes, and homeowner assistance. Financing for this project includes CDBG and HOME funds and Low Income Housing Tax Credits.

- **Homes of Syracuse – Syracuse Housing Authority/ NRP Group**

The Syracuse Housing Authority (SHA) and the NRP Group are in the process of building 50 scattered-site single family homes throughout Syracuse’s Southwest and Southside neighborhoods. Each of these homes will provide high quality rental opportunities for families below 50 percent of the area median income. SHA will manage these single family rentals for 15 years until their sale to first time low-income homeowners.

Redevelopment of Abandoned or Underutilized Buildings

In the coming year, NBD will support the redevelopment of several key residential buildings to provide quality, affordable rental units for low- and moderate-income residents throughout the City through its HOME Investment Partnership Program Entitlement (Development Subsidies and Direct Homebuyer Assistance) line. The following programs were submitted to Economic Regional Development Councils in October for consideration of Low Income Housing Tax Credit Funding:

- **Transfiguration Place**

The Syracuse Housing Authority (SHA) has partnered with the NRP Group to construct a three-story, 48-unit building at 125-131 Vann Street in the Eastwood neighborhood. The development will have a mix of one- and two-bedroom units and will be rented to households whose incomes do not exceed 50 percent of the area median income. This development will target military veterans when they end their service to our nation. SHA will provide the long-term rental management of the project.

- **VanKeuren Square – Supportive Housing & Neighborhood Revitalization**

Housing Visions and the Syracuse Veterans Administration Medical Center (VA) have partnered to redevelop a currently vacant, dilapidated building located at 2223 E. Genesee Street in Syracuse's Near Eastside neighborhood. The proposal includes demolishing the current building and construction of a new 50,000 square foot 50-unit apartment building that will provide quality affordable housing for homeless and chronically homeless veterans, with supportive services by the VA. The VA has developed a "Housing First" model and will offer a Housing First Pilot Program which is an approach to remove barriers to housing and provide permanent primary health care using a single, comprehensive team that can address an array of health conditions. The proposed project will provide a "one-stop" service for veterans with permanent housing and case management located in one building.

NBD anticipates the following projects to be submitted to the Economic Regional Development Councils for consideration in the upcoming program year:

- **Joslyn Court III – South Salina Street Housing Redevelopment**

Christopher Community and Atonement Housing Corporation of Syracuse have partnered to redevelop two properties along South Salina Street that seek to expand their previous investments on the corridor. The two properties at 4445-4509 South Salina Street (formerly known as the Cedar Haus site) and 4500-4598 South Salina Street are proposed to be demolished and replaced with two newly constructed three-story apartment buildings with onsite parking, laundry facilities, and community rooms. The total project will contain a mix of 35 flats and townhouses. The units will be rented to households at or below 50 percent of the area median income and be targeted to house single adults, small and large families.

- **King's Park Landing Housing & Neighborhood Revitalization**

Housing Visions has partnered with Southeast Gateway and Home Headquarters to revitalize the King's Park Landing neighborhood which is bounded by Castle Street to the north, Route 81 to the east, Colvin Street to the south, and Kirk Park and South Avenue on the west. Housing Visions will target 18 parcels of land

within the existing residential neighborhood for redevelopment which will include both substantial rehabilitation and demolition and new construction to create a total of 43 rental housing units. These units will be affordable to low- and very low- income households.

Former ElJay Properties

In 2011, NBD continues to work with various developers to rehabilitate nine large residential apartment buildings located throughout the city. These buildings, which were the subject of HUD foreclosure, contain a total of 277 units.

- **James Street Apartments (James Street)**
These two large apartment buildings at 615 and 622 James Street will be developed into mixed-income residences. Totalling 79 units, the developer, Conifer Realty, is currently applying to New York State for tax credits and financing. These properties sit strategically at the edge of Downtown within the Prospect Hill neighborhood and are prime for development.
- **Leonard Apartments (W. Onondaga & West Streets)**
Work is currently underway on these three adjacent buildings, which total 48 units and will provide housing for households earning 50 percent or less than the average median household income for the Syracuse metropolitan area, fulfilling a dire need in this community. The City applied for and received Neighborhood Stabilization Program funding on behalf of the Syracuse Housing Authority (SHA) and their partner-developer, National Housing Trust (HTF). SHA will continue to own and manage the properties upon completion of the rehabilitation.
- **The Roosevelt (S. Salina St.) & Hillside (E. Genesee St)**
These two buildings, each containing 45 units, are the subject of a pending Low Income Housing Tax Credit application submitted to New York State in February 2011. Conifer Realty is the owner and applicant. All units in these buildings will be rented to low income households. These properties will be owned and managed by Conifer throughout the term of the affordability period.
- **The Jeditha (Bellevue Ave.)**
This 18-unit apartment building was conveyed to a private developer, Salt City Homes, LLC, for renovation. Once a demolition candidate primarily due to the lack of parking, the developer took on this challenging project and has been redeveloping the property without any public assistance since taking title to the property in 2010.
- **The Huntley (Stolp Ave.)**
This building, containing 42 units, was purchased by a neighborhood group, the Strathmore-Huntley Group, who formed an LLC specifically for the purpose of acquiring and redeveloping the property. A true grassroots effort, the plans for this building are still evolving as the residents are contemplating a mix-use development that would provide much needed commercial use within the neighborhood and allow households earning up to 115 percent of the area median income to reside in this stable neighborhood.

Community Initiatives

The Community Initiatives program is the result of negotiations between the City, the County, and neighborhood residents following the construction of a sewage treatment plant on the City's southwest side in 2008. These mitigation funds were distributed among the following projects.

- Midland-Lincoln-Bellevue**

This project, located in the Southwest neighborhood, was allocated \$3 million in Community Initiative funding. The City worked with a resident steering committee, along with Syracuse Model Neighborhood Corporation and Jubilee Homes, to implement the program and revitalize the aging housing stock. The project has included minigrants and roof grants, grants and loans for acquisition and rehabilitation of blighted structures, demolition, and small business grants. The initiative contributed funding for acquisition and development of the Southwest Community Farm, which broke ground in 2011 and for mechanical improvements to the Southwest Community Center, which will take place in 2012.
- Skunk City Community Initiative**

This project, focused on the Skunk City neighborhood on the city's west side, received \$2 million in Community Initiative funding. The City worked with a resident steering committee, Syracuse United Neighborhoods, Home HeadQuarters, and Empire Housing to revitalize the neighborhood. The project has included minigrants, home improvement loans, and downpayment and closing cost assistance, as well as rehabilitation and new construction.
- Sackett Tract Community Initiative**

This project, located in the Park Ave. neighborhood between Frazer School and the Sacred Heart Basilica, received \$1 million in Community Initiative funding. The money was allocated for mini-grants and loans for homeowners and investors, park improvements, and commercial façade grants. After two years of administering the underutilized minigrant and home improvement loan programs available in this neighborhood, NBD worked with Home HeadQuarters to revamp the revitalization strategy for Sackett Track, which will incorporate substantial rehabilitation, new construction, and demolition. In 2012, new construction and rehabilitation will be underway along the 800 block of Park Avenue.

Targeted Block Plans

- Palmer Avenue**

In 2010, Jubilee Homes identified the 100 block of Palmer Avenue, on the City's southwest side, as an area in need of revitalization. Working with the City, Jubilee Homes prepared a block plan, assessed the condition and needs of each property, and identified which properties were in need of moderate to substantial rehabilitation, demolition, and mini-grants. Phase I, currently ongoing, consisted of the construction of two new homes and the demolition of one large residential building. Phase II, which will begin in 2012, will include two additional new houses, two rehabilitations, and at least one demolition. This project is partially financed with CDBG and HOME funds.
- Butternut Street**

NEHDA has created a revitalization plan for the 1200, 1300, and 1400 blocks of Butternut Street in the Northside neighborhood. This plan will include façade improvements and minor rehabilitation of owner- and investor-owned residential properties along the Butternut corridor. In addition, NEHDA will encourage all residents and property owners to take advantage of existing programs, such as home improvement loans and home improvement workshops.
- Loomis Ave.**

Home HeadQuarters is currently revitalizing the 200 block of Loomis Avenue, located in the North Valley near Van Duyn School. The plan includes the demolition of blighted vacant houses, rehabilitation of vacant houses (with Jubilee Homes and their YouthBuild program), and new construction. NBD is working with Home HeadQuarters to secure additional funding for this project.

Syracuse Housing Authority

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.

Public Housing Goals

The following goals are intended to further enhance the mission of SHA and be carried out through services provided by SHA staff and through collaborative efforts with other agencies, including NBD.

- Continue participation in the Public Housing Modernization Capital Grant Program.
- Implement management and operational improvements which assist in enhancing property management operations while expanding tenant involvement in property management.
- Coordinate services between SHA and the City relative to human service, safety and security programs.
- Continue activities to improve the living environment of public housing residents through educational programming, job skill development, scholarships, services to youth, and services to the elderly.
- Continue development activities to include new housing for low- and moderate-income families.

Institutional Structure of the Syracuse Housing Authority

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 Organization

The SHA owns and operates 12 federally subsidized public housing developments and manages one city housing site and one Federal Tax Credit development. The total population of these developments is currently 4,221, 45 percent of whom are youth under the age of 21. SHA operates a federal Housing Assistance Payments Program comprised of 3,530 households and 8,797 individuals, who receive Section 8 or Shelter Plus Care rent assistance.

For more information regarding the history of the Syracuse Housing Authority, please refer to the Five-Year Strategic Plan.

Public Housing Inventory

Syracuse's public housing is owned and operated by the SHA. There are currently a total of 2,340 federal public housing units and two single family homes under RHF funding available for occupancy in the city. Of this total, 1,058 (45 percent) are elderly units and 1,284 (55 percent) are family units. Of the units available for occupancy (excluding units which are vacant due to current rehabilitation and modernization), the overall vacancy rate in November 2011 was 3.1 percent.

For more information regarding the inventory and management of the Syracuse Housing Authority, please refer to the Five-Year Strategic Plan.

Needs of Public Housing

Demand for Public Housing

There is a great demand for public housing as evidenced by the long waiting list for the 2,340 apartment units and two (2) RHF single family homes in the public housing inventory. There are currently 1,376 households on the waiting list for public housing. The demand for family units (928) is nearly twice the demand for elderly units (448). Most elderly clients desire specific buildings or neighborhoods and will go elsewhere for housing support if their first choice is unavailable. The waiting list for family units or neighborhoods is long, and unlike the elderly clients, many families have no other housing options. Furthermore, 90 percent of all applicants have incomes less than 30 percent 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 SHA programs, please refer to the Five-Year Strategic Plan.

Barriers to Affordable Housing

The following barriers have been identified within the City that negatively affects the ability of individuals to obtain affordable housing.

Building Codes

The Division of Code Enforcement is responsible for enforcing the New York State Uniform Building and Fire Code. The Uniform Codes provides a framework for both new and existing buildings in New York State. It also establishes minimum regulations for construction, property maintenance, fire prevention and energy conservation.

The Syracuse Property Conservation Code is also designed to ensure that residential and non-residential properties within the City are safe and habitable. Although there are costs associated with providing quality housing, the Code is a needed protection with benefits far exceeding any cost. The Syracuse Property Conservation Code provides the more restrictive local standards enacted by the City and also establishes those programs which are unique to the City (i.e. Rental Registry, Certificate of Sufficiency).

With regard to property maintenance, Code Enforcement also responds to neighborhood concerns regarding property maintenance. These efforts to ensure buildings are in compliance may result in citations issued by inspectors. Although property owners are at times upset upon receiving violations given the potential costs to correct them, it is a necessary process to maintain a quality housing stock and healthy property values.

Fair Housing Initiatives

Fair Housing education and enforcement activities within the City of Syracuse are carried out by NBD through a partnership with the Fair Housing Council of Central New York (FHCCNY). FHCCNY is a qualified not-for-profit fair housing organization that conducts education and outreach to protected class members and housing providers, investigates complaints of illegal housing discrimination and predatory lending, conducts research, counsels prospective homebuyers, conducts housing counseling and provides legal representation to victims of illegal housing discrimination.

Please note: At the City's request, the Fair Housing Council is currently conducting an updated review of the barriers to fair housing in Syracuse and Central New York. This report will be made available in 2012.

Barriers to Fair Housing

Persistence of Segregation

Racial and ethnic segregation are evident both within the City's borders and between the City and surrounding suburbs.

- **Demographics**

The city is experiencing a growth in its minority populations and a decrease in its white, non-Hispanic population. Since 1990, the percentage of minorities in the city has grown from 27 percent (1990 Census) to 35.6 percent (2000 Census) to 44 percent (2010 Census American Community Survey).

This demonstrates an increase in the percentage of all minorities since the 1990 Census, even as the city's overall population has declined. Segregation of minority groups within the city's borders remains a concern, with Hispanics and Asians highly segregated into certain pockets of the city, and African-Americans continuing a level of segregation within a small, but growing, number of the city's census tracts. Furthermore, the degree of segregation between the city and the surrounding suburbs has increased.

Additionally, there is notable segregation within the category of Asian residents. Of the ten census tracts with the highest Asian populations, the population subgroups are either heavily Vietnamese or a mix of Chinese, Asian Indians and Korean residents, but not both. This is perhaps a result of refugee resettlement patterns, and may be reinforced by cultural amenities such as the availability of culture-specific grocers. Nonetheless, the pattern is adding to, rather than decreasing, segregation in city neighborhoods.

- **New immigrant communities:** There has been a significant increase in the City's Hispanic and Asian populations since the 1990 Census, with increases of two and one percent, respectively. In 2000, Latinos comprised 5.3 percent of the city's population, in 2005, comprise 6.2 percent and as of 2010 comprise 8.3%. In spite of the fact that this population is growing, however, these communities are segregated into ethnic neighborhoods, rather than integrated throughout the city. The reasons for this are manifold: language barriers, the limited availability and restricted placement of culture-specific goods and services, and the location

of elementary schools which offer multi-lingual education programs to serve the needs of non- and limited-English-speaking children. (Please see "Refugees" on page 68 for more information.)

- **Persons with Disabilities:** There is a significant population of persons with disabilities in the city, the 2010 American Community Survey estimates that 12 percent of the non-institutionalized of the city's population is diagnosed with one or more disabilities. Their housing needs are exacerbated by a shortage of affordable, accessible housing within the city's borders combined with a poverty rate of 37.4 percent for households with at least one disabled member over age 5.

Discrimination

Illegal housing discrimination has been documented in the areas of real-estate rentals, sales, lending and in the provision of homeowners insurance. Analysis of Home Mortgage Disclosure Act (HMDA) data reveals much higher denial rates for African-American applicants than for whites, regardless of income level.

In 2009, the Fair Housing Council responded to 464 instances of illegal housing discrimination, landlord-tenant concerns and lending issues. Of these, lending issues consisting of predatory lending complaints, requests for foreclosure assistance and default-prevention counseling comprised 40 complaints. The number of instances to which the Fair Housing Council responded increased by 64 over the previous year, and represents an increase of 302 over 2007 levels, a nearly-100 percent increase over two years.

The three most common types of discrimination complaints received by the council are race, familial status, and disability. Most complaints are resolved by the FHCCNY through negotiations and settlement with housing providers. Reasonable accommodations and modifications are the basis of most disability-related complaints, rather than refusal to rent. The willingness of housing providers to provide accessible parking spaces, and to allow the construction of ramps, or the possession of service animals are the primary issues confronted by individuals with disabilities. This is one area in which education of housing providers continues to be needed, and, with the exception of a few notable recalcitrant property owners, in which such education often resolves the complaints at hand.

New reasonable accommodation cases involving housing providers allowing disabled residents to have designated parking spaces, service animals, grab bars and other accommodations were successfully negotiated by the Fair Housing Council during the past year.

Segregation of persons with disabilities within public and subsidized housing projects continues to be a concern. Since most new housing for persons with disabilities exists within elderly apartment complexes and others with one or two bedrooms, it remains difficult for families with children who also have a disabled family member to find suitable, accessible housing. The high poverty rate among households with a disabled member contributes to a situation wherein many such households are living in substandard and/or inaccessible dwellings.

Another issue is the way in which subsidies for some buildings provide housing for both the elderly and disabled of any age. This often creates a climate in which the senior

residents engage in harassment and discrimination against the disabled tenant due to disability, age and familial status.

Predatory lending, to the extent that it intersects with discrimination, does so when unscrupulous lenders often employing abusive and fraudulent practices, target certain demographic groups or neighborhoods for the marketing of loan products which pose an inherent disadvantage to the borrower. Such loans often, ineluctably, result in default and foreclosure. Senior citizens are often the targets of such practices, as are residents of predominantly minority neighborhoods.

One underlying condition which precipitates the rise of predatory lending in a given geographic area may be the unavailability of loans from traditional sources, such as neighborhood bank branches. In the City of Syracuse, only one bank branch remains in a neighborhood that is predominantly African-American. Over the past ten years, branches have closed or moved to suburban areas, leaving behind a demand for home loans and other services that may instead be met by opportunistic predatory lenders.

FHCCNY maintains a lending unit, with an emphasis on lending discrimination and predatory lending cases. This unit accepts complaints of illegal lending practices, collects and organizes relevant paperwork for complainants, provide pre-loan and default prevention counseling, advocates on behalf of predatory lending victims, refers meritorious cases to attorneys for legal assistance, and tracks and otherwise investigate the actions of companies accused of such practices.

Education

The Fair Housing Council has and continues to conduct community-wide forums, workshops, and seminars relating to fair housing to educate the community regarding an individual's rights and responsibilities to fair housing.

Brochures distributed by the Fair Housing Council are available in English and Spanish, and have been distributed widely during the past year, including at the New York State Fair. Some materials are also available in Vietnamese.

Enforcement

The Fair Housing Council maintains an ongoing enforcement program designed to investigate illegal housing discrimination in real estate rentals, sales, lending, and in the provision of homeowners insurance. Testing and other enforcement activities take place on an ongoing and as-needed basis, with an active caseload of housing discrimination cases that have been referred to HUD as enforcement proposals or filed directly in state or federal courts. Education and outreach to protected class members, their advocates and human service agencies is ongoing as well, and includes the distribution of fair housing educational materials, numerous educational presentations to interested groups, and attendance at community events and fairs in order to reach all members of the public, and especially those most likely to be victimized by illegal practices.

Counseling

The Fair Housing Council offers housing counseling to Section 8 rental assistance recipients, prospective homebuyers, victims of predatory lending and others seeking information and assistance in the housing market. In 2009, the Council conducted more than 250 housing counseling sessions for those with complaints of housing discrimination and those at risk of foreclosure.

InterFaith Works

Since 1997, InterFaith Works of CNY has conducted a project called "Community Wide Dialogue: End Racism, Improve Race Relations, Begin Racial Healing," a grassroots effort to create opportunities for open discussions about race and racism. Individuals participating in the dialogues are very diverse and grassroots oriented. The dialogue process has broken out into several small groups that meet once a week over a six-week period at various times and locations throughout the Syracuse community. At the end of the six week period, a trained facilitator for each group prepares a written report as to the kind of impact the process had on its participants.

The focus of the dialogue circles is on ending racism and promoting racial healing. Although not directly related to fair housing choice, discrimination in housing practices and difficulty in obtaining mortgages and other types of loans from banking institutions were identified as important issues expressed by minority participants in many of the dialogue circles. Through discussions, it was determined that not only was there difficulty in obtaining loans and mortgages, but there is a lack of banking services in neighborhoods with higher concentrations of minority residents.

The Community Wide Dialogue Action committee held a series of meetings with representatives from the following banks: Fleet, HSBC, Key, M&T, J.P. Morgan Chase, and Solvay. The representatives have agreed to partner with Community Wide Dialogue staff and the Action committee in an effort to address these issues. The partnership group is in the process of identifying goals that includes development of tools that will serve as a link between low and moderate-income residents and the banking institutions. Once developed, these tools will be used to decrease predatory lending practices to low and moderate-income residents; expand employment opportunities (managerial positions) within the banking institutions for minorities; and assist low and moderate-income residents determine what they will need to qualify for low interest loans through a banking institution.

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:

Total Development Cost – Market Value = 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 1st 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

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 order to ensure compliance, NBD will use the **Resale** provision 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 owner occupant must certify their income within six months of closing or new documents will be requested. The affordability period of the project will be based on the total amount of HOME funds invested in the project. The resale provision will be secured through a restrictive covenant.

In the event the homebuyer wishes to sell his/her property during the affordability period, the following 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 percent AMI at the time of purchase and must qualify with NBD by filling out a homebuyer application;
3. The new homebuyer must occupy the house as his/her principle residence;
4. The new homebuyers PITI must not exceed 30 percent, unless otherwise agreed to by the homebuyer and NBD in writing;
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 including up to their initial investment plus improvements plus an additional 50 percent of their initial investment to the property. Improvements to the property will be defined as improvements that increase the market value of the home. The homeowner will be responsible for keeping adequate records of the improvements and said improvements must be approved by NBD.

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.

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:

Activity	Average per-unit HOME \$	Minimum Affordability Period
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:

Number of Units	Inspection Required
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 downpayment and closing costs associated with purchasing a home. To assist in this regard, NBD will use the following HOME Program eligible activities:

Downpayment 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 downpayment and closing cost assistance for income qualified first-time homebuyers of single-unit homes. It also provides up to \$1,500 for downpayment 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.

In order to ensure compliance, NBD will use the **Recapture** provision 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. These programs include DPCCA and Homebuyer subsidies that write down the sales price of a home. The initial amount that is subject to recapture will be calculated using the following formula:

$$\text{Market Value} - \text{Sales Price of Home} + \text{Direct Homebuyer Assistance} =$$

Amount Subject to Recapture

The recapture provision states that if the homebuyer wishes to sell his/her home during the affordability period, NBD will collect all or part of the HOME assistance. The affordability period will be determined by the amount of HOME funds that go towards directly assisting the homebuyer using the chart below.

Average per-unit HOME \$	Minimum Affordability Period
<\$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 each year 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. If the homeowner sells the home during the affordability period, NBD will calculate the net proceeds on the sale and will entitle the homeowner to their initial investment prior to repayment of HOME funds. The recapture provision will be secured through a note and mortgage on the property.

In the event the homebuyer wishes to sell 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 each year of 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. The homeowner must inform NBD once they have an accepted offer and *prior to closing* on the property by filling out an intent to sell application.
3. NBD will calculate the net proceeds of sale based on the homeowner’s intent to sell application and then calculate the amount subject to recapture based on the recapture calculation.
4. 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.

HOMELESS SERVICES

Sources of Funding

The City expects to receive its annual Emergency Solutions Grant (ESG, formerly Emergency Shelter Grant) allocation as part of the larger CDBG grant to continue to address the problem of homelessness in the community. In 2009, the jurisdiction received an additional \$2 million in HPRP funding through the American Recovery and Reinvestment Act. These two funding streams were leveraged with the private funds received by agencies to provide comprehensive housing services and support in our community. Funding is estimated to expire July 2012. The City's plans for these funds are based on HUD's national five priority areas to address homelessness (including prevention):

- Create new permanent beds for the chronically homeless
- Increase the number of individuals and families that maintain permanent housing
- Increase the number of individuals and families moving from transitional to permanent housing
- Increase the number of individuals employed at the time of exit
- Decrease the number of homeless families with children

In 2009 the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH Act), consolidated three of the separate homeless assistance programs administered by HUD under the McKinney-Vento Homeless Assistance Act into a single grant program. In addition, it revised the Emergency Shelter Grants program and renamed it as the Emergency Solutions Grants (ESG) program which has established five (5) components along with program administration:

- Street Outreach
- Emergency Shelter
- Homelessness Prevention
- Rapid Re-housing
- Homeless Management Information System (HMIS) data collection

The City will issue a Request for Qualification (RFQ) to identify two qualified entities to coordinate, manage, and implement the street outreach services and HMIS data collection activities.

The HEARTH Act also through legislation has strengthened the Continuum of Care planning process, a longstanding part of HUD's application process to assist homeless persons by providing greater coordination in responding to their needs. The task among City of Syracuse and Onondaga County departments, and the not for profit agencies that serve the homeless and housing vulnerable community will be to coordinate resources and programming to provide an effective and efficient service network in order to prevent homelessness and transition the those currently homeless into stable long-term housing.

Homelessness

The needs of the homeless population of Syracuse are served by a variety of traditional and innovative programs (see the details in the Strategies section of this plan). The forum for cooperative planning regarding homelessness and poverty in our community is the Syracuse Common Council Task Force on the Homeless and Housing Vulnerable also known as the Homeless Task Force. The Task Force has been meeting regularly (at least monthly) since 1986. The Homeless Task Force is continuing to forge partnerships with not for profit agencies, governmental organizations, housing developers, business partners, homeless and formerly homeless individuals and concerned residents to provide viable and affordable housing options for those most impacted by homelessness. While the City is fortunate to have a highly developed continuum of homeless services, unmet needs still exist. The Task Force has not completed a comprehensive plan for ending homelessness in our community as suggested by HUD. However, the Task Force realizes this will be the priority for 2012.

The Homeless Task Force continues to meet monthly with a range of agency providers, governmental entities and other vested stakeholders to develop a long range comprehensive plan to end homelessness in our jurisdiction. The influx of HPRP funds have allowed the community to address several of the barriers in addressing the prevention of homelessness in the community. Agency providers are now providing:

- Financial assistance (i.e., security deposits, utility payments)
- Case management (i.e., assistance in maintain permanent housing)
- Housing relocation assistance (i.e., assistance in locating affordable and safe housing)
- Furniture and other supplies/resources
- Employment and job training assistance

An additional source of critical support has come from the HUD-Veterans Affairs Supportive Housing (HUD-VASH) program that combines Housing Choice Voucher rental assistance for homeless veterans with case management and clinical services provided by the Department of Veteran's Affairs.

The Homeless Task Force is also responsible for the community planning process for the Continuum of Care strategy. Some of these activities include the following activities: data collection, needs analysis, identification of available resources and funding opportunities, preparation of funding applications and outcome analysis.

Continuum of Care Strategy

The Continuum of Care Strategy (CoC) in our community is the result of the ongoing planning and program evaluation done by the Homeless Task Force. The existing Continuum of Care consists of a variety of prevention and intervention services targeting homeless individuals and families, as well as specific services to address the unique needs of several sub-populations , including the chronically homeless. The primary goal of the Homeless Task Force continues to be to develop an enhanced collaborative process that will look at the providing a more comprehensive network for this population. With

the eventual end of HPRP funding, the jurisdiction is even more committed to developing its long term comprehensive plan for ending homelessness.

Many of the agencies that provide services to the chronically homeless must work together to better address the needs of this population. Services in our community are generally well coordinated, and there is a significant level of communication and cooperation among service providers. This can be attributed in part to the relationships built through the ongoing efforts of the Task Force. Because of the role the Task Force takes in evaluating the existing system and developing new programs, Syracuse and Onondaga County avoid duplication of services and maximizing the limited resources available to combat homelessness.

One of our most effective strategies is the HOME Relocation program. HOME provides relocation services to individuals and families living in unfit housing and eviction mediation services to those facing eviction. HOME is most effective when it is contacted prior to eviction. Homeless vulnerable clients are assisted in finding new housing and other prevention services to avoid the need for shelter services. Code Enforcement recently convened a Neighborhood Task Force to identify housing that is at risk of being condemned due to major code violations, water shutoffs and utility disconnections. The purpose is to provide adequate time to governmental and private agencies to rapidly re-house individuals and families. The collaborative effort has been successful.

There are several identified barriers that prevent the jurisdiction from achieving its specific objectives. First, some of the agencies are not consistently contributing data via the HMIS system. Full participation in data collection would greatly enhance the quality of data, thus improving the planning and service delivery process. Secondly, the Task Force needs additional partners to participate on a regular basis. Lastly, the community lacks a comprehensive Ten Year Plan to End Homelessness, as required by HUD.

Homelessness Sub-Populations

The community strategy for meeting the gaps in the shelter system is threefold:

- Addressing the specific needs of homeless persons who are severely mentally ill and/or substance abusers through the creation of additional service enriched SRO units
- Addressing the specific needs of the chronically homeless through the development of additional supportive housing units which target the service resistant.
- Increasing access to permanent housing through Shelter Plus Care with rental assistance to single adults with disabilities.

The City and County are aggressively promoting the development of decent low-income housing and have ongoing projects involving non-profits and private developers for the chronically homeless and sub-populations. Syracuse Model Neighborhood Corporation offers rental properties for large low-income families, as well as, providing home ownership opportunities for low to moderate-income families. Covenant Housing Corporation and the InterFaith Works Covenant Housing Program, develop permanent housing for very low and low-income families and individuals with special needs. Housing Visions also develops affordable housing for individuals with accessibility needs and larger families. Recently, Housing Visions has designated units for homeless veterans in

partnership with the VA Medical Center HCHV (Health Care for Homeless Veteran) Program. The Task Force is currently working with these private not-for-profit housing developers to increase homeless persons' access to these mainstream housing resources.

However, the issue of chronic homelessness and sub-populations continues to be an area of great concern in the community. Individuals and families in this sub-category have a combination of issues that impede their ability to maintain permanent housing.

The ramping up of the full implementation of HMIS, provides real time data and resources for the comprehensive planning and delivery of services. However, obstacles still remain such as:

- Lack of resources
- Identification of individuals and families needing services
- Lack of affordable and safe housing options
- Lack of jobs
- Increasing rate of homeless veterans

Homelessness Prevention Services

There is a wide range of preventative supportive services available in our community. The majority of programs offer services to a general population and are willing and able to serve the homeless as well.

Specific support services for the homelessness prevention include:

- Emergency financial assistance
- Practical assistance with moving and storage
- Community integration and advocacy
- Legal Assistance for landlord disputes
- Case Management
- Employment Assistance

Again the influx of HPRP funds has allowed the community to address the large number of individuals and families that may have become homeless due to the downturn in the economy. Additionally, improved and sustained collaborations with community based organizations and agencies have allowed for the early identification of those, especially families with children, most at risk of becoming homeless. The Taskforce is re-instituting the Runaway and Homeless Youth Advisory Committee as the number of homeless children is rising. This committee works with school based staff and other who have knowledge of individuals and families at risk. More importantly, the Homeless Task Force must complete its comprehensive plan to prevent and end homelessness in the community. All the above outlined efforts are a start to addressing these issues.

Discharge Coordination Policy

Again, the Homeless Task Force has begun to work cross functionally to address the need for improved discharge coordination in our community. Several years ago, a subcommittee was established specifically to address discharge planning across three sub populations of those at high risk of homelessness. These sub populations were primarily being discharged from:

- Foster Care
- Health Care Facilities
- Mental Health Facilities

Again, the priority for 2011-12 for the Homeless Task Force is to develop a comprehensive plan to prevent and end homelessness in our community. HUD's website lists a wealth of resources that offer assistance in completing this plan. In addition, the Discharge Planning subcommittee will be reactivated in 2011 to ensure cross systems planning is continuing to occur and address other subpopulations such as offenders re-entering the community.

COMMUNITY DEVELOPMENT

The community development needs of the City are divided into the following categories: Public Facilities, Public Improvements, Public Services, and Creating Economic Opportunities. These needs are described below.

Public Facilities

Priority Need #1: Continued investment in neighborhood facilities

The City currently owns and is responsible for the upkeep of three community centers: Northeast Community Center, Southwest Community Center, and Westcott Community Center. These facilities provide a range of services to their surrounding neighborhoods and are in need of repair and renovation. The City must continue to maintain the aging physical plants of these structures so that they can continue to provide services to their neighborhoods. There are additional, privately-owned community centers the City considers a priority due to their continued service to their respective neighborhoods. The centers also need facility upgrades to meet increased service demands.

Priority Need #2: Improvements to parks and recreational facilities

The City takes pride in its neighborhood parks and green spaces. Recreational opportunities and quality green spaces within neighborhoods are key quality of life issues. The City has made the maintenance and revitalization of its park system a high priority.

Public Improvements

Priority Need #1: Cleanup of contaminated sites

NBD is working with a consultant to administer the EPA Brownfield Pilot grant. The grant will be utilized to develop a comprehensive inventory of contaminated sites. Three to five of these sites will then be chosen for an investigation of types of contaminants.

Priority Need #2: Upgrade of combined sewer overflow (CSO) system

The Onondaga County Department of Drainage and Sanitation is currently undertaking a multi-million, multi-year project to upgrade the CSO system that exists within the City. This project is funded by Onondaga County. The goal of this project is to reduce the nutrient loading in Onondaga Creek and Onondaga Lake that occurs as a result of the CSO system. There has been a strong concern from neighborhood residents for the design, construction, and impacts of the facilities on the surrounding neighborhoods. The TNT Planning Councils have had an important role in establishing communication between the Onondaga County Department of Drainage and Sanitation and neighborhood residents and stakeholders.

Priority Need #3: Sidewalks and street improvements

Quality of life concerns have been a major focus for residents who have expressed a strong interest in neighborhood beautification projects (i.e. reclaiming neighborhood parks, commercial corridor streetscape enhancements, repairing of sidewalks in residential neighborhoods). Pedestrian friendly neighborhoods with good quality sidewalks, lighting and bike lane options are essential to neighborhood growth.

Public Services

Priority Need #1: Programs and services available for youth

The City continues to support a diversity of youth related activities that encourage safe/supportive environments for the city's youth to engage in productive activities. With reduced funding the City has focused its effort to activities engaged in neighborhood based centers. NBD is committed to supporting various other key community center and youth programs within the City's neighborhoods.

Priority Need #2: Elderly programs

The elderly population within the City has been growing in recent years requiring an increasing amount of services to meet their needs. In 2000, the U.S. Census reported that 12.9 percent of the population was 65 years old or older. In 2011, the first of the baby boom population (born from 1946 to 1964) turned 65 years old. Over the next 20 years, the baby boom population will continue to move into the elderly population group and will require more services from the City in terms of elderly programs. The City is cognizant of this fact as it plans for funding, resources, and programming for the elderly age group.

Creating Economic Opportunities

Priority Need #1: Programs to foster business and finance opportunities

Since 2000, the number of total non-farm jobs in the Syracuse Metropolitan Statistical Area (MSA) has decreased by 4,418 or 1.4 percent and the number of private sector jobs has decreased by 4,364 or 1.6 percent (NYS Department of Labor - 2005 Data). However, Professional and Business Service jobs in the Syracuse MSA increased by 4,773 job or 13.6 percent between 2000 and 2005, and Service-Providing jobs increased by 7,191 or 2.6 percent in the same time period. Although the number of new service jobs in the region has increased over the past several years, unemployment in the City remains much higher than that of other communities. For example, in 2003 the unemployment rate in the City of Syracuse was 64 percent higher than that of Onondaga County, 8.0 percent versus 5.1 percent (Greater Syracuse Chamber of Commerce).

The disparity in economic opportunity between the City and the rest of the region is further exacerbated by the fact that the loss in work force since 1997 in the city exceeds that of the county by 12 percent. The situation is compounded in that households in the City have disproportionately less disposable income (effective buying income of \$22,715) then the County of Onondaga (\$35,355) or the Syracuse MSA (\$34,368) (Sales Marketing and Management 2004 Survey of Buying Power). An urgent need is therefore evident for decent paying jobs that would service individuals with minimal education and training as well as the chronically unemployed in the City of Syracuse.

The goals of Business Development are to improve the economic climate for businesses to expand, relocate or start; provide incentives for manufacturing or industrial style job creation; improve the quality of City resident work force; address barriers to employment; target areas and spaces available for redevelopment; and provide business management and development support on an ongoing basis.

Priority Need #2: Programs and services for job development

Job growth is predicted to be less than 1 percent in the Central New York areas according to the New York Department of Labor. The City needs to provide mechanisms which support individuals and families who opt for employment as opposed to public assistance.

Assistance should be provided to individuals to help place quality workers who are flexible and adaptable in business and industry with jobs. Eighty-five percent of Job Training Partnership Act funds are spent on education and training for individuals seeking employment. Education and training need to be conducted in conjunction with job seeking and work in order to promote the progression of people towards economic independence.

Priority Need #3: Promotion of Arts and Culture in Syracuse

Promoting tourism and development of arts and culture generates a different source of revenue for economic growth in the city. Creating avenues for arts and cultural activity is a strong economic force within the city which will help to enlighten, educate and stimulate the community as to the broad and rich background of the City's residents. It is also a way to ensure that citizens of Syracuse have full access to all arts and cultural activities. Arts and culture is a major national and local economic player and is central to developing suitable and enjoyable living environments.

In 2007, an ordinance was passed creating a Public Arts Commission. The Commission is staffed by a Public Arts Coordinator who works closely with NBD to promote public art.

Anti-Poverty Strategy

The root causes of poverty can be viewed in both an internal and external context. According to the 2010 American Community Survey, 48 percent of people living in the City of Syracuse under the age of 18 live in poverty; 17.5 percent of households with a person age 60+ live in poverty; and 65 percent of Hispanic households live in poverty. Syracuse has the 6th highest rate of poverty in the country at 34 percent. For many years the nation accepted that most root causes of poverty were due to external constraints placed on the individual. The solutions were directed at income maintenance and attempts to identify and overcome barriers.

A report from the General Accounting Office stated the poverty level in Syracuse for children under age 5 was 37 percent, the eighth highest among all U.S. cities. A 2003 report from Children's Defense Fund stated Syracuse has one of the highest levels (53 percent) of poverty for Latino children in the U.S.

It was not until the last decade and a half that the national mood really began to focus on the internal causes of poverty. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 was the culmination of rhetorically driven attempts to change the public welfare system. The Act does provide for opportunities to address both the internal and external causes of poverty and needs to be viewed as the starting point in any anti-poverty strategy. In brief, PRWORA changed the nation's welfare system into one that requires work in exchange for time-limited assistance in order to move families from welfare to the workforce.

Anti-Poverty Goals

1. The City will work closely with Onondaga County to ensure that social service delivery to inner city residents is accomplished. Since 2002, the City has worked with the county's Department of Social Services and a number of other partners to implement the Uplift Syracuse program, a comprehensive approach to improving the City's overall quality of life;
2. Continue funding of both large city-wide agencies and small grassroots neighborhood organizations that are working to break the cycle of poverty in the City;
3. The City will work with the Regional Transportation Council, CENTRO, to overcome the barriers of job location vs. available workforce; and
4. The City will partner with CNY Works, the regional job training, placement, and retention agency in order to meet the employment needs of City residents and employers.

Uplift Syracuse is a holistic multi-agency approach designed to improve overall quality of life within the City by facilitating resident empowerment and participation in neighborhoods. Through the program, the Department partners with the County's departments of Social Services, Health, Aging and Youth, and Probation, as well as with the City's departments of Public Works, Fire, Police, and Code Enforcement, and other non-governmental agencies. Uplift Syracuse uses door-to-door outreach to inform residents of services that are available to them, to provide services as necessary, and to promote the establishment of block associations. Through the household-by-household, block-by-block, and street-by-street approach, the program works to improve the physical appearances of neighborhoods and assist residents in accessing services more effectively.

While the City is not responsible for directly providing social service programs, the City does enjoy a good working relationship with the County to ensure effective social service delivery to residents of inner city neighborhoods.

The county's Department of Social Services is responsible for implementing both the federal and New York State legislation that addresses the anti-poverty programs in this community. The Department of Social Services (DSS) provides a wide variety of services to adults, children, elderly, and families in need. These programs include temporary services, food stamps, day care services, home energy assistance, medical assistance, and child support services, among others. For example, the Transitional Opportunities Program (TOP) is a unique service delivery system designed to ensure that working families stay employed and become self-sufficient. The program addresses the many challenges to job retention and post-employment transitions by providing a wide-array of services, assistance and support to families as they negotiate the world of work.

Community Social Infrastructure

Syracuse has a number of agencies that serve the needs of the poor. The agencies range from large multi-service providers like the Salvation Army, the Rescue Mission, and Catholic Charities to the extremely small targeted programs like Community United to Rebuild Neighborhoods. The United Way of Central New York has been at the forefront of assisting the community to prioritize its needs with the limited community funds that are available. Barriers between agencies continue to be broken down, and partnerships along with the reduction of duplication are making the social service delivery system more effective in the community.

Job Training, Job Placement, Job Retention

The City and the County consolidated their operations of the Job Training Partnership Agencies under the local Workforce Investment Board known as CNY Works.

CNY Works is a not-for-profit corporation that serves the workforce development needs of the Syracuse area and is governed by the Syracuse Onondaga County Workforce Investment Board. The agency's board of directors is made up of representatives from business, education, organized labor, government, employment & training, economic development and community-based organizations. CNY Works partners with area organizations that provide job training, placement, and retention services in order to better coordinate the delivery of those services in Onondaga County and the City of Syracuse. Workforce partners include NBD's Division of Business Development, the Syracuse Industrial Development Agency (SIDA), CenterState CEO (the result of a merger between the Metropolitan Development Association and the Chamber of Commerce) and Onondaga County JOBSPlus!, among others.

CNY Works also has a One-Stop Career Center in the city, as well as a searchable website where job seekers and employers can post employment information and resumes. At the One-Stop Center, job seekers can receive counseling on career direction and job searching, attend workshops on topics such as interviewing skills and filling out employer applications, and receive intensive career services such as job training in a new field. The One-Stop Career Center also contains a resource room for job seekers and a training room for all of its computer skills and workforce development workshops.

JOBSPlus! is a joint program between the county's Department of Social Services (DSS) and Onondaga Community College. The program serves public assistance clients by providing job counseling, job training and job search services, along with vouchers for

transportation to training interviews and work. JOBSPlus! works in partnership with many local organizations including the Central New York Regional Transportation Authority (CENTRO) and the County's social service providers.

Specific Special Needs Objectives

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 rehabilitation centers. A relatively large number of shelter residents become homeless due to a loss of income and could live independently if affordable housing options were available.

For the purposes of this section, special needs populations include persons with physical disabilities, the elderly (including frail elderly), 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. The highest priority for these special needs populations are services and related supports to maintain existing housing, in the creation of new housing being developed in community settings, and rental assistance to assure that the housing is affordable. Community housing needs to be individualized to meet the specific needs of the client, and may be independent or housing with supports.

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. ARISE, Inc., a community-based agency which provides advocacy and other supportive services, including housing referrals, to physically challenged people reports that wheelchair accessible apartments, particularly those with 3 or more bedrooms are in extremely short supply. Too often, larger units are unavailable and families must live in overcrowded and unsafe conditions.

Strategy

Programs and services designed to increase the accessibility of existing housing resources through renovation, when financially feasible, are needed. Home HeadQuarters Home Improvement Loan Program and Empire Housing provide assistance to homeowners with disabilities in need of accessibility modifications. Other community-based housing development organizations such as Housing Visions and Covenant Housing continue to develop additional accessible units on scattered sites throughout the city.

It is hoped that heightened public awareness on the part of private sector builders and developers as to accessibility needs and increased enforcement of local "visitability" requirements for new construction will encourage the development of additional accessible units. Increased rental assistance is also needed to make appropriate housing financially accessible to those who are permanently disabled.

Persons with Developmental Disabilities

In its 2006-2008 Community Services Plan, the Central New York Disabilities Services Office noted that in 2005, 166 individuals with developmental disabilities were in need of residential placement. These individuals have varying support needs, including those who need 24-hour supports. In addition, 2,629 people have expressed a need for other services including but not limited to accessibility modifications and the provision of

adaptive equipment, assistance with personal care and daily living, as well as respite services.

The Central New York Disabilities Services Office and the NYS Office of Mental Retardation/Developmental Disabilities maintain the NYS Cares waiting list for individuals in need of supportive housing and the Community Living Intake Process (or CLIP) list, a centralized intake and referral process for twelve community residential service providers.

Strategy

In response to the housing needs of individuals with developmental disabilities locally, the CNY DSO plans to assist community-based agencies to develop over the next two years: increased residential capacity within the community for children transitioning to adult residential placements (including medically enhanced placements), the supports needed to help elderly developmentally disabled individuals age in place, emergency and crisis services that may include a short-term placement when appropriate, and additional residential opportunities.

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. Some are denied access to needed services due to previous histories that may include violence, noncompliance and self injury. Historically, the funding and resultant programs for mental health and substance abuse have evolved as separate systems of care. In an effort to improve the effectiveness of treatment and service options available to those with co-occurring disorders Onondaga County Dept. of Mental Health, in partnership with local service providers and agencies, has sought to increase our community's ability to recognize and treat co-occurring disorders. This effort is led by OCDMH's Dual Recovery Coordinator.

Priority areas for improvement in our system of care include combating the sense of separateness that often exists between MH and SA treatment providers, improved cultural competence among service providers, cross-training for staff in both fields, detoxification and outpatient services for those with certain psychiatric diagnoses, and improved diagnostic and assessment abilities.

Strategy

Several educational initiatives have been undertaken to provide training and technical assistance to mental health and substance abuse treatment providers. In addition, pilot programs have been initiated to encourage development of integrated services. These include: training and technical assistance to chemical dependency providers to encourage implementation of MMS, implementation of Evidence Based Practices for chemical dependency providers, sponsorship of community-wide training focused on addressing CODs, development of infrastructure necessary to support sustained workforce competence in recognizing and addressing dual diagnoses, and the development of dual diagnosis capability in case management services. In September 2008, Syracuse Behavioral Healthcare opened Hickory House, a 9 bed permanent housing Samaritan Project, for individuals with substance use disorders and mental health concerns. Additionally, efforts to identify, develop, and expand self-help and natural community supports for personal recovery are underway.

Persons with Mental Health-Related Disabilities

Residential options for persons with psychiatric diagnoses in our community range from in-patient services offered by facilities such as Hutchings Psychiatric Center, Community General Hospital, and St. Joseph's Hospital to community residences operated by CNY Services and Hillside Children's Center and more independent transitional and permanent housing options such as CNY Service SRO, Catholic Charities Dorothy Day House, Chadwick Residence, and the YWCA. The Onondaga County 2007 Mental Health Services Plan cited enhanced residential services, including increased access to supportive housing and supportive case management as one of the highest priority needs in our community. For individuals with mental health related disabilities, the stability associated with safe, decent, affordable housing is often critical to the success of psychiatric services. Locally, additional out-patient therapeutic services are also needed. This, coupled with a lack of available case management and low demand housing (supported housing), too often results in "a revolving door of expensive and ineffective crisis services for a population in great need."

Several residential providers in our community serve individuals with co-occurring mental health disorders and substance abuse issues. The development of additional transitional and permanent supportive housing options for people with dual or multiple diagnoses is a growing need in our community. To facilitate the development of supports for this population, the Onondaga County Department of Mental Health and Community Services Board recently established a Dual Recovery Coordinator to assist with the integration of mental health and substance abuse services.

Strategy

- Increased access to supportive housing through the development of additional permanent housing units.
- Increased access to effective inpatient and outpatient services.
- Increased access to supportive case management.
- Better integration of mental health and chemical dependency services

Youth

Onondaga County mirrors the rest of the nation as it relates to young adults who find themselves in precarious living circumstances. From 1996 to 2007, an annual average of 271 homeless 18-to-20 year olds obtained temporary housing in one of the 11 community programs offering shelter, supervision, and services. Many of these were young women with children. From 1995 to 2007, an annual average of 216 children under 18 years of age utilized the local emergency shelter for runaway youth. It is estimated that 5 percent of the community's youth are homeless or housing vulnerable (Empire State Coalition). Locally, that would account for approximately 1200 youth. Agencies that provide shelter services to children under the age of 18 are seeing a dramatic increase in the need for shelter and other support services.

The needs include the continued availability of residential options for youth unable or unwilling to reside in their homes. Additional residential programs designed exclusively for older homeless youth are necessary to meet a need that is currently being met in part by the adult shelter system. Youth in tenuous circumstances require training in life skills, including parenting skill when applicable.

Strategy

Outreach to homeless youth will ramp up due to the acquisition of a Street Outreach grant from U.S. Department of Health & Human Services (HHS). Syracuse/Onondaga

County Youth Bureau in partnership with a local service provider will explore the development of additional emergency shelter beds using volunteer families. This resource can serve older homeless youth while at the same time introduce them to caring non-parental adults.

The Elderly and Frail Elderly

Elderly persons, particularly frail elderly, need a continuum of housing options that minimize relocation but can meet the changing needs of persons as they age. Elderly homeowners need assistance maintaining their homes and weatherization to assure affordable operating costs. When older adults can no longer remain in their current housing independently, group or supported housing is needed. The development of accessory apartments, adjoining or in homes of relatives also offers frail, older adults the opportunity to remain in the community but with the support and services of nearby caregivers.

Enriched and supportive housing offers elderly persons staffing and services to meet activities of daily living, either as residents of independent apartment units with kitchens and baths or in a more group-type setting. These options need to be available in the community in neighborhood locations to enable frail older adults the opportunity to remain in their existing neighborhoods whenever possible, thus accommodating the social concept of "aging in place."

For many older persons and persons with a disability, there is a need for housing that is accessible and/or adaptable. The existing Syracuse housing stock of primarily older structures containing one and two units do not easily adapt to meet accessibility standards. In addition, the poor energy efficiency of much of the city's older housing stock, combined with rising utility costs, now at a record all-time high, add to this population's housing vulnerability. Programs such as the local community action agency-PEACE, Inc. Weatherization Program and Home Headquarters can assist low-income elderly homeowners with weatherization and energy-related improvements to their homes.

In addition, the Onondaga County Department of Aging and Youth, Office for Aging, administers the WRAP (Weatherization Referral Assistance Program). WRAP provides comprehensive weatherization service and energy conservation education to the neediest elderly. This federally funded program serves those frail elderly who have difficulty accessing the services available to address their multiple problems of poor housing, inadequate heating and cooling, and poverty level existence. WRAP staff make referrals to appropriate agencies. This can make the difference between maintaining individuals in their own homes versus having to provide them with institutionalized care, a more costly alternative. This comprehensive approach reduces energy consumption for seniors, which is reflected in lower utility or fuel bills. Energy savings also reduce the financial burden of the low-income elderly, providing them with more income to pay for necessities such as food and clothing, etc.

The Department of Aging and Youth, Office for Aging, in conjunction with U.S. Census and other relevant statistical data, estimates that there will be an increase of 19 percent in persons 65 and older and an astonishing 66 percent increase of persons 85 and over by the year 2015 in Onondaga County. These data have a significant impact on homelessness or near homelessness on the frail, poor elderly. Primarily, there will be a substantial increase in numbers of at-risk seniors. A growing number of older adults will chose to, or desire to, "age in place," creating multiple Naturally Occurring Retirement Communities (NORC) within the city and the rural areas of the County. This naturally

occurring social structure will create an enormous strain on community-based services that provide for the safety of older adults while helping to maintain independence with dignity. Thus, NBD predicts that approximately 20 percent of the elderly population (65 and over) will need, at a minimum, one or more of the following in-home services in order to remain safely in the community setting of choice:

- Moderate to substantial rehabilitation to address major code violations.
- Moderate rehabilitation to accommodate mobility impairments and frailty.
- Linkages to other living arrangements.
- Assistance determining eligibility for housing subsidies and other programs.

Strategy

The Department of Aging and Youth will work with Home Headquarters, the county's Department of Community Development, and Independent Living Centers such as ARISE, and ENABLE for the purposes of providing services to this population by addressing the full needs of at-risk seniors. Those needs will include not just shelter, but social, physical, cognitive and financial needs as well.

Persons Returning from Incarceration/Institutions

Discharge planning for persons returning to the community from incarceration or other institutionalized settings is a State-mandated requirement. In order to increase the quality of discharge planning in our community, several community-based service providers, such as CNY Services and Onondaga Case Management work with local correctional facilities to coordinate follow-up case management, housing, and residential services. Syracuse Behavioral Healthcare operates the HIIP program at Jamesville Correctional Facility which provides substance abuse counseling to individuals while incarcerated and makes recommendations for treatment post release. Housing options for individuals with forensic involvement is often in short supply as many landlords will not rent to individuals with criminal histories. Transitional and permanent housing for this population that combines mental health and substance abuse services is critical to their success. Housing should offer units for both individuals and for families to enable persons to reunite with families upon return, as needed and appropriate. Too often, individuals released from incarceration re-offend or become homeless upon release because their housing/discharge plans fail.

Strategy

Support and enhancement of existing programs such as:

1. Central New York Services' Recovery Permanent Supportive Housing Program which provides permanent supportive housing for homeless individuals and their families who have a history of forensic involvement and often dual diagnoses.
2. Onondaga Case Management's Forensic Case Management Program which provides case management services to homeless individuals with a history of forensic involvement and mental health-related disabilities.
3. Syracuse Behavioral Healthcare's Highland Street Transitional Housing Program, which provides housing, case management and substance abuse counseling to individuals with criminal justice involvement.
4. Syracuse Behavioral Healthcare's Keys to Employment and Economic Stability (K.E.E.S.) Program, in conjunction with Syracuse University, which provides 20 permanent housing beds and case management services focused on education and employment to individuals with disabilities who often have a history of criminal justice involvement.

Persons with HIV/AIDS and their Families

As of 2008, there have been nearly 1,500 HIV/AIDS cases diagnosed in the Syracuse Metropolitan Statistical Area. Many persons with HIV/AIDS and their families require supportive housing. The number of HIV-positive individuals under care has risen steadily since the first records were kept. The largest health care resource, the AIDS Care Center at SUNY Health Service Center, now has a cumulative caseload of more than 700 persons. The largest percentage increases in the population with AIDS are among women and minorities.

Many persons with AIDS are currently being housed in existing assisted units and shelters. There is also a lack of affordable, assisted and public housing in more stable neighborhoods that can separate these persons from drugs and other activities that may have led to their initial exposure and infection.

Affordable housing for individuals and households with an individual with AIDS are needed. Due to the conditions of this disability, the housing must be accessible and air conditioned, and in close proximity to medical services and other amenities. Evaluations of clients' needs in Syracuse indicate that over 100 families are in need of housing or are housing-vulnerable, and this need is expected to continue to increase in the coming years.

Strategy

At this time, three shelters are serving persons with HIV/AIDS:

- DePalmer House, a transitional living facility serving up to 10 individuals living with HIV/AIDS
- MESA Commons provides permanent housing for up to six homeless families living with HIV or AIDS
- Welch Terrace is a 24-unit apartment complex for persons with HIV/AIDS

Refugees

According to InterFaith Works Center for New Americans, there are now approximately 12,000 refugees residing in Syracuse, including over 3,000 refugees who have arrived in the last three years. In the Syracuse City School District, refugee children make up 13 percent of the total student population. In the last ten years, there has been a shift from primarily Southeast Asian refugees to a more even distribution among ethnic groups entering the area. Ethnic groups include Bhutanese, Congolese, Eritreans, Somalis, Iraqis, Cubans, Kurds, Bosnians, Burundians, Karen and Chin Burmese, Ukrainians, Liberians, Sudanese, Vietnamese, Cambodian, Laotian and Hmong cultures.

The following are a list of housing concerns for the various populations included in the category of refugees:

- A need for large apartments (at least three bedrooms).
- A need for affordable and/or subsidized rental apartments.
- Landlords who frequently refuse to refund security deposits even when tenant obligations have been met.
- Landlords who frequently fail to respond to normal requests (e.g., repair of broken windows or nonworking appliances).
- Frequent vandalism to their cars, parked on streets or in driveways.
- Affordable and safe housing for singles.
- Legal advocacy in reference to housing that can adapt and work with language barriers and cultural differences.

- Education on adapting to an American lifestyle in reference to housing, community services, and social behaviors.

Strategy

Local agencies, such as InterFaith Works Center for New Americans and the Catholic Charities Refugee Program, work to resettle refugees in adequate housing, primarily on the Northside of the city. The Landlord Training Program is the primary strategy in resolving many of the problems faced by special needs populations. This program solicits property owners and informs them of their rights and responsibilities as landlords. It has been successful in addressing some of the ambiguities surrounding tenant/landlord issues and is especially helpful when tenants are not familiar with their own rights and responsibilities.

The Weed and Seed Program has been another successful undertaking in addressing many of the quality of life issues that tenants face such as vandalism. The community has graduated two Weed and Seed designations, one on the City's Northside, and one on the City's Westside.

Non-English Speaking Households

The number of non-English speaking households is increasing in Syracuse with the increase of Latino and Asian persons. These populations face difficulty in securing safe and adequate housing due to language as well as cultural barriers. Areas seeing the most growth in non-English speaking populations are the Near Westside, the Near Northeast and the Near Eastside.

Strategy

Translation and advocacy services provided through the Spanish Action League (La Liga) and the Center for New Americans (includes the former Southeast Asian Center) are critical to their respective populations.