

# SOUTHERN COMPASS

**Tomorrow's Neighborhoods Today (TNT)**  
**Area 3 – Southside 5-Year Plan**  
**Submitted By: APD Solutions REG**  
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# INTRODUCTION

## ABOUT THE STUDY

In 1999, the City of Syracuse established Tomorrow's Neighborhoods Today (TNT) to facilitate public input to government agencies, community organizations, philanthropic groups and private investors. Eight Neighborhood Planning Councils that corresponds to the city's eight planning areas were formed -- Downtown, Westside, Southside, Valley, Eastside, Eastwood, Northside, and Lakefront. TNT's founding mission was to create a comprehensive process that is accessible to and influenced by neighborhood residents, businesses and local organizations to shape the future of their community. In essence making tomorrow's neighborhoods possible because of the decisions being made today. This approach to planning helps direct the city's resources into priority areas in the most cost-effective way.

One of the main functions of each TNT sector is to create a five-year plan that would include a comprehensive vision for the diverse neighborhoods within the area, five-year goals and objectives, prioritized action steps, budgets, recommendations to operating city departments and timelines for completion. Each of the city's operating departments is supposed to take these plans into consideration as they create annual work plans and capital budgets. Although some believe these plans just collect dust, many neighborhoods are now updating their plans and crossing off things that were accomplished as a result of their long-term planning. Unfortunately, that's not the case for the Southside. TNT Area-3 - Southside is the only TNT sector that does not have a five-year neighborhood plan on record. Each community with a plan has experienced a noticeable improvement. This assessment project was commissioned to help the Southside get on the right track and experience similar progress as other areas of this city.

Southside TNT is comprised of 6 neighborhoods -- Brighton, Elmwood, Southside, Southwest, Strathmore, and Winkworth. This community envisions a future where it becomes a better place without eliminating the inherent human, cultural and historical value that is ingrained in what already exists.

This plan is designed to assist the community in eliminating the behaviors, distraction, discord and external threats that have led to disinvestment and a general deterioration of the quality of life. Through clarifying the assets, we hope to preserve that which should be cherished and jettison anything else that is a threat to our collective prosperity. This five-year plan looks to sustain the community as we grow and work to become a community of choice. Through the assistance of this plan, the Southside seeks to develop a place where we can join together as stakeholders to make positive things happen through our decisions and actions.

**BRIGHTON ELMWOOD SOUTHSIDE  
SOUTHWEST STRATHMORE WINKWORTH**










# Tomorrow's Neighborhoods Today



## Legend

-  Southside TNT
-  TNT Sectors Boundaries
-  Neighborhoods

0 0.25 0.5 1 1.5 2 Miles

This map is for planning purposes only.  
The City of Syracuse cannot guarantee its accuracy.

*Note: Southside TNT and the city of Syracuse have different boundaries for the southern end at Ballantyne.*







## USING A SOUTHERN COMPASS

Historically, when people lost their way, a compass was used as the best tool to find their way. The key to every compass is its needle, which is a tiny magnet designed to be attracted to the Earth's magnetic field. This gave explorers and those endlessly lost a reliable sense of direction. Most compasses only point north. Similarly, most development in Syracuse has been drawn to the northern districts and northern suburbs. This plan is conversely designed to show people the way to the Southside of the city and also how the Southside stakeholders can make this targeted area more magnetic. The magnetic draw ultimately will make these six neighborhoods more attractive and attract investment, people, and an improved quality of life.

A compass can only point you in the right direction. It cannot guarantee that you find your way. It takes the user to become focused on reading the signs and using other landmarks to navigate. This is why we've chosen to use an asset-based approach for this body of work. The assets we have worked to identify are these landmarks. The purpose of this five-year plan is to show adventurers and lost souls the way to this community and how to find an opportunity that leads to collective prosperity once they arrive.

## USING THIS PLAN

The Southside TNT five-year neighborhood plan provides an opportunity for the community to help shape and direct the pattern of growth and development within its boundaries. The goal is to develop a shared vision that is unique to the Southside by bringing together a range of community stakeholders. The Southside plan pinpoints strengths, assets, needs, and concerns. It embodies a vision defined by the community and recommends specific tactics and strategies to manifest that vision. Embracing the plan will help the six neighborhoods in multiple ways.

### THE SOUTHSIDE TNT PLAN WILL:

- *REFLECT CLEARLY WHAT THE NEIGHBORHOOD DESIRES FOR THE FUTURE.*
- *PROVIDE A FRAMEWORK FOR DEVELOPMENT AND OTHER REAL ESTATE DECISIONS.*
- *INFORM PUBLIC AND PRIVATE INVESTORS OF THE PRIORITIES SUITABLE FOR THE SOUTHSIDE.*
- *AND LASTLY, TO PROVIDE GUIDELINES FOR INVESTMENT ACTIVITY.*





## METHOD OF APPROACH

It is clear that there are many underlying challenges found in the local housing market and workforce needs. This study's approach seeks to review the current dynamics impacting the Southside TNT neighborhoods and recommend action steps to fulfill a vision for change over the next 5 years. It is the first step in a process to create a series of recommendations and action-oriented strategies to shape public policy and create the most desired future. This plan is guided by the following objectives:

- To assess the depth and breadth of all six TNT Southside neighborhood areas (APDS evaluated the potential market for different types of neighborhoods).
- To evaluate the opinions and preferences of the local stakeholders regarding the current status of this area and future opportunity for improvement.
- To maximize the public and private financial and organizational resources available to improve the environment assisting the Southside in becoming a community of choice.
- To coordinate resource allocations in areas that will reinforce existing neighborhood strengths and mitigate documentable challenges.
- To leverage and expand both public and private financial investment.
- To digest the activities of housing, economic development, public improvements, private programs, and other services as a sum total to assist this community in concert, rather than as efforts in a silo.

With these objectives in mind, the APDS consultant team designed a comprehensive methodology to complete this project in four phases. Each is summarized and illustrated by the diagram below:

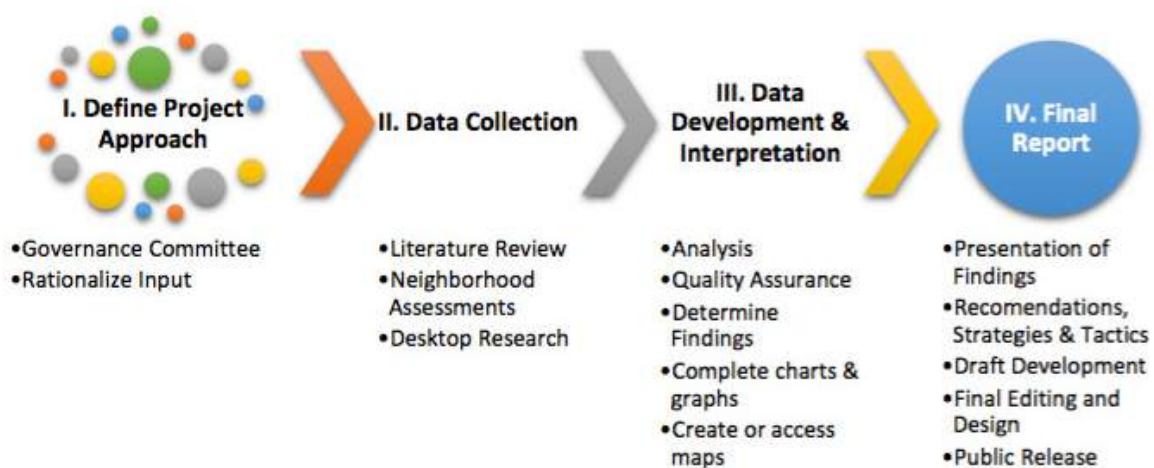


Figure 1





Through experience in neighborhood redevelopment and economic development strategies, APDS has an unparalleled perspective into the intricacies of navigating the needs of the Southside TNT. APDS analyzed and assessed the area's key resources and influences that impact the community's stability. For this project, the consultant team used an Asset-Based approach that focuses on community-driven development. This work seeks not only to identify areas of concern but also to recognize things of value that already exist in TNT Southside and link those assets to the larger socio-economic environment.

The recommendations will be driven from the inside out instead of providing a laundry list for outside entities. The five-year action plan will augment the inherent assets by mobilizing individuals, organizations and institutions to galvanize as a planning unit.

Comparable neighborhood characteristics were evaluated to provide observations on each neighborhood area's competitive position and future potential. The key to this approach is to start with what already exists as a base and not simply covet the formula of other neighborhoods.

The analysis addressed general economic and demographic traits, historical context, anecdotal input, and general market characteristics such as employment/job-share and real estate values. This final five-year plan also includes results from the community input survey, 6 neighborhood profiles, a vacancy analysis, land use information and literature review of over 30 studies/plans/articles.

The consultant team began the project in June 2016 with the initiation of community workshops. The team then completed a neighborhood tour and formed a Project Governance Team of community stakeholders.

The next major step was completing a neighborhood-based demographic/economic analysis. Between July and October, the web-based survey was conducted, which included a representative sample of 165 respondents.

All data collected was compiled and analyzed leading to this final report being presented in January 2018.





## THE EVOLUTION OF SYRACUSE AND THE SOUTHSIDE

Syracuse has always been about connectivity. City leaders were visionary when they negotiated bringing the Erie Canal through the city connecting New York with the Midwest. The diversity of Central New York is based on the German, Irish and Italian immigrants seeking work on the canal construction and subsequent commerce. During that same period, Syracuse also became well known to African-Americans as a key stop on the Underground Railroad. Decades later, more would be recruited from the South for jobs in the factories.

Syracuse has had three major expansions:

- Salt Industry and Erie Canal Development
- Industrialization and Manufacturing
- Life Sciences, Meds, and Eds

During the early 1900s, Syracuse was the manufacturing mecca of New York and indeed the country. There was one point when more things were manufactured in Syracuse than in New York City. To put it in its proper context, the Syracuse of that time was equivalent to the Austin I-35 corridor today. At its productive height, 87 different industries called Syracuse home. They were primarily centered along Erie Boulevard and secondarily along the Onondaga Lake shore.

In 1909 there were 305 manufacturers with 537 different factories. Visionary leadership sustained that climate, and by 1939 there were over 300 distinct products made in Syracuse.

The Southside neighborhoods began to develop and expand during this period due to the use of streetcars and access to automobiles. It allowed families to live further away from the city center as the Southside neighborhoods became the bedroom community for these workers. As prosperity came, workers could afford to live further away from the factories. The earlier neighborhoods were built along Salina Street because it was in the valley and a flat spine at a similar grade to Downtown and Erie Boulevard. The homes developed up Onondaga Hill (starting with Strathmore's development) were larger structures and on bigger lots due to the increased expense of transporting materials. This was not only the peak of the city economically, but it was also a Golden Age of Commerce for what we now call the Southside.

Development in Greater Syracuse has always come through the industry. The city population began to shift as families moved toward the new factories in the suburbs. For example, Syracuse was the first Silicon Valley built around the technology of the time, the transistor, and semi-conductor. In 1948-51, GE built Electronics Park, a 150-acre research and development





campus, which was not only the world headquarters for R&D but also a primary manufacturing site. All technology surrounding radio, radar, televisions and other similar equipment were managed at Electronics Park. This began the expansion of suburbs like Liverpool that ultimately led to a multi-decade exodus from Syracuse as the city population declined. As workers moved closer to the suburban jobs, their previous neighborhoods of choice, such as the Southside, began to spiral in the transition.

This transformation of the Southside tenure led to new groups migrating into the area. The availability of housing in the Southern neighborhoods allowed previous owners, occupants and landlords the economic opportunity to relocate. It also provided city leaders with a viable location to move in-town residents to make way for urban renewal and the downtown revitalization. Prior to the advent of urban renewal, African-American families in Syracuse were largely restricted to living in the 15th Ward, an area near the center of the city. The neighborhood was racially mixed, as other ethnic groups were also centered there. Until the late 1960s, it was difficult for African-Americans to find property owners in other parts of the city who were willing to rent or sell to them. With the decline in population, the Southside, Brighton, and

Southwest neighborhood property owners became more amenable to accepting minority residents. The residents weren't the only part of the transition from the 15th Ward to the Southside neighborhoods. Tenant and landlord behaviors also migrated. There is a generational connection between landlords, tenants, and home repairs. Despite the loving and nurturing environment in the 15th Ward, history has well documented the conditions of the properties located there. Poor performing landlords who shifted the responsibility for repairs to the tenants owned many of the real estate assets. Often, the African-American families would not just patch and paint, but remodel aspects of the property through personal labor. The downside of making the properties nicer was the landlords would not reward the tenants for improving their properties. Instead many families reported their rents being raised because the apartments were improved. Worse still, others recount being evicted so that the landlord could rent to new tenants at higher lease rates. The lesson learned was that there was no benefit in keeping the property in good condition. That response to discrimination and mistreatment was handed down as learned behavior through generations, and the resulting trauma continues to manifest itself in our neighborhoods today.





# THE COMMUNITY CONTEXT

## LITERATURE REVIEW

In the process of completing this plan, APDS reviewed a number of recent economic development reports, housing studies, market profiles, strategic and comprehensive plans, and news articles. In total, over 30 items were included in our literature review.

These documents were written by consulting firms, housing organizations, urban planners, local advocates, media representatives, and other parties. Many of the studies had the same stated purpose and appeared to be a result of an earlier work not being implemented or properly funded.

The literature review revealed the following common views:

- A strong desire to increase homeownership
- Clear support for preserving and improving the existing housing stock
- Consistent emphasis on eliminating blight
- Various discussions about approaches to stabilizing neighborhoods
- Urging to bring more jobs, amenities and economic development to the area

In an effort to provide a broader background of the Syracuse Southside redevelopment history, the consultant team has decided to present an overview of a handful of important bodies of work. Each not only includes an overview of the study but also indications of any outcomes found to date.





## SYRACUSE NEIGHBORHOOD INITIATIVE (SNI) - 1999

The Syracuse Neighborhood Initiative (SNI) was a project that began in 1999 thanks to Congressman James Walsh securing federal funds to renew the city's neighborhoods in a measurable, effective, and lasting way. Thirty-six million dollars was dedicated to neighborhood revitalization projects with \$10.5 million to be secured in future rounds. The SNI funds were channeled through the City of Syracuse during Mayor Matthew Driscoll's administration.

### The Goals of SNI:

1. Homeownership
2. Broader Tax Base
3. Increasing Housing Values
4. Attractive, Stable Neighborhoods

This initiative worked closely with community organizations including TNT. Other institutions joined in the efforts by matching the initial grant with private funding in the form of loans and donations including the Neighborhood Reinvestment Corp. and Enterprise Foundation. Other partnerships behind this effort included Byrne Dairy, Carrier, NeighborWorks, Bristol Meyers, Time Warner, SU, Niagara Mohawk, King + King Architects, etc.

This was one of the most significant investments in the Southside over the last 20 years. Over 8 million dollars went into the TNT Area 3 – Southside boundaries:

➤ SYRACUSE MODEL NEIGHBORHOOD CORPORATION ASTRO HOMES - \$810,000

➤ REHAB AND DEMOS - \$1,235,305

➤ SOUTHSIDE HOUSING PACKAGE CANNON-NEWELL - \$2,130,000

➤ ADMIN - \$194,652

➤ SOUTH SALINA STREET NEIGHBORHOOD - \$2,290,000

➤ DUNBAR CENTER - \$250,000

➤ SHADY WILLOWS - \$1,750,000

➤ SOUTHEAST GATEWAY CDC - \$50,000

**TOTAL: \$8,709,957**





The Southside received most of the SNI money, followed by: Northside - \$6,600,926; Westside - \$6,398,104; Lakefront - \$1,276,682; Downtown - \$1,573,068; Valley - \$261,254; Eastwood - \$226,690; Eastside - \$3,125,398; Citywide - \$7,300,000.

The long-term results of this initiative on the Southside supports the trend of investment and initiatives on the Southside not producing the desired results to bring the neighborhood out of despair and into prosperity. Almost 20 years later, and the over-arching goals set out by this initiative are still to be desired on the Southside.

For example, the Shady Willows project garnered \$1,750,000 dollars for the site work and the demolition of the substandard apartment complex along Onondaga Creek with the intent of replacing it with a green housing development centered on Southside Academy Charter School. However, the new development never surfaced, and the lot sat vacant for over 10 years until the Brady Faith Center purchased the land for their urban farm in 2016. The Southeast Gateway CDC is now defunct. The rehab and demos have not made a large enough impact to stabilize the neighborhood because the investment was spread out and not in one concentrated area. Even projects like the \$2.1 million dollar Southside Cannon-Newell Housing Project suffers from surrounding blight and progressive deterioration.

## NEIGHBORHOOD REVITALIZATION STRATEGY AREA (NRSA) PLAN – MAY 2011

The Neighborhood Revitalization Strategy Area Plan designated the Northeast Area and the Southwest Area for the use of Community Development Block Grant (CDBG) funding to promote the revitalization of those areas. It identified the Southwest strategy area along the boundaries of the Syracuse Urban Renewal Area which covers much of the West, Southwest, and Southside of the city, including all or part of the following neighborhoods: Park Ave, Near Westside, Skunk City, Southwest, Southside, Elmwood, and Brighton. It identified the Southwest NRSA as having a population of 28,310 (60% Black, 25% White, and 16.5% Hispanic); 62.6% of the children living below the poverty level; an unemployment rate of 16.2%; 66.8% renters versus 33.2% homeowners; a 37.1% vacancy rate; and 1/3 of the population without a high school diploma.

This plan developed broad community objectives and key strategies to help improve the quality of life and transform these areas into places where people desire to live, work, and play. The goal was to reinvest in the human and economic capital, and economically empower low-income residents as part of an overall community revitalization strategy. The key strategy areas included Housing and Neighborhood Development, Infrastructure, Public Safety, Code Enforcement, Zoning and Land Use, and Economic Development. Empowerment strategies included the preservation and rejuvenation of Syracuse housing stock through repair improvement and rehabilitation of existing buildings, encouragement of residents to remain and invest in upkeep and improvement of their homes, and the promotion and enhancement of the image of Syracuse. Objectives included in this plan were to





decrease violent crime, increase homeownership, ensure an adequate supply of decent, affordable housing options, reduce blight, strengthen the neighborhood economic corridors, expand recreation options, and align the city's capital improvement budget with neighborhood planning efforts to leverage planned investment.

Key challenges identified in the plan included property abandonment, a large number of vacant buildings and land, and a housing stock that continues to age and deteriorate. The plan cited the city as a whole continues to struggle with high unemployment and poverty rates which are attributed to the city's population decline, loss of business and industry, the recession, and other economic conditions.

The plan identified Kings Park Landing, the South Salina Street Historic District, and Syracuse Housing Authority's scattered site development as major neighborhood revitalization projects. The Kings Park Landing and the South Salina Street Historic District was a collaborative effort between Home HeadQuarters, Syracuse Model Neighborhood Corporation, and Housing Visions Unlimited to revitalize the neighborhood with a mix of new construction, rehabilitation, demolition, home improvement block blitzes, and homeowner assistance.

Despite the efforts of the City of Syracuse, in cooperation with neighborhood organizations, housing agencies, and other stakeholders, the Southside continues to struggle with abandoned and ill-maintained lots and buildings. This was one of many attempts at improving the Southside on a large scale without the desired success. Although some benchmarks are being met such as the establishment of the citywide Rental Registry and the Re-Zone Syracuse initiative, most of the benchmarks still remain unmet. It's been over 15 years since this plan was created and the neighborhood challenges and priorities are still the same.

## ENVIRONMENTAL JUSTICE ATLAS

Articles regarding the Midland Sewage Treatment Plant in the Southwest neighborhood support the argument by some community members of being treated unfairly by the government. Southside residents fought hard against the treatment plant coming to the area by organizing and going so far as to the EPA's Office of Civil Rights to fight it, but to no avail. Forty-five townhomes were seized forcing the eviction of 35 African-American families; jobs promised to the residents were few and far between; and other neighborhoods outside of the Southside received a portion of the community benefit funding from the Midland Treatment Facility being placed on the Southside. Although treatment plants were planned for these other neighborhoods, they never came to fruition.

The community benefit funds from the Midland Treatment Plant were distributed among the following projects:





- **Midland-Lincoln-Bellevue**

This project, located in the Southwest neighborhood, was allocated \$3 million to implement the program and revitalize the aging housing stock. The initiative contributed funding for acquisition and development of the Southwest Community Farm and for mechanical improvements to the Southwest Community Center.

- **Skunk City Community Initiative**

The Skunk City neighborhood on the city's west side received \$2 million in Community Initiative funding to revitalization efforts including mini-grants, home improvement loans, and the rehabilitation of several properties.

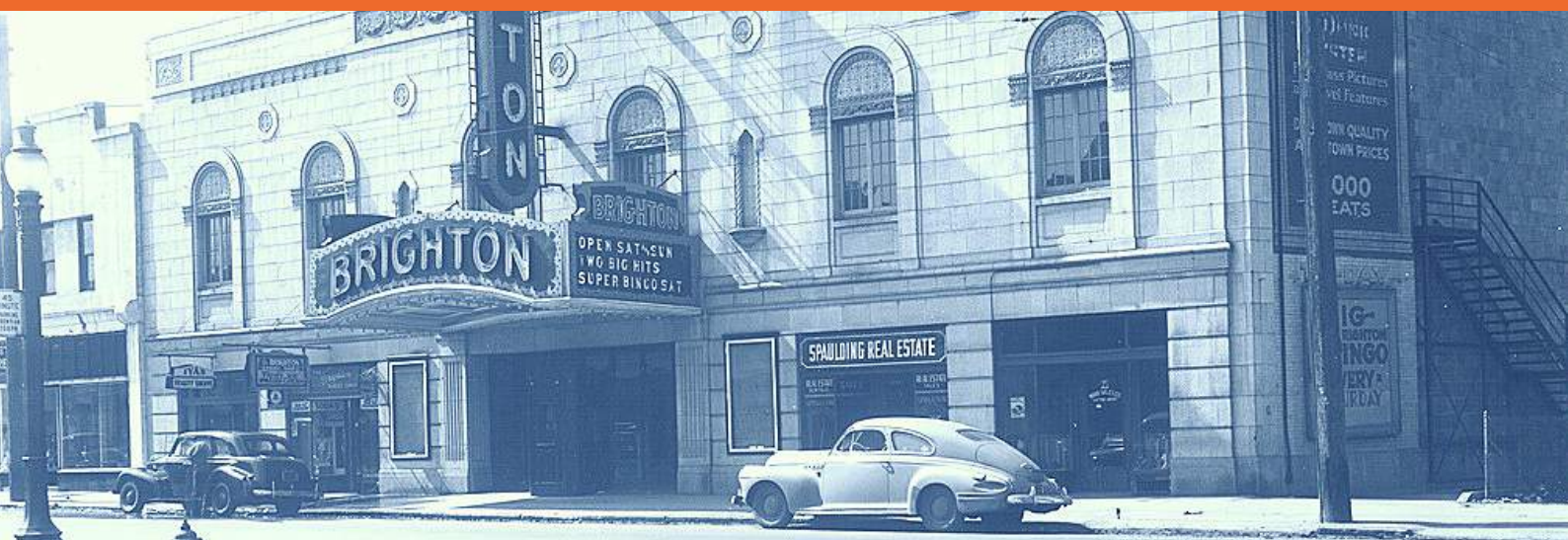
- **Sackett Tract Community Initiative**

This Sackett Tract Community Initiative project, located in the Westside's Park Avenue neighborhood received \$1 million in Community Initiative funding for mini-grants and loans for homeowners and investors, park improvements, and commercial façade grants.

## **SYRACUSE THEN AND NOW ([WWW.SYRACUSETHENANDNOW.ORG](http://WWW.SYRACUSETHENANDNOW.ORG))**

The Syracuse Then and Now website is dedicated to highlighting the history and historic architecture of Syracuse. It highlights two areas of the Southside for its historic significance -- South Salina Street Historic District and the Strathmore "By The Park" development. The website describes the South Salina Street Historic District as "an architecturally and historically significant collection of residential, commercial and religious buildings." The district encompassed the historic core of what was originally the Village of Danforth and was added to the National Register of Historic Places in 1986. The district goes from West Kennedy Avenue to West Borden Street.

Strathmore "By the Park" was a residential development created in 1919 in the Strathmore neighborhood just southwest of Upper Onondaga Park. Several homes are identified for their historic architecture and relevance. The leading local architects of that time are highlighted such as Ward Wellington Ward, Merton Granger, and Melvin King. The history of the Strathmore neighborhood and South Salina Street's historic designation provides an opportunity to further market and promote the Southside's assets. The demolition of the Gothic Cottage and New Jerusalem Church within the South Salina Street Historic District further demonstrates how some parts of the Southside are still experiencing decline due to the deterioration of its properties and consequently more vacant lots and lost treasures.





## **CAPITAL IMPROVEMENT PROGRAM (CIP) 2017-2022**

The Capital Improvement Program is a six-year capital allocation prepared and administered by the City's Office of Management and Budget. The program lists capital improvements slated for the Southside community to include the South Avenue Streetscape project, Onondaga Creekwalk, the Elmwood Park Mill Building, replacement of the Kirk Park Bridge, McKinley Park playground, renovation of the city schools, the Southwest Community Center, Strathmore-Elmwood Neighborhood Greenway, and the development of the Onondaga Botanical Garden and Arboretum.

The TNT ordinance states that the TNT neighborhood plans are supposed to influence the budgets of the city's departments. Without the Southside TNT having a plan on record, the allocation of the CIP funds further exemplifies the disconnection between the Southside community and the city government.

## **NEIGHBORHOOD & BUSINESS DEVELOPMENT -- FINAL -- SECOND ANNUAL ACTION PLAN, YEAR 42 (MAY 1, 2016 – APRIL 30, 2017)**

The City of Syracuse Department of Neighborhood & Business Development (NBD) is required by the U.S. Department of Housing and Urban Development (HUD) to submit an annual Action Plan that corresponds with the City of Syracuse's Five-Year Consolidated Plan. The plan serves as a strategic planning tool for the implementation of HUD entitlement grant funds including Community Development Block Grant (CDBG), HOME Investment Partnership Grant (HOME), and Emergency Solutions Grant (ESG) funds. President Gerald Ford through the Housing and Community Development Act of 1974 as an effort to combat poverty and urban blight enacted the Community Development Block Grant Program in 1974.

The Southside Allocations for CDBG funds for Year 42 included:

1. Dunbar Association – Youth Services Program - \$12,000
2. Jubilee Homes – Workforce and Southwest Neighborhood - \$62,200
3. Southside Interfaith – Farm Fresh Mobile Food Market - \$95,450
4. SMNC – Rental Rehab – Admin and Repair Assistance - \$300,000
5. SMNF – Southwest Community Center - \$365,000

Home Headquarters is allocated the majority of the \$4,566,169 in CDBG funds receiving over 40% for its programs and the Department of Neighborhood and Business Development received 20% for administration.





## SYRACUSE NEAR SOUTHSIDE PLANNING STUDY – SUMMER 2004

The Syracuse Near Southside Planning Study was conducted by the City of Syracuse Department of Community Development and the State University of New York, College of Environmental Science and Forestry (SUNY-ESF). The project focused on the geographic boundaries from Adams Street on the north, Interstate 81 on the east, Brighton Avenue on the south and Onondaga Creek on the west, and was a follow up to the 1999 Southeast Gateway Urban Design Study.

The purpose of this project was to address issues of connectivity, coherence, and function in the community's landscape. The report addressed five locations in the Near Southside Neighborhood: Martin Luther King Gateway & Castle Street Corridor; Sears Building Triangle; Kirk Park Gateway; Billings Park Gateway; and the Wallie Howard Plaza and New Africa Crossroads.

The key issues indicated were empty lots/vacant buildings, blank walls, low population density, poor physical connection to Downtown, and no apparent connection to University Hill. The challenges were the perception of violence, lack of public safety, and an older housing stock. The opportunities indicated were the active citizens and community organizations and the well-articulated community needs.

**Sears Building Triangle:** The plan calls for the renovation of the former Sears building for office, industrial, entrepreneurial incubation or training activities and includes the construction of up to five new buildings and a retail complex at the northwest corner of West Castle and Salina Street.

**Kirk Park Gateway:** The Kirk Park Gateway would connect the Near Southside, Southwest, and Strathmore communities through the development of the Onondaga Botanical Garden and Arboretum.

**Billings Park Gateway:** The Billings Park Gateway, at the intersection of Salina, Adams, and Warren Street, would connect the Near Southside community to Downtown. Some of the suggested improvements include putting a traffic light at the Warren and Salina Street split, a dense line of street trees, narrowing of Warren Street, and the placement of black granite columns on the SE and SW corners of Adams Street to act as an announcement of a change in the neighborhood.

**Wallie Howard Plaza:** The Wallie Howard Plaza is the intersection of Salina Street and Brighton Avenue. Recommendations call for a new public park in the parking lot that includes pedestrian access to existing stores, a park pavilion and trees, shrubs, flowering plants, park furnishings and a new commercial structure at the south end of the park, facing the intersection of Salina and East Brighton.

**MLK Plaza Gateway:** The MLK Plaza area suggests connecting the Near Southside to University Hill. Some of the suggestions included extending the residential elements of University Hill and creating a community marketplace and/or farmers market on the Southside of Castle Street between I-81 and the rail line.





## SOUTHEAST GATEWAY / KINGS PARK NEIGHBORHOOD DESIGN PLAN SUMMER 2006

The Southeast Gateway / Kings Park Neighborhood Design Plan presents a vision for a new neighborhood commercial and residential center along the South Salina Street corridor from Adams to East Castle Street. This mixed-used infill development would be aligned with a variety of shops, stores, businesses, and restaurants at street level, with residential and office space above. Retail suggestions included a grocery store, pharmacy, national retail chain, seafood restaurant, food court, hardware store, and social services housed in the Sears building. The Southeast Gateway Neighborhood Community Development Corporation with the help of the Urban Design Center of Syracuse generated the design and vision for this neighborhood center concept. This study built upon previous work done through a community charrette in 1999 and a Gateway Report released in 2000. This study was also influenced by the 2005 MetroEdge market analysis study and was commissioned by NeighborWorks America which concluded about \$43 million dollars leaves the South Salina Street trade area which has a high population density and 10 times more buying power per square mile compared to Onondaga County. It has been over 10 years since this plan was created and the project still has not come to fruition. However, the area is still prime for this type of development due to the high number of vacant lots and underutilized properties in the area.

## COMPREHENSIVE PLAN 2040

The Syracuse Comprehensive Plan 2040 is a citywide plan that contains the vision for the future of Syracuse in relation to its policies, actions, regulations, and investments. Since the plans are no longer area specific, the City of Syracuse's Comprehensive Plan relies on each TNT sector's five-year plan. However, TNT plans are outdated, or in the case of TNT Area 3 – Southside, a five-year plan does not exist. Specific components of the 2040 Comprehensive Plan include bicycle infrastructure; historic preservation; land use & development; public art; and sustainability. Many of the goals in the Comprehensive Plan align with those of the Southside community such as its housing, public safety, capital facility improvements, cultural assets and economic development components.

The goals of the plan are to promote the use of city-owned venues, parks and open spaces for arts, heritage and culture-related festivals and events; the preservation and restoration of historic park attributes; revitalize neighborhood business corridors; encourage homeownership; support grassroots neighborhood beautification efforts; encourage the maintenance and improvement of existing housing stock; improve public safety within city neighborhoods; and use appropriately designed and placed signage to identify distinct areas within the city. TNT Southside can and should be a vehicle to assist the city in accomplishing many of its objectives including establishing park associations to help maintain and enhance park facilities and services; make public art a community priority in Syracuse; identify Syracuse's neighborhood business corridors; develop ways to celebrate the heritage and cultural resources in our immediate community; and conduct a needs assessment to determine changing recreation needs of city residents. Having the knowledge of what's in the city's plan can be of assistance in holding the city accountable and helping TNT Southside work with the city more cohesively in accomplishing mutual goals and priorities, and to get support in the areas outlined.





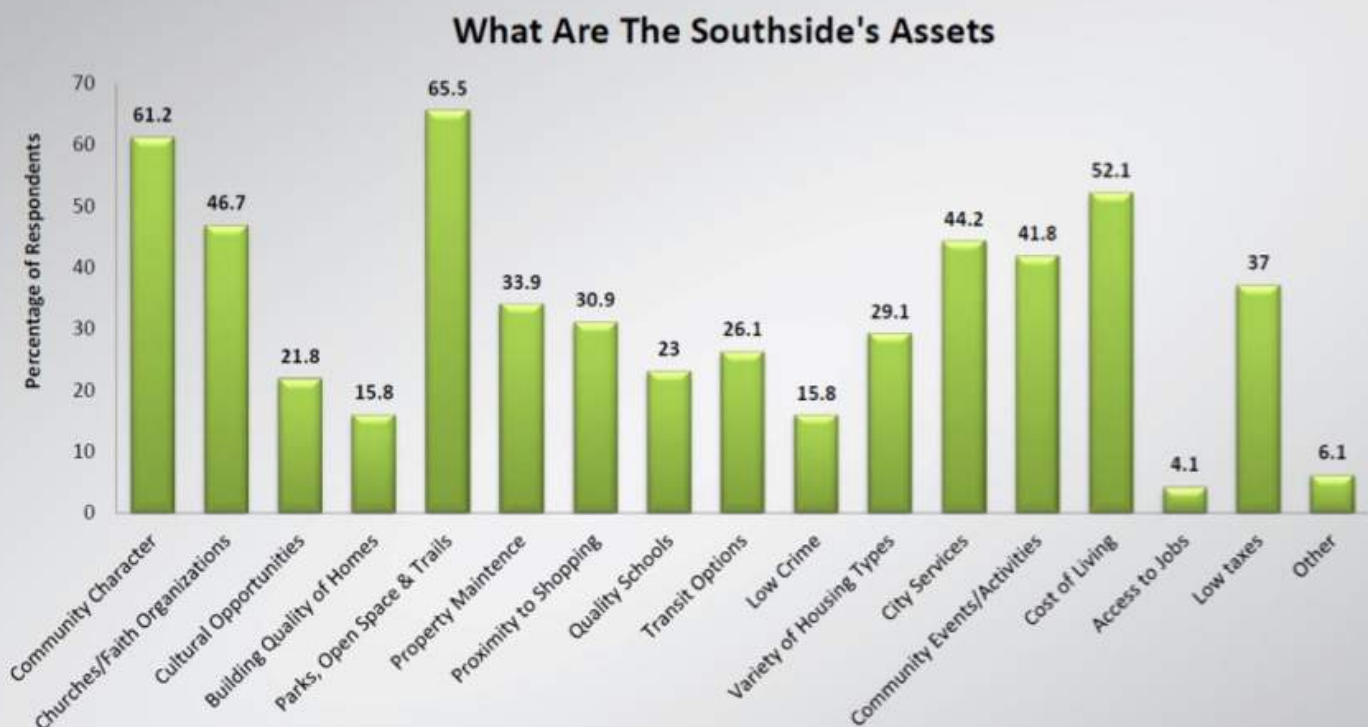


## COMMUNITY SURVEY: STAKEHOLDER PREFERENCES AND MOTIVATIONS

The residents and stakeholders of this community have many opinions, and the consultant team captured them through a direct survey. The target population was the Southside TNT residents. The objective of this survey was to gather information about the decision points of the diverse households in the six neighborhoods and to identify various concerns. Initially, responses were slow, but through extending the deadline and implementing the use of paper surveys, participation increased greatly. The survey respondents felt very strongly that the Southside was rich with assets. Chief among those was the existence of parks, open space, and trails where 65.5% of respondents identified this as the primary asset. This selection was closely followed by community character where 61.2% of responses made this the second most selected response. Third in this list was the cost of living where 52.1% of respondents selected this as a top asset. The other selections can be found in the following graph.







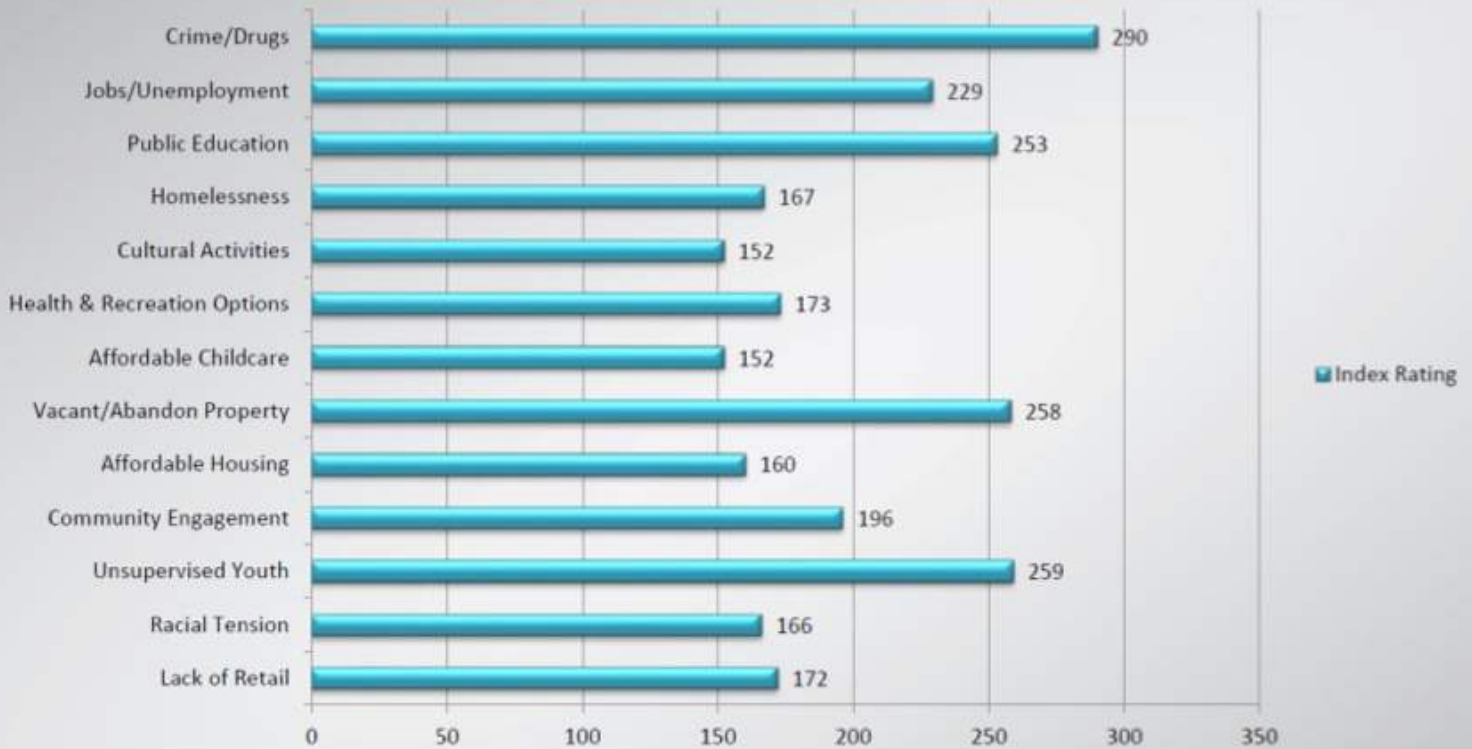
Graph 1

Of the questions asked the survey participants, there was none more important than identifying their concerns. This of course wasn't only significant in identifying areas needing improvement, but the consultant team used it as the framework for this plan. The top concerns were further analyzed, and the recommendation section is correlated to these responses. There were 13 issues that were acknowledged as concerns from the survey, of those there were a few that clearly rose above others. The top factors of concern were crime, abandoned property, unsupervised youth, and public education. Since respondents were able to select multiple concerns the data collected was converted into an index rating system.





### Community Stakeholder Concerns

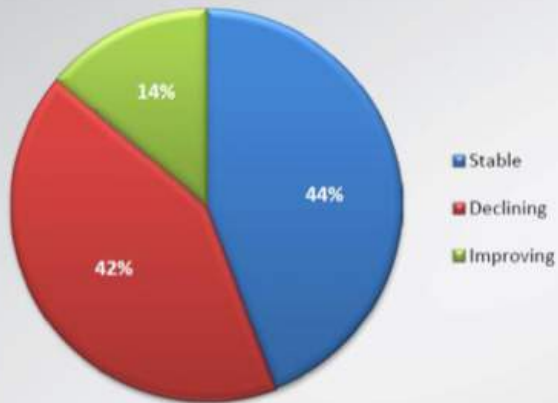


Graph 2

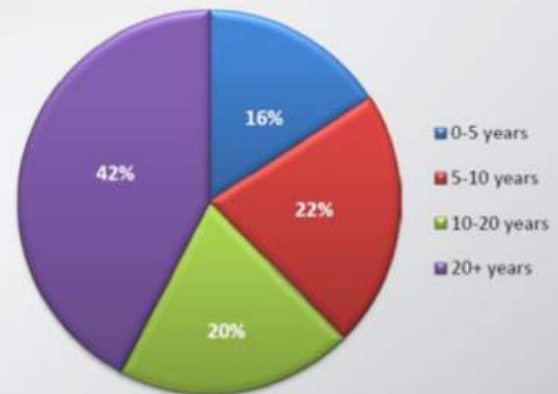
In observing graph #2 above, respondents identified crime and drugs as the number one concern with a 290 rating. Surprisingly to some, the unsupervised youth was the second highest rating at 259, only slightly above vacant and abandoned property at a 258 rating. Public education had a 253 rating and jobs and unemployment at 229 rounded out the top 5. With the assets and concerns of the Southside identified, the respondents were helpful in drilling down further into their sense of neighborhood status and their general mood. When asked about their impressions regarding neighborhood stability, 44% of the residents felt it is currently stable. Conversely, nearly an equal amount, 42% of the residents viewed the status as declining. Finalizing the results, the remaining 14% viewed the community as improving. The good news here is that nearly 60% of respondents believed the community is not moving in the wrong direction. The bad is over 40% feel the opposite.





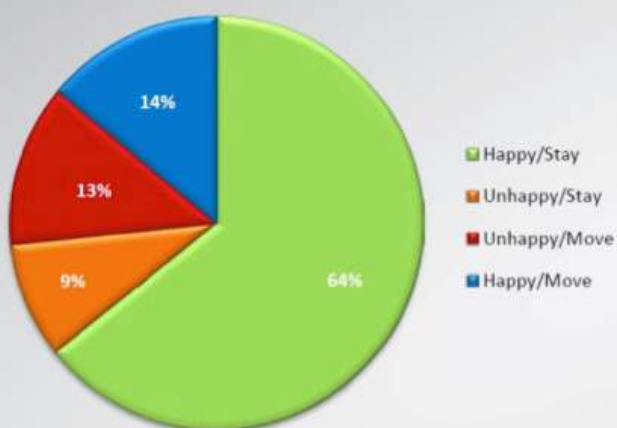
**Perception of Neighborhood Status**

Graph 3

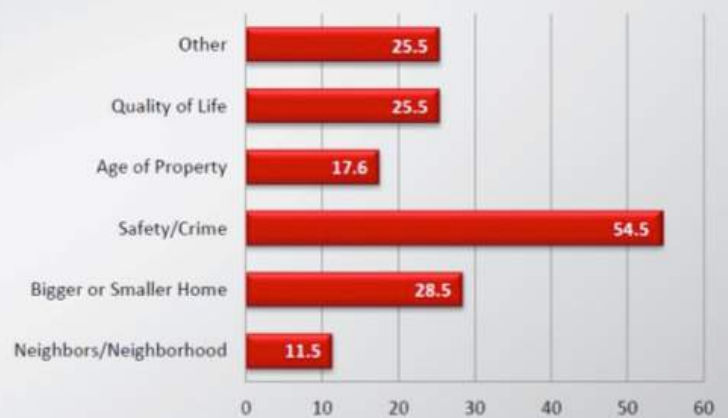
**Tenure of Residency**

Graph 4

It is essential to understand if the respondents sharing these impressions have observed the neighborhood long enough to qualify their views. The data shows 42% of the residents have lived in this community for more than 20 years; 20% of the population has been around for at least 10 years but not more than 20 years; 22% have lived here for at least 5 years; and only 16% has been living in a Southside neighborhood for less than 5 years. With 62% of respondents living in the community for more than 10 years, it indicates that there is ample base of experience to make a quality assessment of the Southside. It also shows there is a tremendous amount of vesting in the six neighborhoods.

**Resident Mood & 5 Year Plans**

Graph 5

**Reasons You Would Move**

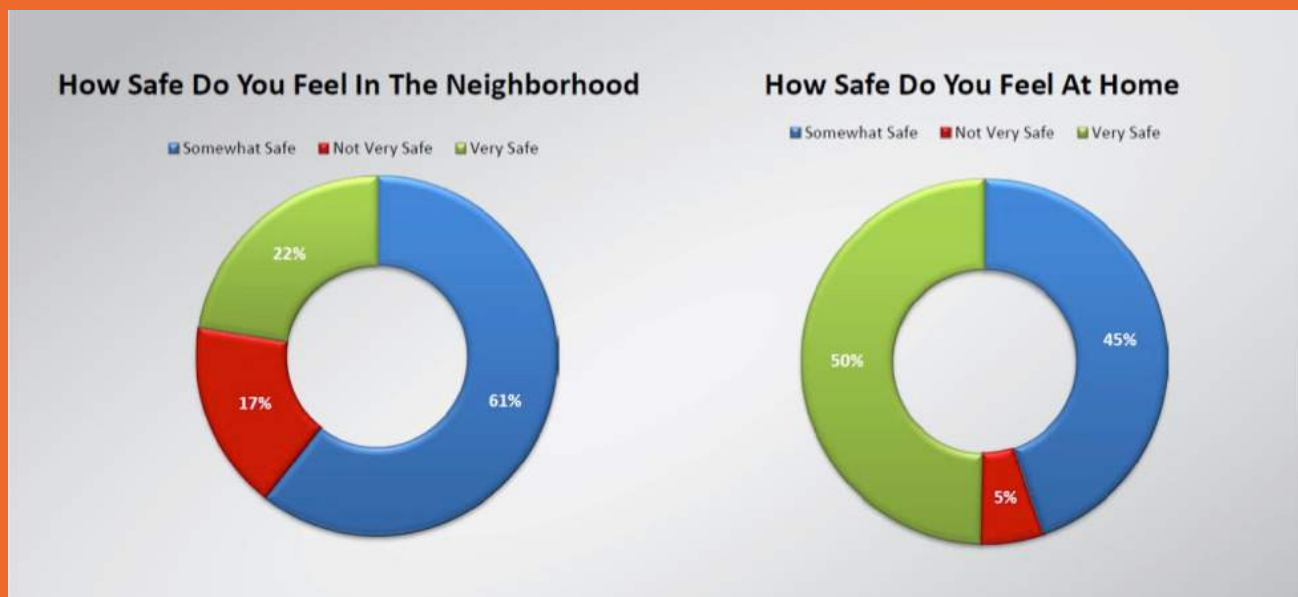
Graph 6





With details on tenure established, the survey was then designed to extract what the resident mood is, and their plans over the next 5 years. The data reveals 64% of the residents are happy with living on the Southside and plan to stay. There is a small minority of 9% who are unhappy but plan to remain living in the community. An area of focus must be placed on the remaining 27% who are planning to move within the next 5 years. That group is almost equally split (13% happy, 14% unhappy). Losing 13% of the population who is happy with the community indicates further need to clarify their motivations. In graph 6, those reasons are detailed.

Fifty-four percent are concerned about crime and safety making that the primary motivating factor for resident mobility. Twenty-five percent of those determined to move are concerned about quality of life, and 11.5% are driven by how they feel about their neighbors or neighborhood itself. Thirty-six percent of respondents are moving not due to the community itself but because of property related reasons. Seventeen percent of those are stirred to relocate due to the age of the property. This could speak to obsolete features or concerns about maintenance costs. Twenty-five percent are looking for a larger or smaller size property.



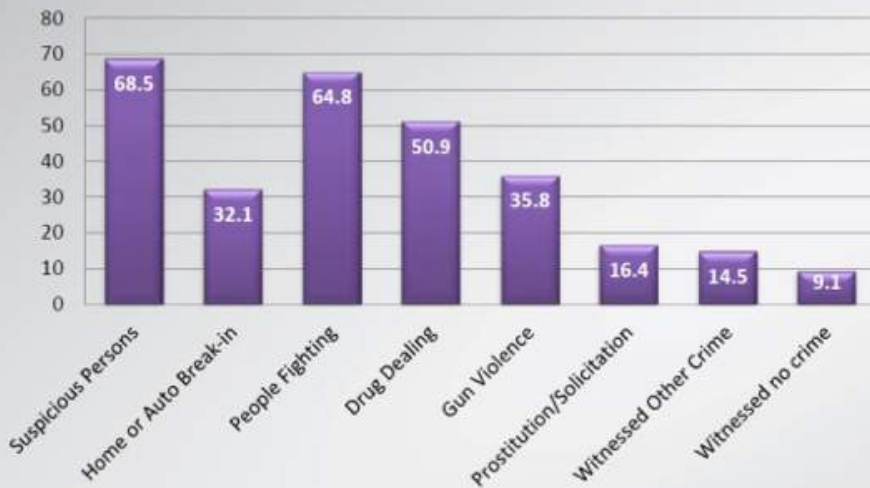
Graph 7

Graph 8

Since crime factored so heavily in the decision to relocate, the consultant team extracted the sub-responses specific to crime. When asked about their sense of safety in their homes or neighborhood, their responses were revealing. The respondents shared 45% feel somewhat safe in their homes versus 61% feel somewhat safe in the neighborhood. Fifty percent feel very safe in their homes as compared to 22% feeling very safe in the neighborhood. Only 5% feel unsafe in their home while 17% don't feel safe in the neighborhood.

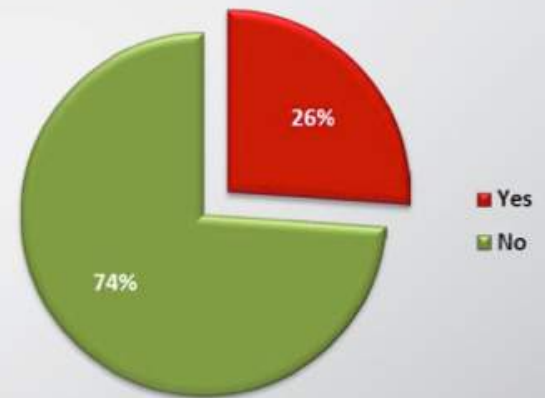




**Crime Witnessed In Last Year**

Graph 9

There are a number of complex underlying factors regarding crime revealed by respondents as 26% of them revealed that they were victims of a crime in the neighborhood during the last year. In addition to 1 of every 4 respondents being victimized, vast majorities of the respondents have witnessed various crimes, which clearly leads to a further sense of lack of safety. Nearly 65% of respondents have

**A Victim of Crime During the Last Year**

Graph 10

seen people fighting in public in the neighborhood. Almost 51% have personally witnessed drug dealing in the neighborhood. Approximately 69% have observed suspicious persons. Just less than one-third of respondents (32.1%) have witnessed home or automobile break-ins. Only 9.1% of those surveyed have not witnessed a crime in the last 12 months.





# LAND USE ANALYSIS AND NEIGHBORHOOD PROFILES

The consultant team engaged in a detailed land use and parcel analysis as a part of the scope of work. A table summarizing the findings is below in Table 1. According to the City of Syracuse, the TNT Southside has 8,623 total parcels. There are 5,123 single-family structures, 1,390 two-family, 131 three-family, and 2,010 apartments. The TNT Southside also has 969 Syracuse Housing Authority units, 228 commercial parcels, and 1,370 vacant lots. Of those properties, 1,105 have multiple code violations. It should be noted that the Southside is less than 3% commercial and has a high number of churches in the area. Maps providing an overview of the TNT Planning District's land use by neighborhood can be found in the individual profiles below.

## LAND USE BY NEIGHBORHOOD

	BRIGHTON	ELMWOOD	SOUTHSIDE	SOUTHWEST	STRATHMORE	WINKWORTH	SOUTHSIDE TNT
Number of Parcels	2,312	1,492	1,363	1,157	1,847	452	8,623
Total Assessed Value	107,823,326	90,784,126	149,524,480	84,952,190	200,335,040	59,052,013	692,471,175
Average Assessed Value	46,636	60,847	109,702	73,425	108,465	130,546	88,270.17
Number of Apt. Buildings	26	12	41	29	8	1	117
Apt. Units	188	182	1,255	272	83	30	2,010
SHA Apt. Units	0	0	954	15	0	0	969
Single Family	1,398	922	480	407	1,506	412	5,123
Two Family	433	238	283	197	230	9	1,390
Three Family	38	15	35	22	21	0	131
Commercial Parcels	49	42	79	48	5	5	228
Percent Commercial	2.1	2.8	5.8	4.1	.002	.01	2.6
Number of Churches	16	7	20	14	2	0	59
Vacant Parcels	329	219	358	384	56	24	1,370
Percent Vacant Land	14.2	14.7	26.3	33.2	3.0	5.3	15.9
Properties w/Code Violations	443	202	208	149	91	12	1,105
% of Property w/Code Violations	19.2	13.5	15.3	12.9	4.9	2.6	12.8
Percent of Code Violations	40	18.2	18.8	13.5	8.2	1	16.6
Years of Tax Delinquency	9,943	3,820	5,328	6,139	594	106	25,930
Parcels Owned by Non Residents	466	286	231	207	197	27	1,414
% Non Resident Ownership	20	19	17	18	11	6	16

Table 1

*The Southside is less than 3% commercial and has a high number of churches in the area.*





Also of note is the number of years of tax delinquency that exists. Collectively, almost 26,000 years of taxes remain unpaid with the Brighton neighborhood leading the way with 9,943. There is also a high incidence of non-resident ownership with 16% of properties owned by corporations or individuals not residing in the City of Syracuse, many as far away as Florida and California. Finally, there is just under \$700,000,000 in total assessed value on the Southside. Strathmore leads the way with \$200,335,040 of value in that neighborhood.

The TNT neighborhood profiles in this section are provided to share a snapshot of key indicators that were found in each area. While the information presented provides our best effort to reveal the various aspects of these assessment areas, the information cannot in any way convey the complete complexity of these neighborhoods. All data in this section was derived from multiple sources including the US Census Bureau, City of Syracuse, CLR Search, Metrostudy, US Bureau of Labor Statistics and personal observation. One important limitation is that data collected from various sources is not packaged neatly into arbitrary neighborhood boundaries nor are neighborhoods shaped around census tracts or zip codes.

The consultant team spent considerable time deconstructing data and rebuilding it in such a way that would reveal how the neighborhoods function as socio-economic units inside the Southside TNT boundaries. Outside the tables and maps presented in this summary section, the appendix makes available a full complement of data and maps even if that data was not shared as a part of this neighborhood overview.





## BRIGHTON

The boundaries for the Brighton neighborhood are I-81 to the east, Onondaga Creek to the west, Colvin Street to the north and Ballantyne Road to the south. The neighborhood borders the North Valley with Salina Street and Midland Avenue as the primary north-south transportation corridors. Brighton Avenue and Colvin Street are the major thoroughfares traveling east and west providing a gateway to the Elmwood, Strathmore, and Outer Comstock neighborhoods. The location of the I-81 ramps on Colvin Street and near Calthrop Avenue provides convenient access around the city and beyond.

South Salina Street is the major commercial corridor running through Brighton. It is home to the Colvin-Elmwood Post Office, Key Bank, and businesses such as Dunk and Bright Furniture (the largest furniture showroom in New York State), Mavis Discount Tire/Cole Muffler & Brake, and McCarthy by Gypsum, Inc. The Southside Innovation Center, the Southside Communications Center, and the Eat 2 Live Food Cooperative are results of the partnership between Syracuse University and the Southside Community Coalition. The part of the South Salina Street corridor from Colvin Street to Newell Street is located in the Sankofa District. The Sankofa District was created to encourage the development of a unique cultural area that would

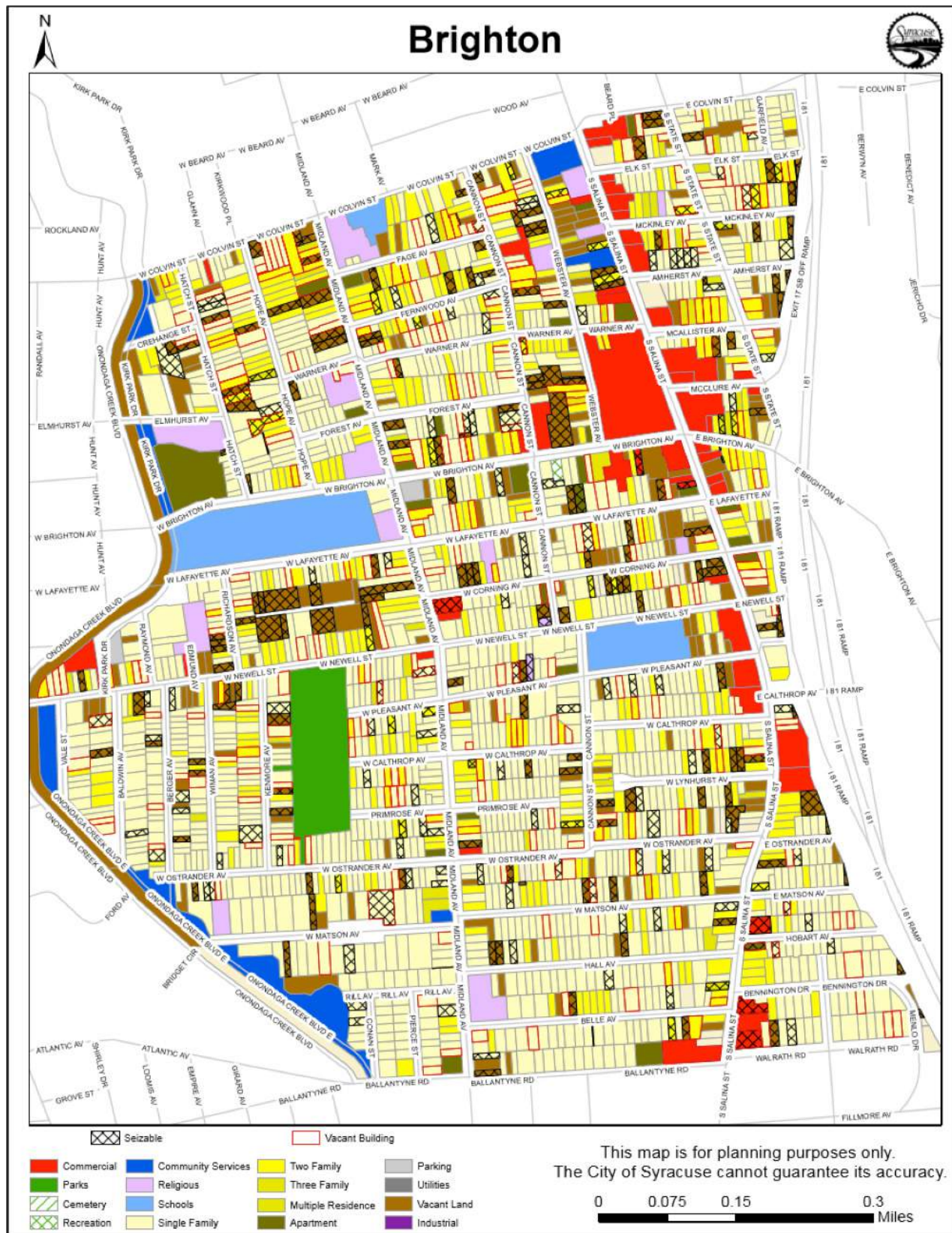
complement other cultural areas throughout the city. The South Salina Street corridor has seen some improvements thanks to the Main Street Project that provided over \$500,000 in grants from the New York State Housing, Community Renewal Agency, National Grid, and the City of Syracuse. The project is responsible for renovating six mixed-use buildings on South Salina Street between Colvin Street and Lafayette Avenue. This area of Salina Street also has newly paved roads with bike lanes, new curbs, and Sankofa banners align the street.

Over the years the neighborhood has made slow progress in the area of new development. New construction has been limited to a new mixed-use building developed by Housing Visions on Salina Street in 2016 and two new Family Dollars in 2017, both located on South Salina Street less than a mile from each other. Before that, the Eat 2 Live Food Cooperative was the first new commercial development in the neighborhood in over 30 years.

McKinley-Brighton Elementary and Danforth Middle School are the public schools that serve this area. There are multiple churches in the area including People's A.M.E. Zion, the oldest African-American church in Syracuse and the Central New York region, and the Syracuse Reformed Presbyterian Church. Both institutions played a key role in Syracuse's abolition movement. Membership organizations such as the Syracuse Elks Lodge #1104 and the Prince Hall Free Masons call Brighton home.











Brighton is also home to the West Newell Street Garden and the Rahma Edible Forest Snack Garden. McKinley Park is the neighborhood park and features a pool, playground, and a new basketball court.

Brighton real estate is primarily made up of medium sized single and two-family homes in need of attention. Brighton has 40% of all the code violations on the Southside. A mixture of owners and renters occupy most of the residential real estate. Many of the residences in the Brighton neighborhood are relatively historic, where 62.9% were built earlier than 1939, and in some cases, in the 19th century; 27.27% were built between 1940 and 1969. The Brighton neighborhood median real estate price is \$61,512, and the average assessed value is \$46,636 according to CLR Search and the City of Syracuse. Brighton is considered an urban neighborhood and the average rental price is \$813 with 63.93% of the homes being three or four bedrooms. Brighton is one of the most walk-able neighborhoods in Syracuse where 93.63% is covered by sidewalks or pathways. The Brighton neighborhood has a large number of single mother households. American Communities Survey data revealed that 60.55% of Brighton residents are single-never married and 53.3% of the population is female. About 30% of Brighton residents were born outside of New York State, and 24.47% had moved to Brighton within the 12 months prior to the data being collected. Brighton also has a very high percentage of juveniles where 34.77% of residents are under age 18. Brighton is 76.3% African-American, 14.8% Caucasian, and 11.5% Hispanic. The Brighton neighborhood has a substantial number of people with Jamaican and Puerto Rican ancestry with 18.3% of this neighborhood's residents having Jamaican ancestry, and 14.7% having Puerto Rican ancestry.

In the Brighton neighborhood 38.97% of the working population is employed in sales and service jobs, from major sales accounts to working in fast food restaurants. The second most important occupational group in this neighborhood is the executive, management, and professional occupations, with 23.63% of the residents employed. Other residents here are employed in clerical, assistant, and tech support occupations (23.3%), and 14.1% in manufacturing and laborer occupations. We found 0.00% of residents working in government occupations. The neighbors in the Brighton neighborhood in Syracuse are generally lower income, where 49.3% earn less than \$25,000 each year. We also discovered that 11.1% have an income of \$75,000 or more. Here most residents (62.2%) drive alone in a private automobile to get to work. In addition, quite a number also ride the bus to get to work (15.7%) and 12.4% of residents also carpool with coworkers, friends, or neighbors for their daily commute. In a neighborhood like this, as in most of the nation, many residents find owning a car useful for getting to work, but 30.2% don't own a car.





## BRIGHTON ASSETS

### Association Assets

100 Black Men  
Believe In Syracuse  
Elks Lodge  
Prince Hall Masonic Temple  
NAACP

### Cultural Assets

Diamonds Dance Studio  
The Stand Newspaper  
CNY Visions  
The Elks Band  
Jazz in the City  
Diversity

### Economic Assets

Dunk & Bright Furniture  
Southside Innovation Center  
SanKofa Business District  
Mavis  
Key Bank  
Gypsum  
Eat 2 Live Food Coop  
Metro PCS  
Hair Salons/Barber Shops

### Institutional Assets

Fire Department  
Danforth School  
McKinley Brighton School  
Post Office  
Churches  
Southside Communications Center  
Mary Nelson Center  
Brighton Family Center

### Physical Assets

Bike Lane  
Onondaga Creek  
McKinley Park  
Danforth Field  
Newell Community Garden  
Rahma Garden  
St. Anthony's School  
Salina Street Corridor  
Unused Land





## ELMWOOD

Elmwood is bounded by Onondaga Creek on the east, Ford Avenue on the South, Lower Onondaga Park on the north, and Summit Avenue on the west. South Avenue serves as the economic engine of the area with Swallows, Pizzazz Pizza, Colonial Laundromat, Family Dollar, Rocky's Barber Shop, M&T Bank, Metro PCS, and neighborhood stores.

In its heyday, South Ave was home to a butcher, Elmwood Theater, Elmwood School, McDonald's, Elmwood Tire, Simmons Institute & Funeral Services and more. Now those staples have been replaced by vacant lots and abandoned buildings. The other major corridor running through Elmwood is Valley Drive which is mostly residential.

Several churches remain in the area including Believers' Chapel, God's Temple of Faith, and Grace Baptist Church. Syracuse Community Health Center's South Health Care Center is located on the corner of South Avenue and Elmhurst Avenue.

With the closing of Elmwood Elementary School, there are no public schools located in the neighborhood except the alternative school, CORE K-8 at Elmwood. Southside Academy Charter School is located alongside Onondaga Creek Boulevard on

the border of the Southside and the Valley. In addition, the Syracuse Academy of Science Citizenship Charter School recently opened in the former Our Lady of Lourdes School on Valley Drive.

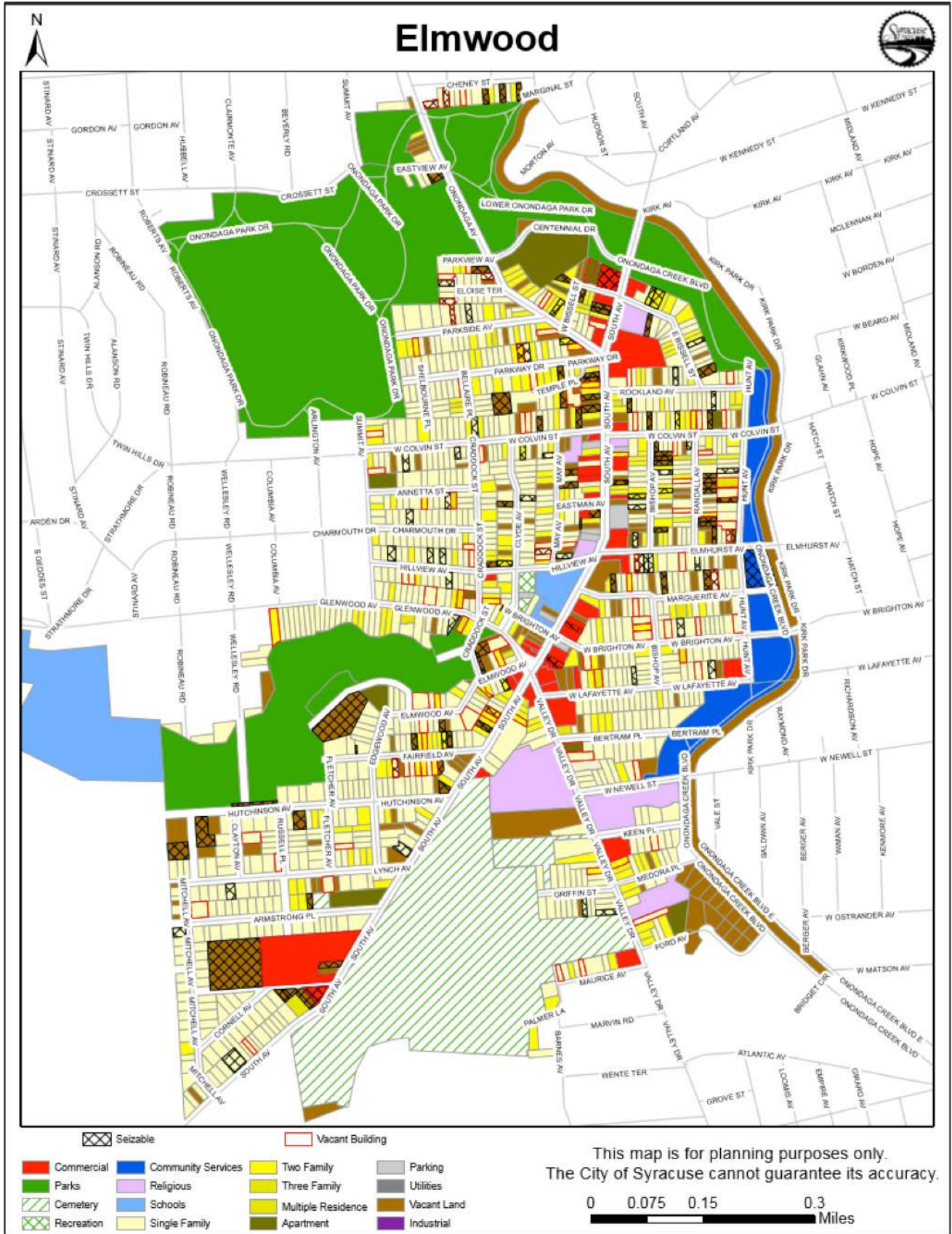
The Elmwood neighborhood has plenty of green space throughout with beautiful parks, open space along Onondaga Creek Boulevard, and the St. Agnes Cemetery. Elmwood Park is a picturesque 65-acre park with wooded trails, a furnace brook dam, an 1830's stone mill, stone staircases and bridges throughout, a playground, and a covered picnic area. The park was once home to an amusement park and was added to the National Register of Historic Places in 2005. A portion of the Stone Mill was rehabbed by the City of Syracuse Parks and Recreation Department in 2012.

Lower Onondaga Park runs alongside Onondaga Creek. This 15.6-acre park was designed in 1907 by George Kessler, a nationally recognized landscape architect. The park contains a children's splash pad, a fountain, pond, and is home to the Onondaga Conservatory, the city's greenhouse.

The greenhouse is responsible for growing plants and flowers for sites throughout the city including parks, traffic islands, and neighborhood entrance signs. The greenhouse also provides plants and flowers to neighborhood groups for planting.











The Brady Farm is also located in Elmwood and is the product of the Brady Faith Center, a ministry serving the Southside. Located next to Onondaga Creek Boulevard, Brady Farm sits on 5.8 acres of vacant land and provides the community nutritious and affordable food options, jobs, and educational opportunities. The Colvin Community Garden is also in this neighborhood and is a member garden of Syracuse Grows, a grassroots network that supports urban food production. This community garden was started as a result of a Green Lots grant provided by the Syracuse Land Bank.

Onondaga Creek Boulevard between Newell Street and Kirk Park Drive is now a walking and biking path closed to traffic. The path is used by the Southside Walking Club and was recently designated as a Monday Mile site as part of Syracuse University's Healthy Monday program.

Elmwood median real estate price is \$70,457 and has an average tax-assessed value of \$60,847, according to CLR Search and the City of Syracuse. The average rental price in Elmwood is currently \$831. Elmwood is an urban neighborhood but also has pockets with suburban character. Real estate in Elmwood is 60.95% made up of medium sized, three or four bedroom single-family homes. Residential units are occupied by a mixture of owners and renters. Many of the residences in Elmwood are relatively historic, with 56% built no later than 1939, and in some cases, quite a bit earlier; 35.1% built between 1940 and 1969. This neighborhood is also very walk-able with 87.35% of the community being accessible by sidewalks and pathways.

Elmwood is 55.85% female, in fact single mothers head 21.2% of this neighborhood's households; 27.35% of residents are married; and conversely 48.9% are single-never married. The ethnic makeup of the area is 60.6% African-American, 33.3% Caucasian, 4.6% Multiracial, and 3.1% Hispanic. In Elmwood, residents most commonly identify their ethnicity or ancestry as German (18.0%). There are also a number of people of Irish ancestry (13.1%), Sub-Saharan African roots (7.5%), and some of Jamaican ancestry (7.3%), among others.

In the Elmwood neighborhood, 31.25% of the working population is employed in sales and service jobs, from major sales accounts to working in fast food restaurants. The second most important occupational group in this neighborhood is executive, management, and professional occupations, with 23.65% of the residents employed. Other residents here are employed in clerical, assistant, and tech support occupations (25.85%), and 18.85% in manufacturing and laborer occupations. The residents of Elmwood are lower-middle income, with 31.8% making below \$25,000 annually and 21.7% earning above \$75,000. Here most residents (68.7%) drive alone in a private automobile to get to work. In addition, quite a number ride the bus to get to work (11.75%) and some residents (12.2%) carpool with coworkers, friends, or neighbors for their daily commute.





## Elmwood Assets

### Association Assets

Syracuse United Neighbors  
Elmwood Park Association

### Economic Assets

Wireless Express	Tether's Funeral Svc.
St. Agnes Floral Shop	Cricket Wireless
Brady Farm	M&T Bank
Valley Superette	Stop N Shop
Cases & Kegs	Colonial Laundromat
Swallows	Valley Cleaners
Family Dollar	Rocky's Barbershop
Pizzaz Pizza	Metro PCS
South Ave Market	T&G Furniture Store

### Cultural Assets

Elmwood Park:  
National Registry of Historic Places  
1830's Stone Mill  
Furnace Brook Dam

### Individual Assets

Southside Academy  
Chadwick Residence  
Our Lady of Lourdes  
Syracuse Academy of Science Charter  
Grace Baptist Church  
Believers' Chapel  
God's Temple of Faith  
Lighthouse of Love Ministries  
Hope Day Care

### Physical Assets

Elmwood Park  
Lower Onondaga Park  
Onondaga Creek  
Brady Farm  
St. Agnes Cemetery  
Colvin Street Community Garden  
Onondaga Conservatory  
CORE K-8 @ Elmwood





## SOUTHSIDE

The Southside neighborhood, not to be confused with the Southside TNT Planning Area, stretches from Adams Street on the North to Colvin Street on the South and from the I-81 to the East, and Clinton Street, Cortland Avenue and Onondaga Creek to the west. The area directly neighbors Syracuse University and Upstate Medical Center on the eastern edge. Southside is mostly made up of apartment units. This is largely because a majority of Syracuse Housing Authority's (SHA) public housing complexes are concentrated in this area of the city. Pioneer Homes, Central Village, McKinney Manor, Almus Olver Towers, and Toomey Abbott Towers are all located in the Southside neighborhood.

Most of the commercial activity is located along South Salina Street. Retail establishments include corner convenience stores, Family Dollar, KFC, Burger King, a Chinese restaurant, independent gas stations, and a clothing store. Businesses that call the Southside home include Byrne Dairy, Able Medical Transportation, Empire Archives, E&G Binding, Garland Brothers Funeral Home, Blues Brothers Barber Shop, and Valley Cleaners. Coyne Textile closed in 2015 after 86 years in business on Cortland Avenue. The South Salina Street corridor between Taylor Street and Kennedy Avenue is being under-utilized and has a lot of potential for growth. It is currently

populated with vacant parcels, the former Sears Building, a taxi company, gas station, auto repair shop, and buildings in need of rehabilitation.

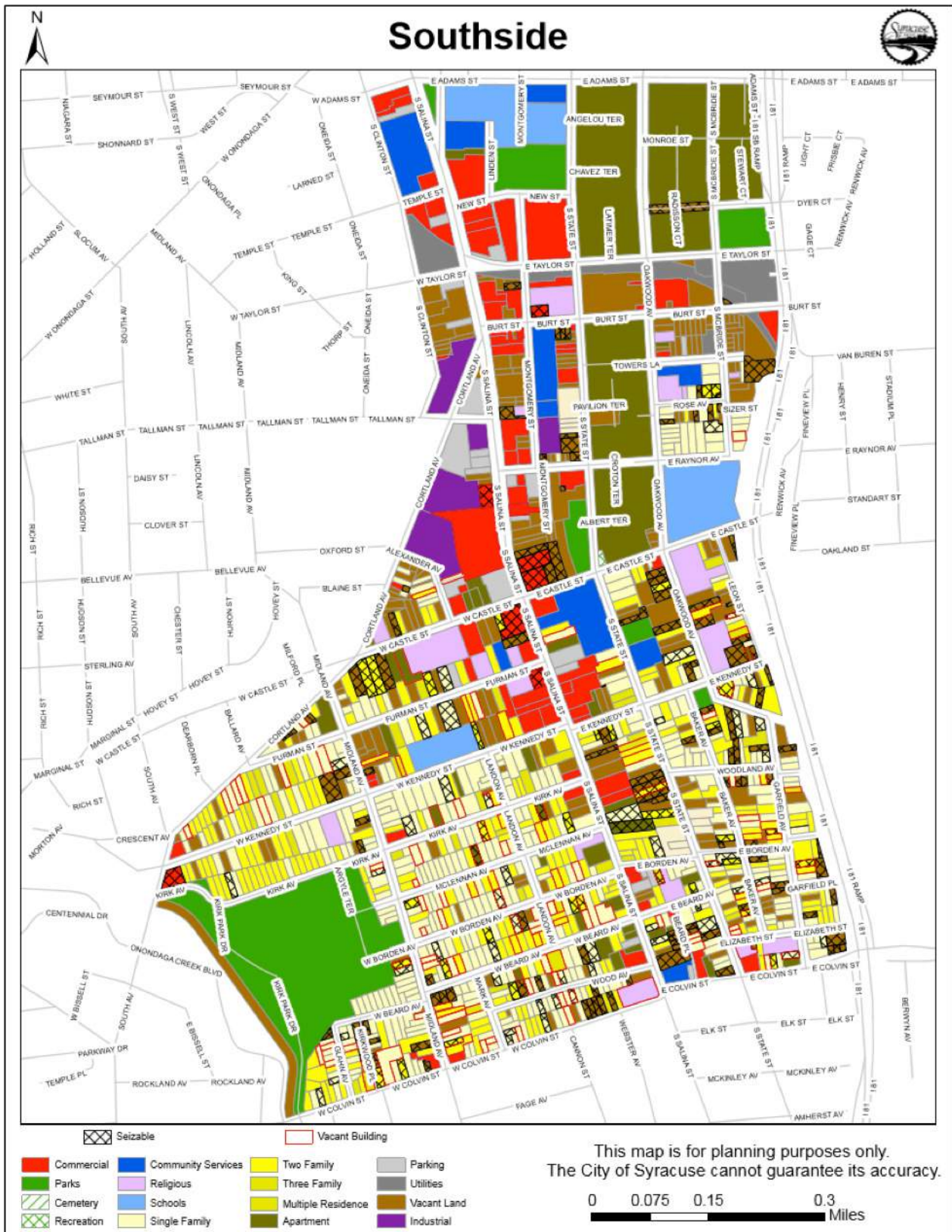
The close proximity to downtown and the schools and hospitals make it a potential area for economic growth and vitality. At one point, downtown was considered to extend through this area with the southern edge being recognized as Castle Street.

The stretch on South Salina Street from Taylor to Newell Street has been designated as the "Sankofa District. The Sankofa district includes locally owned businesses, cultural, social, and artistic venues, and historic housing along the commercial corridor. Sankofa Park sits adjacent to the Beauchamp Library and provides seating areas, a sandbox and an open-air stage for performances and events. Newly paved streets with bike lanes, new curbs, and Sankofa District banners align the South Salina Street corridor.

Kirk Park is the largest park in this neighborhood and is a park of choice for residents of the surrounding residential communities. The park has a swimming pool, tennis and basketball courts, a softball diamond, a playground, and the Seals Community Center. It is also the home of the Kirk Park Colts, a pop warner football team, and cheerleading organization. At one point in time, Kirk Park held horse and bike races, a circus, the County Fair, and a grandstand with several horse stables. In the future, Phase II of the Onondaga Creek Walk will extend from Armory Square to Kirk Park.











Also on the Southside is Wilson Park, which sits within the Pioneer Homes near Interstate 81. The park has a community center, swimming pool, and two basketball courts that were renovated in 2009 as part of the “Courts 4 Kids” program, a partnership between the Carmelo Anthony Foundation, Jim Boeheim Foundation, TV One and Time Warner Cable. There are other smaller neighborhood parks in the area including Billings Park on the corner of Adams and Salina Street; Roesler Park named after Don R. Roesler, an influential Executive Director of the Syracuse YMCA; and the Libba Cotton Grove Park named after the legendary folk singer Elizabeth “Libba” Cotton. A bronze statue stands in her honor in the park.

Syracuse Community Health Center’s main office is located on South Salina Street near downtown. A block north is the Sarah Loguen Center opened by Upstate Medical University in 2008 in honor of Dr. Sarah Loguen the first woman to earn an M.D. degree from Upstate and is believed to be the fourth African American woman to become a licensed physician in the United States. A historical marker is on the site recognizing Dr. Loguen’s accomplishments, and a street adjacent to the center has been renamed "Sarah Loguen Place" in her honor. Central Park Rehabilitation and Nursing Center are also located in this neighborhood. Several nonprofits are in the area including Mercy Works, P.E.A.C.E., Meals on Wheels, and the Salvation Army. The Boys and Girls Club of Syracuse operates its Central Village location here and offers youth programming for area residents. Syracuse Model Neighborhood Corporation is also headquartered in the area on South Salina Street and is the area’s largest landlord. The Dunbar Center, located on South State Street, has been serving the Syracuse community since 1918. Named after the African-American poet Paul Laurence Dunbar, the center was founded as a settlement house, assisting blacks migrating from the South with housing, jobs, and other social services. Its core mission is to enhance the quality of life, break the cycle of poverty, and develop racial equity in the community by strengthening youth and their families through a comprehensive delivery of services that promote excellence through advocacy and education.

History is heavily present on the Southside but remains in jeopardy because several landmark structures in the area remain vacant. These include St. Anthony of Padua Catholic School on Colvin Street; Syracuse Central High School, constructed in 1900 and placed on the National Register of Historic Places in 1981; and the South Presbyterian Church in Salina and Colvin Street. The South Salina Street Historic District, located in Kings Park, represents three blocks of historically and architecturally significant buildings that have gone largely unrecognized. Extending from Kennedy Avenue to Borden Avenue, the properties are in varying conditions and





consist of mostly residential properties. The Gothic Cottage and New Jerusalem Church of God in Christ are both Syracuse landmarks within the South Salina Street Historic District that have recently been demolished by the Syracuse Land Bank.

The Southside neighborhood is home to numerous churches including Tucker Missionary Baptist Church, Hopps Memorial Church, New Jerusalem Missionary Baptist Church, Greater New Testament Missionary Baptist Church, Brotherly Love Church of God In Christ, Bellegrove Missionary Baptist Church, God's Way Church of Jesus, and True Vine Church of God in Christ. Schools in the area are Dr. King Elementary, McCarthy at W.R. Beard School for students with social/emotional, behavioral and academic issues, and The Institute of Technology at Syracuse Central (ITC), a college-preparatory high school with a focus on Automotive Technology, Biotechnology, Culinary Arts and Media Communications Pathways. Syracuse EOC, administered by SUNY Morrisville, offers adult learners comprehensive, community-based academic and workforce development programs and support services.

The Southside neighborhood median real estate price is \$53,017, and the average tax-assessed value is \$109,702 according to CLR Search and the City of Syracuse. This is mostly influenced by a large number of commercial and multi-family units in this neighborhood area. Southside is an urban neighborhood, and the average rental price is currently \$745.75. Approximately 38% of Southside real estate is made up of small (studio to two bedrooms) to medium (three or four bedrooms) size small apartment buildings and apartment complexes/high-rise apartments. Most of the residential real estate is renter occupied. Many of the residences in the Southside neighborhood are relatively historic, with 49.2% built no later than 1939. Thirty-seven percent of residences were built between 1940 and 1969.

Fifty-seven percent of residents are single-never married and 52.88% female. Twenty-one percent of this neighborhood's households are run by single mothers with 38.41% of residents under age 18. The families in Southside would generally be considered lower income with 47.8% of households earning less than \$25,000 a year, and 12.5% have incomes above \$75,000. The ethnic makeup of the Southside neighborhood is 75% African-American, 16.1% Caucasian, 9.2% Hispanic, and 3.6% Multiracial. Residents most commonly identify their ethnicity or ancestry as Sub-Saharan African (24.8%). There are also a number of people of Jamaican ancestry (18.3%), along with some Puerto Rican ancestry residents (11.8%), among others. In addition, 16% of the residents of this neighborhood speak African languages (16.0%).

In the Southside neighborhood, 40.23% of the working population is employed in sales and service jobs, from major sales accounts to working in fast food restaurants. The second most important occupational group in this neighborhood is executive, management, and professional occupations, with 23.05% of the residents employed. Other residents here are employed in manufacturing and laborer occupations (13.68%), and 22.73% in clerical, assistant, and tech support occupations. Here most residents (61.1%) drive alone in a private automobile to get to work. In addition, quite a number also ride the bus to get to work (17.95%) and 11.25% of residents carpool with coworkers, friends, or neighbors for their daily commute. In a neighborhood like this, as in most of the nation, many residents find owning a car useful for getting to work, but 32.7% don't own a car.





## Southside Assets

### Association Assets

Kirk Park Colts  
Syracuse United Neighbors  
Toomey-Abbot Erie Program

### Economic Assets

Black Licour	Coyne Building
Roto Rooter	Byrne Dairy
Valley Cleaners	Sears Bldg/Empire
Blue Brothers	Archives
Family Dollar	Able Medical
Burger King	Taxi Company
Brothers Hip Hop	Book Binding Co.
New Long Cheng	KFC

### Cultural Assets

Salina Street Historic District  
South Presbyterian Church  
Library Quilting Group

### Physical Assets

Bike Lane  
Kirk Park  
SanKofa Park  
Wilson Park  
Libba Cotton Grove  
Roesler Park  
Billings Park  
Coyne Park

### Institutional Assets

Dr. King School	ITC
Beard School	P.E.A.C.E.
Beauchamp Library	Health Center
Churches	Mercy Works
Upstate Childcare Ctr.	Dunbar Center
Model Neighborhoods	SUNY EOC
Salvation Army	Barnabas House
Central Park Rehab Ctr.	SHA





## SOUTHWEST

The Southwest neighborhood is bounded by West Onondaga Street on the north; Onondaga Avenue on the west; Lower Onondaga Park on the South; and Cortland Avenue and Clinton Street on the east. The area borders the Strathmore neighborhood and the Westside.

The Southwest area has two main commercial corridors, West Onondaga Street and South Avenue. West Onondaga Street has a Family Dollar, Greenleaf Funeral Home, and several small independent businesses. Businesses on the South Avenue corridor include a corner store, a bottle redemption center, a beauty shop, B&B Lounge, the Jerk Hut restaurant, and Timbuktu African Imports. A 35,000 square foot Price Rite grocery store opened recently on South Ave and is estimated to create 100 to 125 full and part-time jobs in the area. There is also an industrial area tucked away behind West Onondaga Street to Tallman, and between Midland Avenue and Clinton Street. This area is home to several industrial and manufacturing companies such as Byrne Dairy, Hanford Pharmaceuticals, Upstate Printing, JHP Industrial Supply, and Clarus Linen Systems. In addition, the Central New York Transportation Authority (Centro) is located in the area.

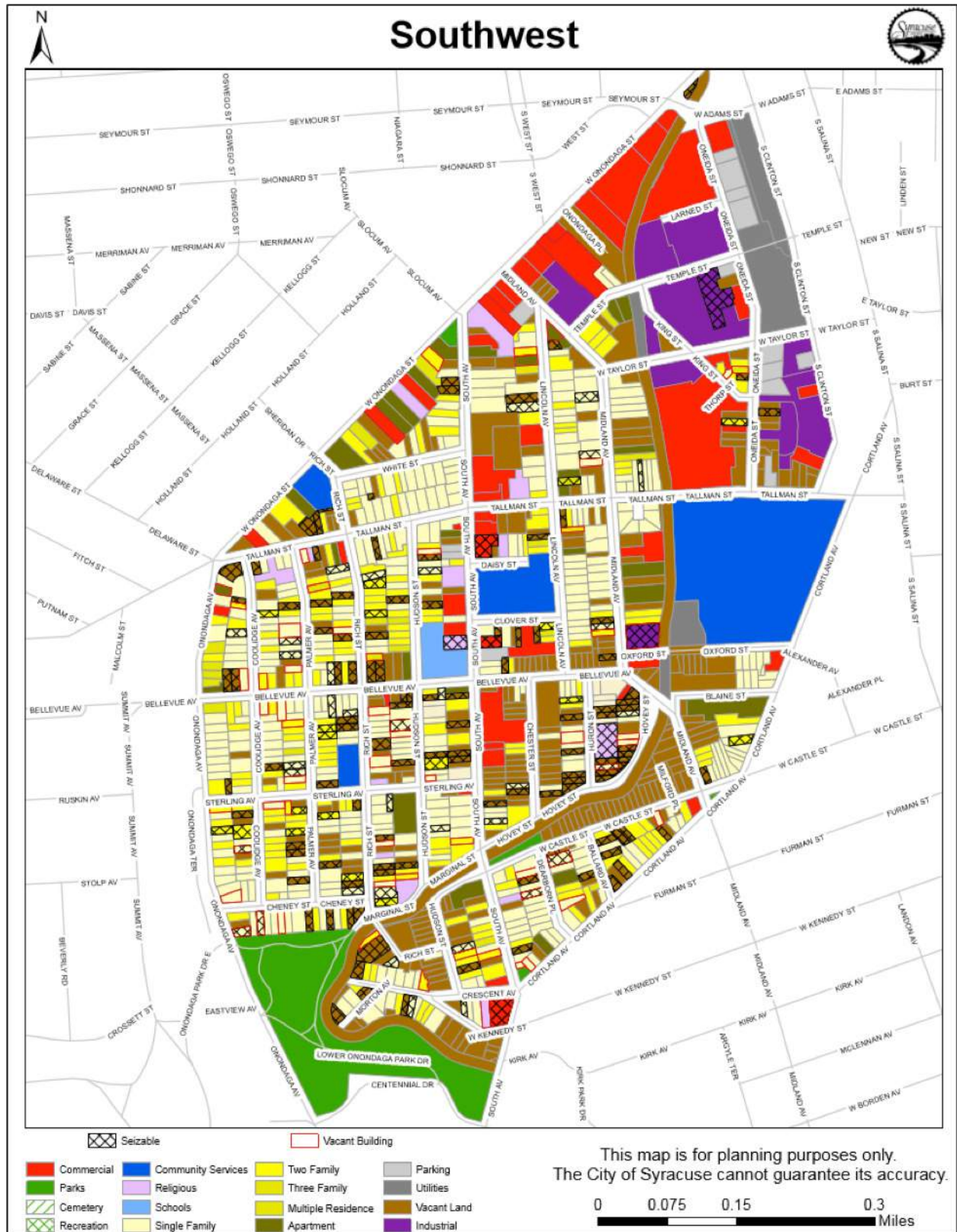
Southwest has several nonprofits that serve the area including PEACE Head Start

Program, Syracuse Healthcare Rehabilitation Center, Jubilee Homes, and Syracuse Community Connections (SCC) formerly known as Syracuse Model Neighborhood Facility, Inc. The Southwest Community Center (SWCC), managed by SCC, has been serving the Southwest neighborhood since 1975. SCC services the educational, social, cultural, health, employment, legal and recreational needs of the community residents. SWCC houses an indoor swimming pool, a basketball court, Syracuse Cooperative Federal Credit Union, a police substation, and the Southwest Community Central Library. In addition to the Southwest Center, Jubilee Homes also services the Southwest community by providing job training and housing education and opportunities for low to moderate-income families. The Brady Faith Center is located across from the Southwest Community Center, and its mission is to meet the spiritual, educational, and social needs of individuals and families in the Southwest Community.

The Midland Avenue Regional Treatment Facility, a large sewage treatment plant, is located in the Southwest neighborhood. Although this facility had been met with resistance by some community members, the Southwest neighborhood received \$3 million dollars in mitigation funds from Onondaga County to revitalize the area around the facility. Located at the corner of Midland Avenue and Onondaga Creek, the mitigation funds for the Southwest community went to several initiatives that included:











owner-occupant mini-grants, a purchase rehabilitation program, several demolitions, rehabilitation and new construction projects, upgrades to local businesses along South Avenue, and the purchase of the warehouse where the new Price Rite grocery store is located. There is one neighborhood park in the area, Spirit of Jubilee Park, a two-acre park located on South Avenue featuring a playground, baseball field, a tennis court, and a half basketball court. Phase II of the Onondaga Creek Walk will come through the Southwest neighborhood as the pedestrian and bike trail extends from Armory Square to West Colvin Street. This area is also home to the 341 Midland Ave Community Garden and the Jubilee Homes' Southwest Community Learning Farm and Urban Delights project.

The Southwest neighborhood median real estate price is \$53,612 and an average tax-assessed value of \$73,425 according to CLR Search and City of Syracuse. Southwest is an urban neighborhood with an average rent of \$739 per month. Southwest real estate is 55.35% made up of medium sized (three or four bedrooms) single-family homes. Most of the residential real estate is occupied by a mixture of owners and renters. Fifty-five percent of the residences in the Southwest neighborhood are relatively historic, built no later than 1939; 29% of residences were built between 1940 and 1969. West Onondaga Street, in particular, has several mansions dating to the late-19th century. Although the street has suffered from decline, the 400 to 600 blocks have been identified as a potential National Register District. The neighborhood is also very walkable with 93.15% accessible to pedestrians.





The neighbors in the Southwest neighborhood are low income with 71.1% earning less than \$25,000 each year, and only 8.9% make over \$50,000. The dominant population is youth where 32.55% are under age 18. Among adults, 58.15% are single and have never been married. The ethnic makeup of the neighborhood is 78.8% African-American, 13.1% Caucasian, 8.6% Hispanic, and 3.5% Multiracial. Southwest residents most commonly identify their ethnicity or ancestry as Jamaican (25.2%). There are also a number of people of Puerto Rican ancestry (8.2%), African roots (3.7%), and Haitian ancestry (3.7%), among others.

In the Southwest neighborhood, 38.25% of the working population is employed in sales and service jobs, from major sales accounts to working in fast food restaurants. The second most important occupational group in this neighborhood is clerical, assistant, and tech support occupations, with 23.95% of the residents employed. Other residents here are employed in executive, management, and professional occupations (17.4%), 20.4% in manufacturing and laborer occupations, and 0.00% of residents work in the government sector. Here most residents (52.55%) drive alone in a private automobile to get to work. In addition, quite a number carpool with coworkers, friends, or neighbors to get to work (19.8%) and 14.6% of residents ride the bus for their daily commute. It should also be noted that 31.4% of the households in Southwest don't own a car at all making it one of the most carless neighborhoods in Onondaga County.





## Southwest Assets

### Association Assets

Syracuse United Neighbors (SUN)  
Cuse Dawgs  
OG's Against Violence  
Mothers Against Gun Violence

### Institutional Assets

Southwest Center	Churches
Brady Faith Center	Police Substation
Onondaga Earth Corps	Catholic Charities
Library (SWCC)	Fire Dept.
Jubilee Homes	Syracuse Behavioral
Daycare Centers	Healthcare
Headstart	Meals on Wheels
Salvation Army	

### Cultural Assets

Juneteenth Celebration

### Economic Assets

Jerk Hut	Funeral Home
Timbuktu Imports	Hanford Pharm.
Dry Cleaners	Atlas Healthcare
Barbershops	Clarus Linen
Hair Salons	JHP Industrial
Bottle Center	Tomkins USA
Centro Bus	Coop Federal Bank
Byrne Dairy	
Jubilee Homes	

### Physical Assets

Jubilee Park  
Onondaga Creek  
Community Gardens  
SWCC Swimming Pool





## STRATHMORE

Strathmore is a predominately residential neighborhood that is bounded by Summit Avenue on the east, Bellevue Avenue on the north, Velasko Road on the west, and Elmwood Park and Onondaga Hill on the south end. The majority of the residential properties in the area was built in the 1920's and 30's and are still in good condition. Strathmore has tree-lined streets and residential architecture of well-built Colonial Revival, Georgian, Federal, Norman French, Tudor, and Arts and Crafts style homes. Commercial businesses are relegated to two corner stores, Maloney's Superette and Michael's.

Schools in the area are Roberts K-8, Corcoran High School, and Bellevue Elementary. Most Holy Rosary School is in the area and serves about 124 students in grades pre-kindergarten through 6th grade. There are two churches in the area, Most Holy Rosary Church and Bellevue Heights United Methodist.

The Woodland Reservoir is located in this neighborhood and provides a wonderful green space for walking and jogging. In addition, Upper Onondaga Park and Wadsworth Park are located in Strathmore. Upper Onondaga Park occupies the former Wilkinson Reservoir, which was built to supply Syracuse with water in the 1870s. The city acquired the reservoir and surrounding land in 1892 and opened the area as a park in 1898. A man-made lake was

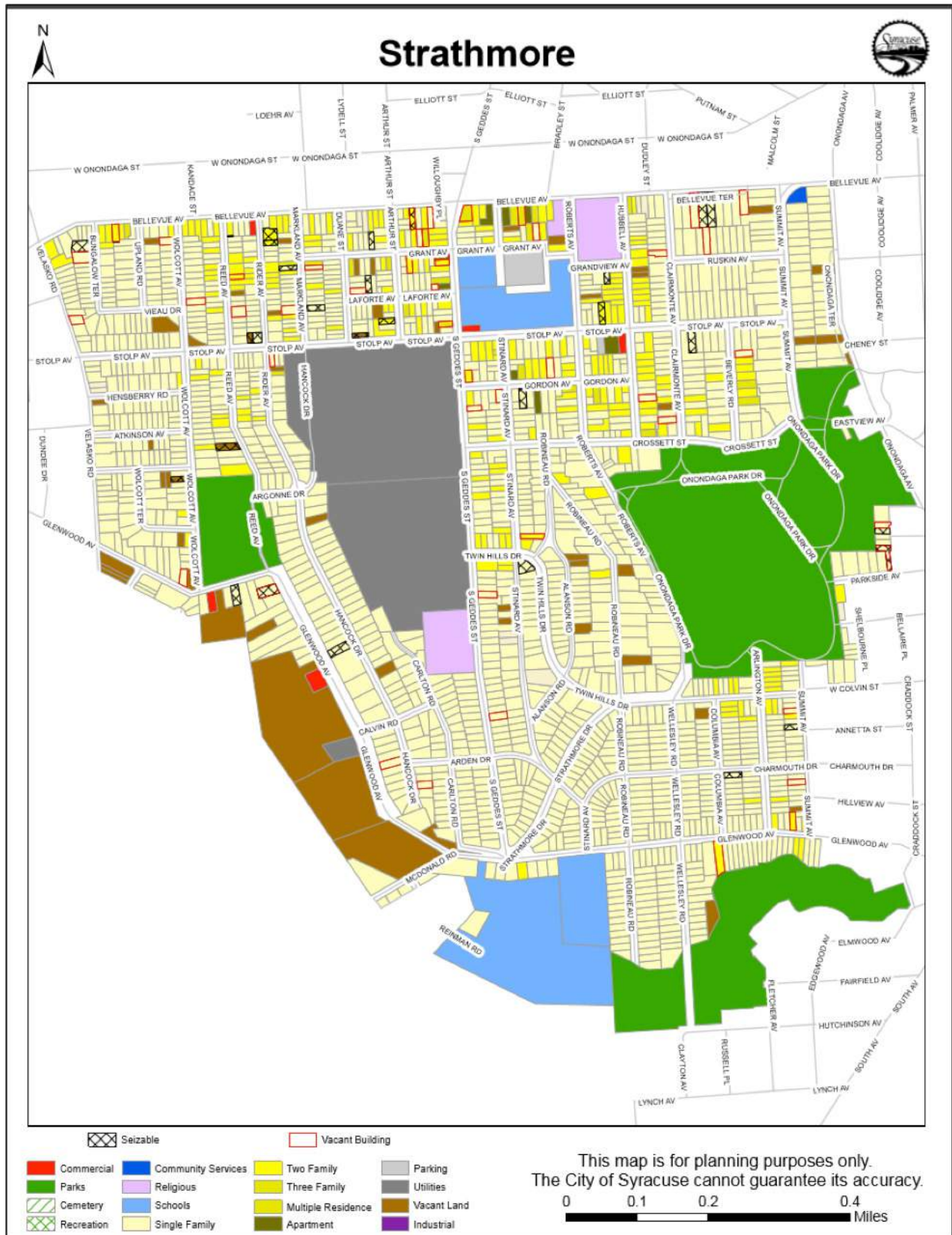
built called Hiawatha Lake, with a gazebo in the middle. In 1987, Onondaga Park became an official Syracuse Historic Preservation District. Onondaga Park has basketball courts, tennis courts, a swimming pool, bathhouse, a gazebo, picnic areas, playground, and a splash pad. The Onondaga Park Fire Barn had been closed for years and was rehabbed in 2012 for about \$1 million dollars thanks to a grant secured by Congressman James T. Walsh. The facility is now used by parks and recreation and community groups for classes, meetings, and youth programs.

The Strathmore area has many historic home designations. There are several Strathmore homes designed by famed architect Ward Wellington Ward, which are listed on the National Register of Historic Places. Also listed on the National Register of Historic Places are the Huntley Apartments, Onondaga Highlands-Swaneola Heights Historic District, Onondaga Park, and the Strathmore "By the Park" Subdivision, 200 homes bounded by Wellesley Road to the east, Strathmore Drive to the north, Geddes Street to the west, and Glenwood Ave to the south. Protective provisions were put in place to prevent rentals and limit construction to single-family homes with established minimum lot frontage.

Strathmore is a close-knit community and has several neighborhood organizations including the Greater Strathmore Neighborhood Association and the Onondaga Park Association.











The area also has a plethora of cultural and community events including the annual Strathmore House Tour, Strathmore Art on the Porches, and the Strathmore Speaker Series. The neighborhood has a Facebook Group with over 2,500 members where neighbors share information and notifications. Strathmore median real estate price is \$106,925 with an average assessed value of \$108,465. The average rental rate in Strathmore is currently \$937, based on data from CLR Search and City of Syracuse. Strathmore real estate is primarily made up of medium sized single-family style homes with 62.5% of the homes having three or four bedrooms. A large number of the residences in the Strathmore neighborhood would be considered historic with 58.6% built no later than 1939, and in some cases, quite a bit earlier; 34.3% of residences were built between 1940 and 1969.

The neighbors in Strathmore are upper-middle income, with 25.4% earning \$25,000-\$50,000 and 28.2% earning above \$75,000 annually. The ethnic makeup of the neighborhood is 63.8% Caucasian, 30.8% African-American, 8% Hispanic, and 3.6% Multiracial. Residents most commonly identify their ethnicity or ancestry as Irish (26.3%). There are also a number of people of German ancestry (13.7%), and residents who report Italian roots (14.2%), and some of the residents are also of French ancestry (5.1%). Approximately 44% of residents are married while 39.85% are single-never married. There is a near even gender split with the neighborhood being 50.25% female and 49.75% male.

In the Strathmore neighborhood, 46.85% of the working population is employed in executive, management, and professional occupations. The second most important occupational group in this neighborhood is sales and service jobs, from major sales accounts to working in fast food restaurants, with 28.4% of the residents employed. Meanwhile 15.7% of residents here are employed in clerical, assistant, and tech support occupations, and 9.1% in manufacturing and laborer occupations. About 84% of commuters in Strathmore drive alone in a private automobile to get to work and 9.6% carpool with coworkers, friends, or neighbors. Strathmore would be considered a walkable neighborhood with 88.45% of the area being accessible by sidewalks and pathways.





## Strathmore Assets

### Association Assets

Neighborhood Assoc.	Rosary Seniors
Onondaga Park Assoc.	Youth Basketball
Men's Athletic Club	Turbo Bocce
RBI Baseball	Facebook Page
Rosary CYU Basketball	Little League
Soccer Club	Strathmore Littles

### Institutional Assets

Most Holy Rosary  
Bellevue Methodist  
Sara's House  
OCRA  
Bellevue Elementary  
Fire Dept.  
Corcoran HS  
Roberts K-8

### Economic Assets

Maloney's  
Strathmore Suggest List  
Michaels

### Cultural Assets

Strathmore by the Park Subdivision  
Taste of Strathmore  
Wellington Ward Homes  
Art on the Porches  
Strathmore Speaker Series  
Parks Run  
Strathmore Soiree

### Physical Assets

Hiawatha Lake  
Onondaga Park  
Fire Barn  
Wadsworth Park  
Woodland Reservoir  
Strathmore Neighborhood Signs  
Bellevue Playground  
Historic Homes





## WINKWORTH

Winkworth is a small neighborhood that is bordered by Strathmore at Velasko Road, Western Lights, Westhill, and the Syracuse City Limit. Winkworth is a high-income residential area that is mostly owner-occupied with very few vacant properties. There are no religious institutions within the area. The Winkworth neighborhood has a Facebook page with 162 members.

Onondaga Plaza, located directly across from Western Lights, is within the area's commercial district and includes Wegmans, Limpin Lizard, and Goodwill. Wegmans is the only high-quality grocery store on the Southside. Winkworth is home to one of the premier golf courses and country clubs in Syracuse, the Bellevue Country Club.

Founded in 1915, the Bellevue Country Club sits on 160 acres of beautifully landscaped green space featuring an 18-hole championship private golf course and swimming pool. The country club was designated historic in 2013.

Although in the city limits, Winkworth is suburban in character. Winkworth median real estate price is \$123,837 and has an average assessed value of \$130,546, according to CLR Search and the City of Syracuse. The average rental price in Winkworth is currently \$965. A neighborhood with only one apartment building, this figure also includes rental property in the area not

only apartments. Winkworth real estate is 91.9% single-family structures with 72.5% being medium sized (three or four bedrooms) property. Most of the residential real estate is owner-occupied. About 65% of the residences in Winkworth are older, and well-established properties built between 1940 and 1969. Although not as historic as other neighborhoods on the Southside, 25.3% of residences were built before 1940.

The residents in the Winkworth neighborhood are upper-middle income, making it an above average income neighborhood; 24.7% earn \$50,000-\$75,000 and 26.2% between \$75,000 and \$150,000. The ethnic makeup of the area is 95.2% Caucasian, 7.2% Hispanic, and 2.7% African-American. According to the American Communities Survey, residents in Winkworth most commonly identify their ethnicity or ancestry as Irish (37.1%). There are also a number of people of German ancestry (21.4%), and residents who report Polish roots (12.8%), and some of the residents are also of Italian ancestry residents (10.8%). We also discovered that 47.8% of residents are married, 28.8% are 65 years of age or greater and 53.2% are female.

In the Winkworth neighborhood, 46.3% of the working population is employed in executive, management, and professional occupations. The second most important occupational group in this neighborhood is sales and service jobs, from major sales accounts to working in fast food restaurants, with 31.3% of the residents employed.







***Winkworth is home to one of the premier golf courses and country clubs in Syracuse, the Bellevue Country Club.***

Other residents here are employed in clerical, assistant, and tech support occupations (14.2%), and 12.1% in government jobs, whether they are in local, state, or federal positions. This is the only neighborhood in the Southside TNT assessment area that has a measurable percentage of government workers. Here most residents (83.1%) drive alone in a private automobile to get to work. In addition, quite a number walk to get to work (7.4%), and 5.6% of residents carpool with coworkers, friends, or neighbors for their daily commute. In a neighborhood like this, as in most of the nation, many residents find owning a car useful for getting to work.





## Winkworth Assets

### Association Assets

Winkworth Facebook Page

### Physical Assets

Bellevue Country Club

### Economic Assets

Wegmans  
Goodwill  
Citizens Bank  
M&T Bank  
Limp Lizard Bar & Grill  
Barbershop





## EASTWOOD – BENCHMARK COMMUNITY

Eastwood is an urban neighborhood where the median real estate price is \$94,285 with an average rental price of \$739, according to CLR Search. Eastwood real estate is primarily made up of medium sized (three or four bedrooms) to small (studio to two bedrooms) single-family homes and small apartment buildings. Most of the residential real estate is owner-occupied. Many of the residences in the Eastwood neighborhood are relatively historic, with 49.9% built no later than 1939. A number of residences were also built between 1940 and 1969 with 41.9% being constructed during that timeframe. The neighborhood is also walkable with 88.9% having sidewalks or pathways.

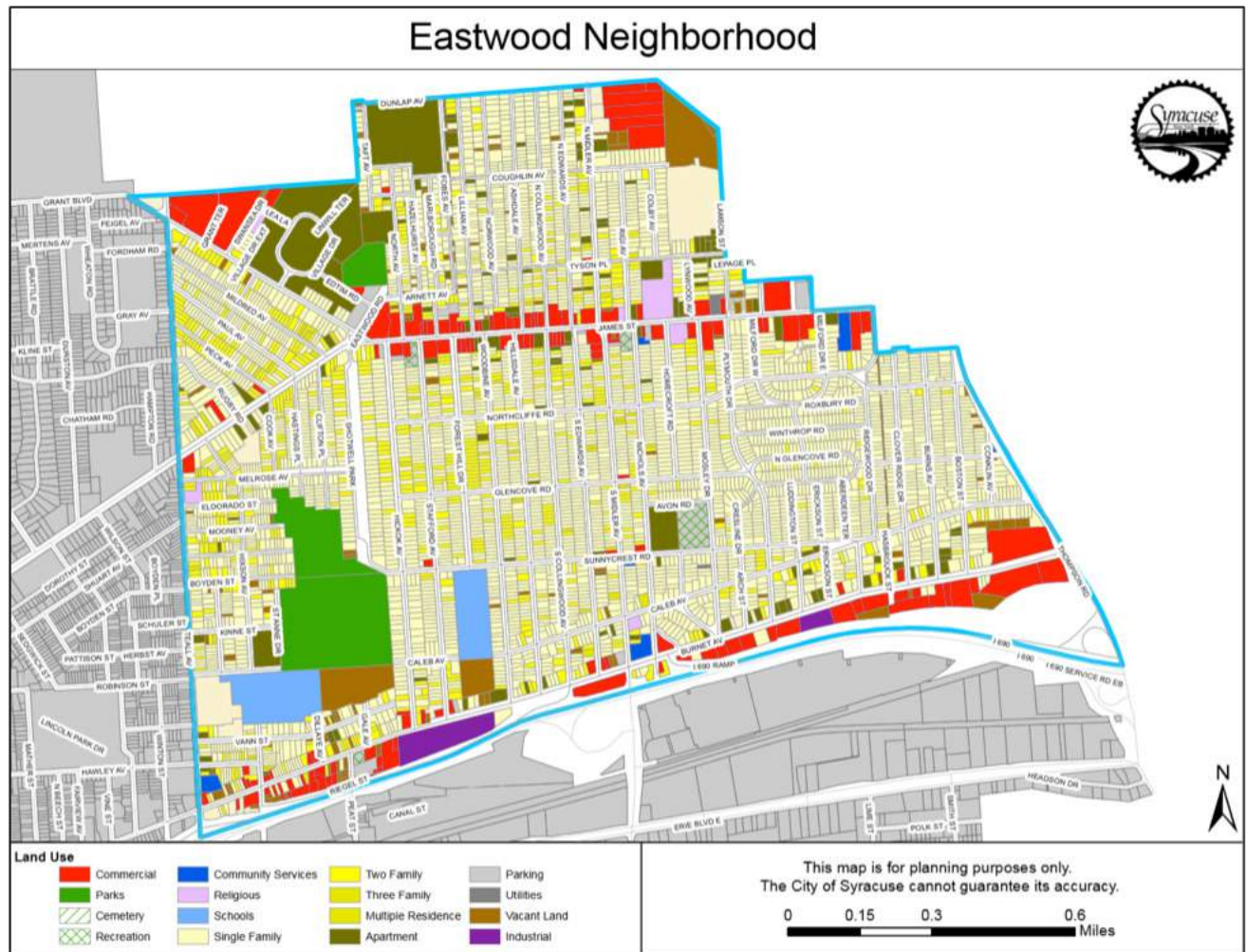
The neighbors in the Eastwood neighborhood in Syracuse would be considered middle-income class. About 30% make below \$25,000 and 20.3% make above \$75,000. The neighborhood is 57.8% female with 40.8% of the adult residents married, and 35.7% are single-never married. The ethnic makeup is 76.4% Caucasian, 14% African-American, 6.7% Hispanic, and 3.6% Multiracial. In the Eastwood neighborhood, residents most commonly identify their ethnicity or ancestry as Italian (26.7%). There are also a number of people of Irish ancestry (25.0%), residents who report German roots (19.7%), and some of the residents are also of Polish ancestry (13.7%), along with some English ancestry residents (9.1%), among others.

In the Eastwood neighborhood, 38% of the working population is employed in executive, management, and professional occupations. The second most important occupational group in this neighborhood is sales and service jobs, from major sales accounts to working in fast food restaurants, with 27.1% of the residents employed. Other

residents here are employed in clerical, assistant, and tech support occupations (18.0%), and 17.0% in manufacturing and laborer occupations. Here most residents (91.9%) drive alone in a private automobile to get to work and 6% walk or bike to work.









# MAJOR CONCERNS ANALYSIS



## CRIME

Community decline generally means an increasing desire to move or higher actual mobility of residents; weaker attachments of residents to, and satisfaction with, their neighborhood; less local involvement; and lower house values. Reflecting on the community survey responses, there is evidence that some form of decline exists. Commonly accepted viewpoints suggest that high or increasing crime levels is a large contributor to neighborhood decline. The results reveal that different crimes influence different aspects of the housing market. Past and changing crime rates play roles in the transitions of neighborhoods. One of the challenges of Southside neighborhoods is crime and the perception of crime. Surveys indicate that it is the #1 area of concern in the Southside TNT.

Crime is commonly considered an urban problem. As urban areas undergo transformations, the geographic distribution of crime comes into question. New investment may affect crime by altering the physical environment of the neighborhood. Criminal events include a broad array of offenses that may have different causal mechanisms. Certain features of the built environment may either generate or inhibit different types of criminal events. Investment affects crime by reducing physical disorder. Using that premise, it is reasonable to expect that any kind of investment, so long as it has the effect of reducing disorder, will also reduce crime. In general, investment – whether it is a renovation or new construction – is likely to convey that an area is orderly, monitored, and under control. A proliferation of code violations, deferred maintenance, and vacancy and zombie properties send the opposite message.

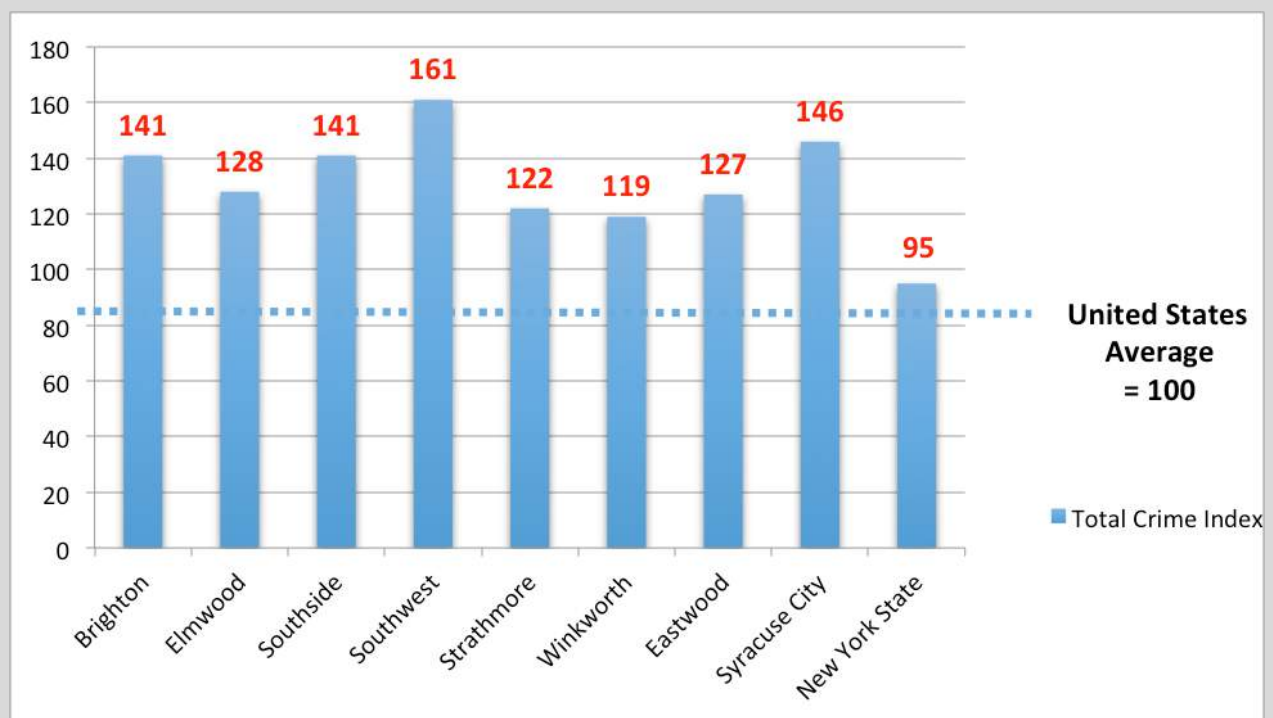
Research has shown that blighted and deteriorated neighborhoods are associated with crime. Many neighborhood programs do not consider the link between the physical environment and crime, and consequently, the conditions associated with crime remain. If community members also work to improve and maintain the physical neighborhood, the result would be reducing crime incidences because visual cues of an improved neighborhood can send strong messages to both residents and outsiders about community involvement and concern.





The condition of the area, housing design features, and street layout can be enhancers or reducers of crime. Fear is often higher in locations that offer good refuge for a potential offender and little opportunity of escape for residents. Physical features that offer better surveillance, the delineation between public and private space and proximity to well-used locations enables stronger control of spaces by law-abiding residents. Such control leads to less delinquency, less fear, and less victimization (Wilson and Brown 2009). Proximity to criminal activity is also a vital aspect of the home purchase or rental decision. Shelter isn't solely for the purpose of protecting us from Mother Nature but also protecting us from harm. When looking for a place to live or when starting a new family, most people look for a safe, friendly neighborhood. Close proximity to criminal activity or events increases apprehension and ultimately impacts the actual or perceived value of property or neighborhood. For this reason, understanding crime rates is an excellent starting point in assessing potential investment in a community.

### CRIME INDEX



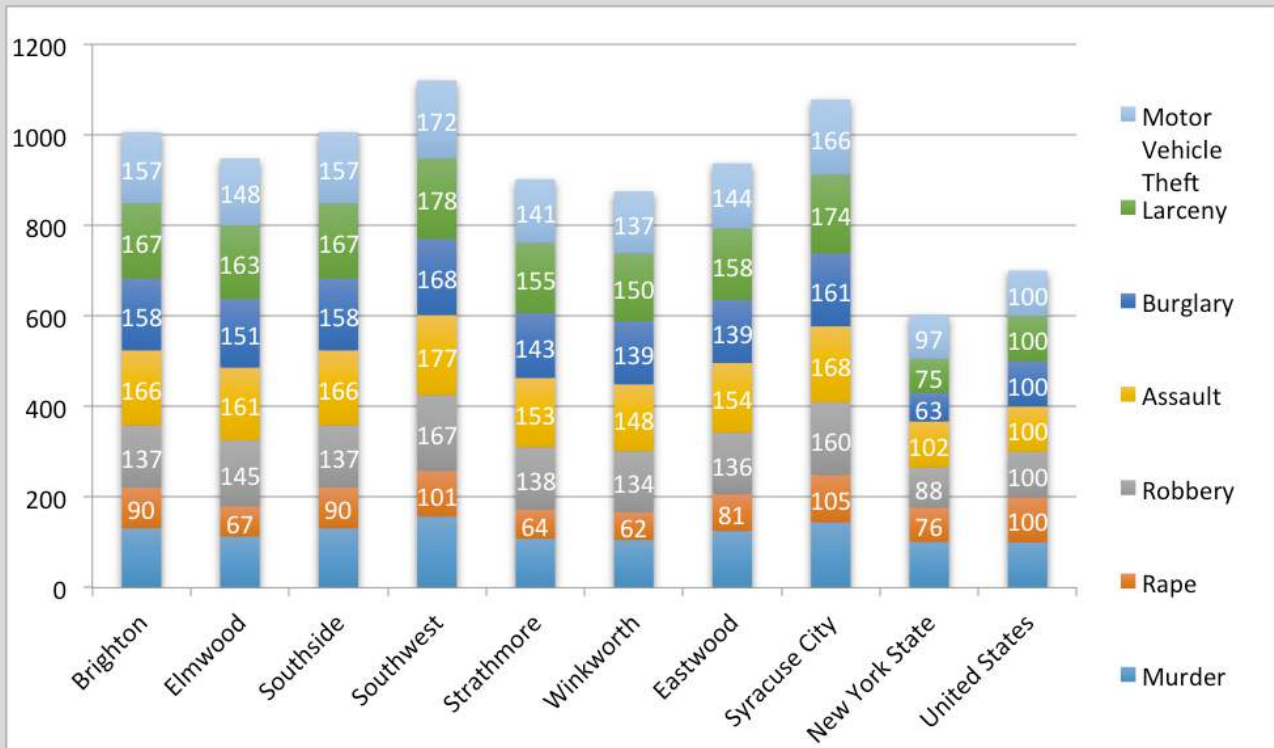
Graph 3

The consultant team collects crime statistics for the Southside neighborhoods from CLR Search, an aggregator of neighborhood data for business and residential purposes. It is clear that crime is an issue for the Southside, but it is also clear that crime is an issue for the entire City of Syracuse. Using our data, an index was developed with an average level of crime in the United States being 100. What the chart shows is that New York State is slightly below the national average, but the City of Syracuse has 46% more crime than the nation and 51% more crime than the State. When looking at the Southside neighborhoods, we also can see that 5 of 6 have crime levels below that of the citywide average. Half of the neighborhoods also have crime on par or below that of our benchmark community of Eastwood.





### CRIME DECONSTRUCTED



Graph 4

In graph 4 above, we can see crime incidences deconstructed into specific types of crime. This chart also reveals that in addition to total crime, that 5 of 6 neighborhoods have lower incidences in each category. In one category all 6 neighborhoods have lower crime than the citywide average. The Southside has grown to have a perception of crime, but as the data reveals, the crime levels for the majority of the community are not atypical of the city, and the neighborhoods are actually safer than other portions of the community. Much of what is influencing the Southside reputation is the perception of crime and the physical condition breeding a sense of fear. The perception of crime is that it is a problem found in the city but not suburban areas. This places a different burden on the City of Syracuse than the surrounding jurisdictions. As a result, nearness to the urban core and density causes questions to arise for those considering living or locating businesses on the Southside. Stimulating new development can influence crime by modifying the built environment. Homebuyers and renters also have preferences of being near new development activity, which can come in the form of new construction or renovation activity.

Certain types of criminal activities are stimulated by disorder in the physical environment. For example, the condition of the neighborhood, streetscape, and housing design features can enhance or reduce crime. New investment activity conveys that an area is under control, well-ordered, and watched. These visual signs of new improvement activity send strong messages to inhabitants and visitors alike about civic involvement and concern.







People also tend to associate the threat of physical harm with certain places. For example, where they live, a place they are visiting, somewhere they want to go, or a place they avoid. Although crime can happen anywhere, but some locations experience crime more frequently, and generalizations about crime rates help establish the psychological link between the likelihood of a crime occurring in that place and a person's fear of becoming a crime victim.

Visual cues based on a community's geography also influence perceptions of how bad crime is or is not in a neighborhood. For example, areas with high rates of crime and deviant behavior tend to be densely populated, physically deteriorated places, with a substantial number of transients. The Southside is certainly densely populated and has many properties with the deteriorating condition. In addition, residences are often mixed with less-than-desirable commercial establishments. Residents who are able to move out of these areas usually do so, and people who live in "safe" neighborhoods generally avoid the high-crime areas for fear of victimization. Visitors might be warned not to go into certain neighborhoods, or might leave an area if they inadvertently wander into one that "looks bad." This also represents how businesses view neighborhoods; possible victimization and potential loss of investment may influence whether business owners invest in certain areas.

As the Southside crime data reveals fear of crime based on visual cues alone is not always substantiated. However, it is a common tactic used while assessing an investment. Demographic factors such as education, income level, and lifestyle further influence perceptions and fear, thus fear of crime changes across different neighborhoods, even if the visual cues suggest otherwise.



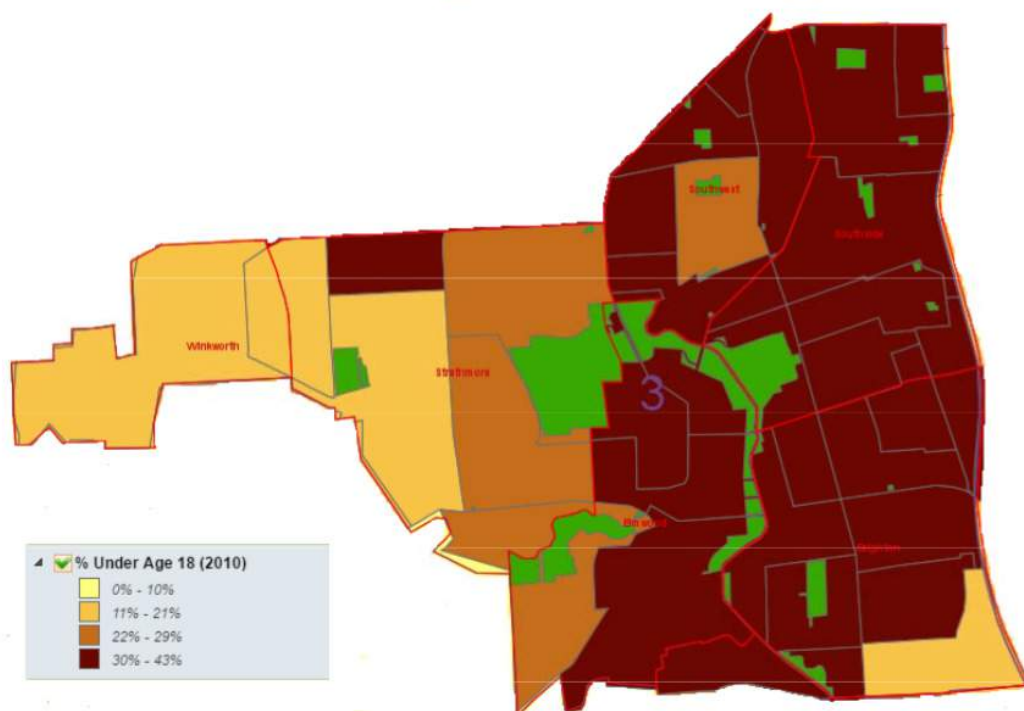


## UNSUPERVISED YOUTH

There has historically been a concern in communities regarding unsupervised youth, and the Southside is no exception. The timeframe between when school ends and when parents arrive home has always been a zone of potential danger. According to a report titled “America After 3 p.m., Special Report: Afterschool in Communities of Concentrated Poverty” published by the Washington-based Afterschool Alliance in 2009, “nationwide more than 15 million students—including approximately 3.7 million middle schoolers—are alone and unsupervised between 3 and 6 p.m.” These are prime hours for juvenile experimentation and criminal activity. This is the time youth are most often exploring drugs, sex, smoking and drinking alcohol. In the report, Syracuse’s own Chief Frank Fowler was quoted as saying “providing after-school programs helps to keep youth out of trouble which in turn keeps costs to the public down.” According to the FBI, youth between the ages of 12 and 17 are most at risk of committing violent acts and being victims between 2 p.m. and 8 p.m.

These issues regarding unsupervised youth are found in all communities but was more acute on the Southside due to the high concentration of residents under 18. Some of the Southside neighborhoods have the highest concentration of youth population in the entire city. As illustrated in the map below, the Southside, Brighton, Elmwood and Southwest neighborhoods all have youth populations above 30%. Conversely, neighborhoods such as Winkworth have less than 20% of the population under age 18.

### Percentage Under Age 18



Source: City of Syracuse





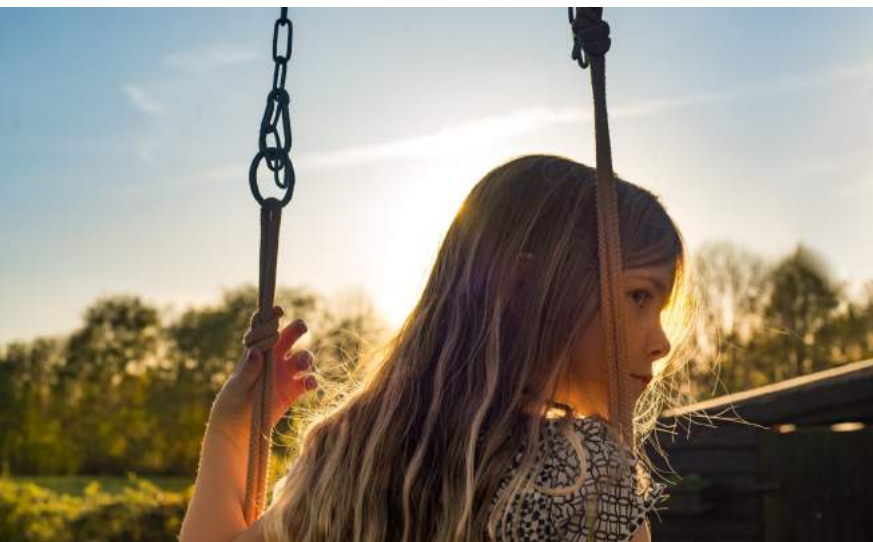
There is a strong correlation between criminal activity and the areas with high concentrations of youth. Increasing the level of supervision and activity would help curb crime and ultimately strengthen the viability of the Southside TNT neighborhoods. In addition, the large percentage of households with no vehicles in some neighborhoods, support the need for structured activities within walking distance.

The time between school and when parents arrive home is a time of lost opportunity. This is when the Southside institutions should be helping the youth procure skills, grow mentally and prepare for future success. Participation in structured extracurricular activities promotes personal and social development and academic achievement. In particular, positive effects have been found for activities that are highly structured and that emphasize skill building under adult supervision other than parents. In contrast, adolescents who are unaffiliated with any social network are at a much higher risk of suicide and dropping out of school.

After-school programs serving low-income elementary and middle school students were found to give children an academic boost. A study from the Department of Education of the University of California at Irvine found that students who regularly participated in after-school programs surpassed their peers in academic performance and exhibited notable improvements in work habits and behavior. There is also evidence that afterschool programming reduces crime in a community at large and improves the chances of a more productive life for youth.

Nationwide the demand for afterschool programs far exceed availability, and the Southside is no exception. The consultant team researched School Based Afterschool Programming available to Southside residents. The following offerings were identified:

- The YMCA in collaboration with Say Yes to Education and the Syracuse City School District offers arts education and academic support at McKinley-Brighton Elementary and Roberts K-8 School through an afterschool program. There is currently a waitlist for the program at McKinley-Brighton.
- Danforth Middle School's afterschool programming is hosted by Hillside Family of Agencies and Contact Community Services.
- Dr. King, Bellevue Elementary, and Southside Academy Charter School are extended day schools and do not have after-school programs.





Extended school day yielded mixed results in the City of Boston, according to an article in the Boston Globe. The article suggested it wasn't just the extra time that made the difference, but the quality of time spent that made the difference in improving academic performance. In 2013, the Syracuse City School District became one of 11 school districts in the country that began implementing the extended school day program as part of the TIME Collaborative. The goal of the initiative was to boost student achievement and make U.S. schools more competitive on a global level. Despite the extended day programming this still leaves these youth vulnerable during those danger hours, it merely gives them a late start.

When thinking of youth, you may naturally begin with the schools, but the natural next influential party would be to look at programs from the City's Parks and Recreation Department. According to research, the Parks and Recreation Department does not host any clinics or leagues on the Southside with the exception of its support of the Syracuse Little League. The only summer camp it holds on the Southside is at Upper Onondaga Park. These activities appear to primarily serve the youth in adjacent neighborhoods which leaves out the youth in the other Southside TNT neighborhoods that have the highest concentration of youth in the city. Further research was conducted to determine what additional programming augmented what the area schools and parks provide. Below is a neighborhood-by-neighborhood inventory of these offerings.

## BRIGHTON

- The Bishop Forey Foundation Neighborhood Center, a program of Catholic Charities, offers an afternoon and evening teen program that seeks to provide constructive youth development activities for teens aged 13-18 who live in the neighborhood. Bishop Forey also offers an after-school & summer program offering arts and crafts, cooking, dramatic play, athletics, games, and field trips in addition to tutoring and homework support.
- McKinley Park has a swimming pool that is used in the summer by neighborhood kids. Although the park has a pool house, it does not have a recreation center. Structured activities are limited to swimming and a mobile camp once a week during the summer.
- Light a Candle for Literacy which is supported by TNT recently started an after-school program at the Greater Love in Christ Church. This was a community partnership in which the church was looking to extend its outreach, and an existing youth literacy program came together to provide a place for neighborhood children.
- The Mary Nelson Center offers an afterschool program and tutoring. The center also hosts an annual backpack giveaway event.
- The Valley Worship Center Church of the Nazarene located on Midland Avenue received a grant from the Jim and Julie Boeheim Foundation in 2012 to fund the installation of two new full-court outdoor basketball courts that are open to the neighborhood.
- The Syracuse Elks Lodge 1104 sponsors a youth marching band called the 315 Drumline. The band performs around the city.
- Dancing Diamonds Dance Studio is a hip hop dance studio for kids 5+ located on South Salina Street.
- The South Side Communication Center After School & Summer Youth Program is for youth between the ages 12 to 18. Some of its offerings include tutoring and a chess club.







## ELMWOOD

- Although Elmwood is home to Elmwood Park, the park does not have programmed activities for its youth with the exception of the use of the baseball diamond by local leagues.
- In the summer, the City of Syracuse's Park and Recreation Department only includes Elmwood Park in its summer camp field trips.
- Believers' Chapel offers an afterschool and summer program for kids as well as a basketball and cheerleading program.

## SOUTHWEST

- The Southwest neighborhood is home to the Southwest Community Center, which has several activities for youth including an afterschool program, the Intelligent Young Minds (IYM) program for kids aged 14 to 18; Journey to Manhood, for boys from 12 to 20 years old; and Save Our Youth, a gang violence prevention program. The SWCC also offers swimming lessons, a pre-competitive developmental swim team, and lifeguard training classes.
- Spirit of Jubilee Park is the only park in the Southwest neighborhood, and its programming is limited to a Mobile Recreation Camps through the City's Parks and Recreation Department that takes place one day a week during the summer months.

## SOUTHSIDE

- There are several afterschool programs located in the Southside neighborhood. The Central Village Boys and Girls Club, Mercy Works, Dunbar Center, and P.E.A.C.E. all offer afterschool programs for the youth in the area. In addition to Mercy Works' afterschool program for youth in grades 6 to 8, their offerings include a summer program for youth, a robotics program, and a Microsoft Office training program in which students receive a free refurbished computer upon completion. Afterschool programs are also offered through the City of Syracuse Parks and Recreation at the Seals Community Center at Kirk Park and the Wilson Community Center at Wilson Park.





- In the summer, the Parks and Recreation Department offers Mobile Recreation Camps for youth ages 7 to 14 years of age one day a week at Kirk Park, Libba Cotton Grove, and Wilson Park.
- The Kirk Park Colts football and cheerleading program call Kirk Park home and offer youth in the area the opportunity to participate in these structured activities.
- The Beauchamp Library is also located in the Southside neighborhood and provides limited activities for youth.

## STRATHMORE

In the Strathmore area, Most Holy Rosary offers an afterschool program, and there are several summer camps outside of the neighborhood that are popular including the YMCA summer camps, the summer camps offered by the City of Syracuse Parks and Recreation Department, and several private camps. Parks and Recreation offers its mobile recreation camp at Upper Onondaga one day a week during the summer and its ESF Environmental Science Camp. In addition, Wadsworth Park is one of the fields the Syracuse Little League calls home.

## WINKWORTH

Similar to Strathmore, youth who reside in the Winkworth area can take advantage of private camps as well as those sponsored by the Parks and Recreation Department. In addition, the Bellevue Country Club offers its youth members lessons in swimming and water safety and has a competitive swim team.

With the high concentration of youth in the area, the Southside could benefit from more structured activities for its youth. Although this list may appear to have broad coverage, the reality is that what's available is not responding to the need. Many of the programs have to operate based on volunteer hours. Some have inconsistency due to only being available certain days during the week, others are impacted by operational and financial challenges with the nonprofit organizations. There is no adequate, dependable and consistent youth safety net for the Southside neighborhoods. More enrichment activities, high-quality afterschool programs, sports leagues and teams, and supplemental education opportunities are needed especially in the Brighton and Elmwood neighborhoods.

At a minimum, more effort must be placed in promoting the programs and activities that do exist to the youth and parents in the area. Many parks and recreation activities require more advertising and an effort should be made to place more programming in the Southside neighborhoods.





## VACANCY AND ABANDONMENT

Vacancy and abandonment data are key indicators used by economists to help identify trends and forecast future economic conditions. Typically, lower vacancy rates suggest high demand for new units, which will likely result in rising rents and sales prices as well as an increase in new construction in the future. Conversely, higher vacancy rates suggest excess capacity and will likely result in a slowdown in new development in conjunction with a slowdown in the rate of increase of rents and sales prices. In severe cases, a high vacancy rate could result in a decrease in rents and sales prices. Higher vacancy rates can also be indicative of an area that has not only neglected the upkeep of properties but also abandoned fundamental duties of homeownership to include timely mortgage payments, taxes, or utility bills.

The vacancy on the  
Southside has  
undermined public  
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there over the last  
two decades.



Through the recession, the problem of vacant properties and abandoned buildings reached crisis proportions in America. The vacancy on the Southside has undermined public and nonprofit investments made there over the last two decades.

Destabilized to the point that after millions of dollars spent on various initiatives, the results are barely identifiable. Vacant homes and lots has a direct impact on the decisions people make about where to live and invest. People want to reside in an attractive place, free of disorder, and anxiety. Vacant property dampens interest in buying or renting nearby homes. Long-term vacancy also sends the wrong signal to the investors, discouraging capital infusions that could contribute to rising property values and the city's long-term economic viability. People want their homes and businesses to appreciate or at a minimum retain value. Widespread vacancy and rental rates reduces the potential sales price and market value of nearby property.





Households are concerned about safety. Countless studies assert that communities with vacant or abandoned property have crime rates twice as high as those without vacant units. Families want to live near high performing schools and excellent public services. In almost all situations, abandoned property is tax delinquent. The loss of potential tax revenue affects both city services in general and revenue to support education as well.

The TNT Southside housing market is severely injured. The level of real estate activity is slowed to a crawl resulting in most property intended for ownership being used primarily as a rental property. The combined effects of a weak economy, higher than the national average of unemployment, tighten credit requirements, and underperforming education has serious impacts that contribute to decreased household incomes. Lowered incomes erode consumer confidence in the market resulting in a stalled housing market in neighborhoods of aging properties and a decreasing property tax base. These are circumstances that can be found very easily in the TNT Southside area.

For the Southside TNT neighborhoods, vacancy is influenced by vacant lots, vacant structures, and underutilized non-residential property. This vacancy includes residential uses and vacant commercial space, but also abandoned church buildings, closed schools, and former nonprofit facilities. The current status of each and the impact on individual Southside neighborhoods are delineated. Table 2 outlines the Southside neighborhood areas and their corresponding levels of vacancy. This data indicates evidence of population decline and business flight. When speaking about vacancy, most are referencing structures or housing units. The more revealing statistic is the total vacancy, which considers residential structures, commercial units, and vacant lots. Unless someone traverses throughout a neighborhood, there is no overwhelming visual sense because the most traveled area tends to be less vacant, but the data provided by the City of Syracuse is eye-opening.

The TNT Southside is almost 23% vacant. Of the 8,623 parcels in the TNT planning area, 1,978 of them are vacant. Vacant lots are the largest influence with 1,370 empty lots in the 6 neighborhoods. Southwest has the most vacant lots. Included in the total vacancy number, there are 575 vacant residential structures as well. The Brighton neighborhood leads in this area. The tax delinquency also constrains public investment in the area. It may be hard to believe, but according to the City of Syracuse, TNT Southside has almost 26,000 years of outstanding property tax obligations. The neighborhoods with the highest vacancy are the largest contributors to this problem.





## VACANCY &amp; PARCEL ANALYSIS

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Southside TNT
<b>Number of Parcels</b>	2312	1492	1363	1157	1847	452	8623
<b>Vacant Lots</b>	329	219	358	384	56	24	1370
<b>Percent Vacant Land</b>	14.2	14.7	26.3	33.2	3	5.3	15.9
Vacant Residential	252	100	110	56	47	10	575
Vacant Commercial	8	10	8	7	0	0	33
<b>Total Vacancy</b>	589	329	476	447	103	34	1978
<b>Vacancy Percentage</b>	25.48%	22.05%	34.92%	38.63%	5.58%	7.52%	22.94%
<b>Properties w/ Code Violations</b>	443	202	208	149	91	12	1105
<b>Pct. of Property w/ Code Violations</b>	19.2	13.5	15.3	12.9	4.9	2.6	12.8
<b>Percent of Code Violations</b>	40%	18.20%	18.80%	13.50%	8.20%	1%	16.60%
<b>Years of tax delinquency</b>	9943	3820	5328	6139	594	106	25930
<b>Parcels owned by non residents</b>	466	286	231	207	197	27	1414
<b>% non resident ownership</b>	20	19	17	18	11	6	16
<b>Source: City of Syracuse</b>							

Table 2

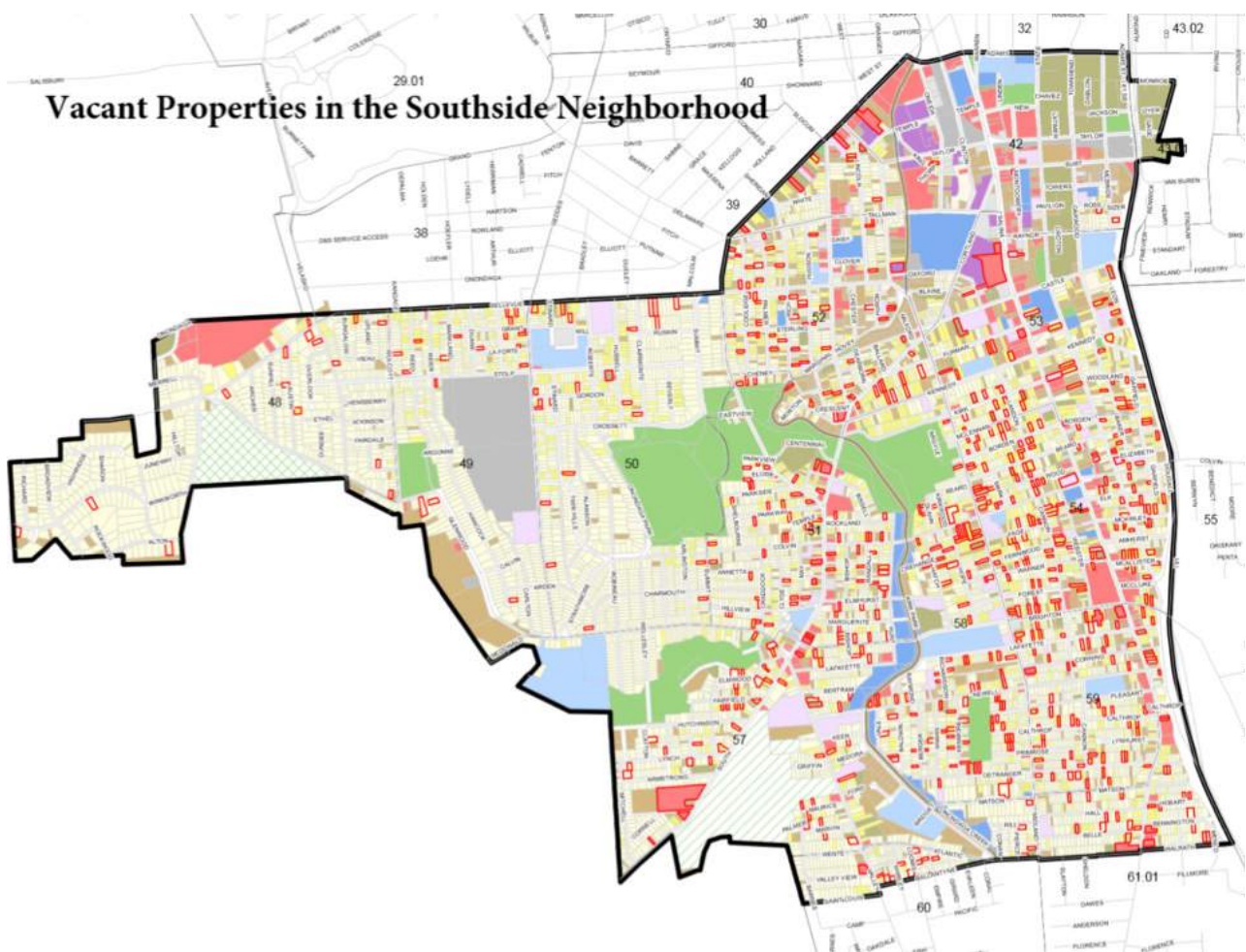
Source: City of Syracuse

Generally speaking, vacant lots are susceptible to becoming sites with code issues such as overgrowth or excess debris, and can contribute to an overall perception of blight or decay in a neighborhood. When digesting the data, TNT Southside has nearly 17% of its properties with code violations. Brighton again leads in this category with 443 or 40% of its residential structures with code violations. Many of those properties are also vacant. Another derivative of this vacancy, abandonment and code problem is absentee ownership. The consultant team also looked for correlations of accountability with problem lots and assets. We discovered that 16% of the property in TNT Southside is owned by entities or individuals who are not residents of Syracuse. Their level of concern about the impact the properties have on the surrounding neighborhood is influenced by their lack of seeing it themselves.





Bringing awareness to the vacancy problem for the TNT Southside requires expressing it visually as well as verbally. The map below shows each vacant parcel represented by a red outline. The concentration reveals a correlation with other socio-economic factors in those same neighborhood areas. Many of those are directly influenced by the level of vacancy that exists. The results of the neighborhood vacancy analysis leads to many conclusions. Despite the inherent charm of Syracuse's Southside and opportunity to prosper, many of the neighborhoods are suffering under the weight of disinvestment. There is significant disparity in the physical conditions of the local housing stock. Curb appeal is negatively influenced by vacancy, code violations and poor general maintenance. Without attention over time, that level will decline and lack of improvement will make it difficult for the Southside neighborhoods to compete for new residents, business, and investment. Another key indicator for the Southside is location of vacancy. The city's visual vacancy is generally alarming due to concentration. Unfortunately the 22.94% TNT Southside vacancy percentage is being absorbed by certain areas.



Source: City of Syracuse





The majority of vacant properties are concentrated within three neighborhoods - Southwest, Southside and Brighton respectively. Each of these neighborhoods are well above the average. As with curb appeal, the variations between vacancy rates across neighborhood investment areas are vast. When you look at the other end of the spectrum, Winkworth and Strathmore have single digit vacancy percentages, low code violations and low non-resident ownership. Although the overall architectural appeal of the Southside is deemed to be extremely desirable there is great inconsistency between aesthetic quality and noticeable investment in different neighborhood areas. As we can see, vacancy and abandonment leads to many problems which negatively impact entire neighborhoods. Without attention and action a slippery slope of decline often takes over blocks, neighborhoods and housing markets. If ignored vacancy, abandonment and poor maintenance will further encourage residential flight or redistribution.

When considering the numbers of vacant and distressed properties located throughout the Southside neighborhoods concern is warranted. The general downturn in the Syracuse economy added to the decline of the slight commercial corridors that do exist. This erosion of the commercial corridors further exacerbates the issue of vacancy and abandonment in challenged neighborhoods everywhere and the TNT Southside is no different. This perfect storm of disinvestment in residential areas plus the addition of commercial deterioration is part of the recipe of neighborhood distress. It is essential to slow the bleeding until resources are made available to either eradicate or remedy these problems.





## EDUCATION



Feedback from the Southside neighbors via the survey shows that academic achievement and progress by the public schools within the neighborhoods is a primary concern. The Syracuse City School District (SCSD) is one of the largest school districts in the State of New York and is considered one of the Big 5 along with New York City, Buffalo, Rochester, and Yonkers. SCSD relies on city, state, and federal aid for funding and operates as a local branch of government, with no taxing authority.

Schools that perform at or above the state average on standardized tests are usually considered to be higher-quality schools. Schools that indicate positive progress from academic year to academic year are also considered higher-quality schools. There are other factors that could further assess the quality of public schools, such as spending per pupil or extracurricular activities available.

The quality of a neighborhood's public schools has a direct effect on the demand for housing in that area. Households with children place this factor high on their priority list when searching for a home; they all want their children to receive the best education possible.

Additionally, it has been shown that children who receive higher quality education in primary levels of schooling ultimately have higher educational attainment, which in turn has a direct correlation to higher income levels. Real estate professionals and investors are aware of these implications, and therefore properties in neighborhoods with quality public education are often appraised and sold at higher values. In addition to the other factors we discussed, the performance of the public schools in the area further complicate the issues.

Prior to looking at the schools in the TNT planning area, the consultant team assessed the profile of the school district as a whole. In the 2016-2017 school year, SCSD enrolled 19,543 students in grades K-12, with a 52% male and 48% female population. Seventy-six percent of the students in SCSD are minority versus 36% of the students in Onondaga County (Table 3). English Language Learners make up 18% percent of the population and students with disabilities make up 20%.





**SCHOOL DISTRICT POPULATION**

Race	Syracuse		Onondaga County	
	Totals	Percentage	Totals	Percentage
White	4,591	23.0%	45,028	65.0%
Black	9,840	49.0%	12,820	19.0%
Hispanic	2,630	13.0%	4,501	7.0%
Asian and/or Hawaiian/Pacific Islander	1,642	8.0%	3,137	5.0%
Multiracial	1,024	5.0%	2,696	4.0%
American Indian or Alaska Native	224	1.0%	751	1.0%

Table 3

Source: New York State Department of Education

When looking at income and financial capability in the 2016-2017 school year, 82% of SCSD's students were classified as economically disadvantaged. This number was up from 79% in 2015-2016 and 77% in the 2014-2015 school year. In Onondaga County, the number of students classified as economically disadvantaged was 48% in the 2016-2017 school year; up from 47% the prior year and 44% in the 2014-2015 school year. Syracuse's percentage of economically disadvantaged students is less than Rochester's 90% (down from 91% the previous year) and Buffalo's 79% (down from 82% the previous year); the state as a whole stands at 55% up from 54% in the 2015-2016 school year.

**NYS ACCOUNTABILITY STATUS**

Term	Definition
Good Standing	Not identified as Priority, Focus or in need of a Local Action Plan (LAP).
Failing School	Ranking in the bottom 5% of schools based on ELA and Math scores and a graduation rate below 60% for 3 years consecutively.
Local Assistance Plan	On a path of showing progress and no longer in the lowest 5% of schools.
Focus School	Performing among the lowest 10% of schools across the state.
Priority School	Performing amongst the lowest 5% of schools across the state.
Persistently Struggling	Priority schools for the previous three years and among the state's lowest performing schools for the previous ten years.
Struggling	In Priority status during the 2012-13, 2013-14, and 2014-15 school years.

Table 4

Source: New York State Department of Education





Syracuse City School District has repeatedly been at the bottom of the achievement list. In 2015, Governor Andrew Cuomo identified 18 failing SCSD schools. This was more than half of the 34 schools in the district. At that time Southside schools, Bellevue Elementary, Danforth Middle School, and Dr. King Elementary, were all on the list designated as “persistently struggling” and placed into receivership.

In the 2014-2015 school year, none of the SCSD schools were assessed as being in “good standing” according to New York State’s accountability status. The only school in good standing in Syracuse at that time was the Syracuse Academy of Science (SAS) charter school. Since then there has been some progress. Of the 18 schools, nine of them were removed from receivership at the end of the 2015-2016 school year. Now Salem Hyde Elementary, Franklin Elementary, Hughes Elementary, Institute of Technology at Central, Syracuse Latin, Public Service Leadership Academy @ Fowler, Delaware Primary, and Syracuse Academy of Science are all considered in “good standing” with the state.

Syracuse’s charter schools are outperforming its public schools. Parents are finding that options such as SAS has consistently been in good standing with the state outperforming all of the city public schools. This performance happens despite the high percentage of students that receive free or reduced lunch. At about 80%, this is one of the highest percentages in the city and indicates that family income doesn’t determine a student’s ability to achieve.



Academic performance at Southside Academy Charter School is also worth noting. Southside Academy is considered a “priority” school, however, it outperformed SCSD schools in some important areas. Southside Academy saw the biggest growth in its state ranking amongst all Onondaga County schools in 2016. It had the highest proficiency level in the entire district for 4th grade science. Not only above the state average, but also comparable to Fayetteville-Manlius and Jamesville-Dewitt primary schools. At Southside Academy, students performed at a 95.7% proficiency level on the state science exam. Fayetteville-Manlius elementary schools averaged 97.6% and Jamesville-Dewitt elementary schools averaged 97.1%.





In 2017, Syracuse City School District ranked 785 out of 801 school districts in New York State compared to Buffalo which ranked 758 and Rochester which ranked 791. In 2016, Syracuse ranked 751 out of 764. SCSD is the largest school district in Onondaga County but ranks the lowest amongst all the districts. Fayetteville-Manlius consistently ranks the best in the county and is one of the top school districts in the state ranking 53 out of 801 school districts in 2017. Skaneateles School District is not far behind Fayetteville-Manlius with a ranking of 58 out of 801.

#### SCHOOL DISTRICT RANKINGS

Onondaga County School Districts	2016-2017 Ranking (of 801)	2015-2016 Ranking (of 764)	2014-2015 Ranking (of 752)
Fayetteville Manlius	53	32	22
Skaneateles	58	66	36
Jamesville-Dewitt Central	76	85	63
Marcellus	92	69	48
Tully	221	261	139
Fabius-Pompey	228	227	153
Westhill	265	125	129
West Genessee Central	302	328	278
Baldwinsville	340	320	318
Onondaga Central	390	347	240
Jordan-Eldridge	417	479	486
North Syracuse Central	500	496	468
Lafayette	510	436	301
Liverpool Central	566	505	408
East Syracuse Minoa	576	500	444
Solvay	647	641	565
Southside Academy	678	720	739
Lyncourt	703	644	577
<b>Syracuse City School District</b>	<b>785</b>	<b>751</b>	<b>740</b>
Syracuse Academy of Science	n/a	n/a	n/a

Table 5

Source: School Digger







## TNT SOUTHSIDE SCHOOLS

With a full picture of the state and local education landscape painted the consultant team looked at the schools located on the Southside.

1. **Bellevue Elementary School** is located in the Strathmore neighborhood and was one of the 9 schools to be removed from receivership. With 429 students, 89% of its students are considered economically disadvantaged. The school ethnic makeup is 54% Black, 16% Hispanic, 15% White, 13% Multiracial, and 2% Asian.

2. **Dr. King Elementary**, located in the Southside neighborhood, is one of the poorest performing elementary schools in the state ranking 2,385 out of 2,386 in 2017. Ninety-three percent of its 562 students are considered economically disadvantaged. The school ethnic makeup is 83% Black, 6% Hispanic, 6% Multiracial, 4% White, and 1% American Indian.

3. Located in the Brighton neighborhood, **McKinley-Brighton Elementary School** was recently declared a “priority” school, now performing amongst the lowest 5% of schools across the state. In 2015, McKinley-Brighton ranked as the worst performing elementary school in New York State ranking 2,311 out of 2,311. Ninety-two percent of its 558 students are considered economically disadvantaged. Seventy-four percent of the students at McKinley-Brighton are Black, 11% White, 8% Multiracial, 6% Hispanic, and 1% American Indian.

4. **Roberts Pre-K-8 School** is located in the Strathmore neighborhood. From 2015 to 2016, Roberts experienced a sharp decline in its state school ranking and performance. However, that school year, Roberts outperformed the district on the 8th grade Regents Living Environment state exam. Roberts remains a “focus” school with 70% of its students considered economically disadvantaged. The racial breakdown of the school is 53% Black, 27% White, 10% Hispanic, 7% Multiracial, 2% Asian, and 2% American Indian.





5. **Danforth Middle School** is located in the Brighton neighborhood and is labeled as “persistently struggling” by the state. It has seen a major drop in its student enrollment with 376 students, its lowest enrollment since 1989 when it had 864 students. This could be attributed to its previous listing by the state as “persistently dangerous”. In 2016, Danforth ranked worse than 98.8% of middle schools in the state. It currently ranks 1,450 out of 1,455 schools in the state. Ninety-two percent of its students are considered economically disadvantaged. Eighty percent of its students are Black, 10% Hispanic, 6% White, 3% Asian, 1% Multiracial, and 1% American Indian.

6. As the primary high school for Southside residents, **Corcoran** is a “local assistance plan” school located in the Strathmore neighborhood. Corcoran was ranked 1,048 out of 1,221 schools in the state in 2017. In comparison to the other city high schools for 2017, Corcoran ranked second to last - Nottingham (881), Henninger (974), ITC (832), PSLA @ Fowler (1,162), and SAS (798). Corcoran is a member of the prestigious International Baccalaureate Organization Diploma Program. Sixty-four percent of its 1,429 students are Black, 17% White, 12% Hispanic, 4% Asian, 2% Multiracial, and 1% American Indian. Seventy-eight percent of its students are considered economically disadvantaged.

7. **Southside Academy Charter School (K-8)** is the best performing elementary and middle school on the Southside. Located in Elmwood next to Brady Farm on Onondaga Creek Boulevard, the elementary school not only outperforms the schools on the Southside, but also all the SCSD public elementary schools (data not available for Syracuse Latin and Delaware Primary). With 687 students, 79% are Black, 15% Hispanic, 4% White, 1% American Indian, and 93% are considered economically disadvantaged.

8. **Syracuse Academy of Science and Citizenship Charter School** is located in Elmwood on Valley Drive in the former Our Lady of Lourdes School. The school first opened its doors for the 2017-2018 school year. The school currently serves grades K-2 but will grow one new grade every year until it serves grades K through 12.

There are also two alternative schools within the TNT Southside sector: **Core K-8 Program at Elmwood** and **McCarthy at W.R. Beard**. The Core K-8 Program is held in the old Elmwood Elementary School building on South Avenue and McCarthy at W.R. Beard is located in the Southside neighborhood on West Kennedy Avenue.





## TEST SCORES, DESIGNATIONS, AND RANKING

### ELEMENTARY & MIDDLE SCHOOL

ELEMENTARY SCHOOLS	Accountability Designation	State Ranking 2016-17 (out of 2,386)	State Ranking 2015-16 (out of 2,364)	ELA			Math			Science
				3rd	4th	5th	3rd	4th	5th	
McKinley Brighton	Priority	2,381	2,362	4.9%	2.5%	8.7%	2.4%	0.0%	5.10%	31.0%
Dr. King	Priority (Struggling)	2,385	2,361	4.5%	3.2%	0.0%	4.4%	4.3%	0.0%	42.4%
Roberts	Focus	2,182	2,179	12.3%	17.4%	21.1%	18.2%	15.5%	21.9%	68.8%
Bellevue	Focus	2,366	2,315	5.6%	10.6%	10.0%	6.8%	9.7%	6.3%	40.9%
Southside Charter	Priority	1,497	1,755	29.7%	32.4%	36.5%	34.3%	45.3%	43.2%	88.9%
SCSD				15.4%	12.7%	11.2%	17.0%	12.8%	13.3%	55.9%
NYS				42.9%	41.2%	35.4%	48.4%	43.0%	43.1%	86.0%
MIDDLE SCHOOLS	Accountability Designation	State Ranking 2016-17 (out of 1,455)	State Ranking 2015-16 (out of 1,420)	ELA			Math			Science
				6th	7th	8th	6th	7th	8th	
Danforth	Priority (Struggling)	1,450	1,403	0.8%	2.9%	4.4%	2.4%	0.8%	0.0%	8.4%
Roberts	Focus	1,290	1,252	15.4%	20.8%	23.9%	13.6%	14.9%	0.0%	6.5%
Southside Charter	Priority	1,122	1,244	17.8%	31.3%	33.3%	14.1%	11.3%	10.5%	42.6%
SCSD				10.1%	11.4%	18.2%	10.9%	5.4%	1.1%	12.9%
NYS				32.4%	41.9%	45.5%	39.8%	37.7%	21.6%	58.1%

Table 6

Source: New York State Department of Education

### HIGH SCHOOL

High School	Accountability Designation	State Ranking (out of 1,221)	Regents Global History	Regents US History	Regents Living Environ.	Regents Earth Science	Regents Chemistry	Regents Physics	Regents Algebra 2 / Trig	Regents Common Core Algebra	Regents Common Core English	Regents Common Core Geometry	Regents Common Core Algebra 2
Corcoran	Focus	1,048	37.1%	55.4%	41.0%	47.8%	30.0%	39.1%	7.9%	3.3%	34.8%	3.3%	21.7%
SCSD			43.9%	59.8%	50.6%	45.4%	44.2%	66.7%	24.2%	8.4%	36.0%	4.8%	19.9%
NYS			68.2%	81.1%	74.3%	69.3%	74.0%	81.6%	34.1%	35.4%	63.7%	23.7%	42.8%

Table 7

Source: New York State Department of Education

From the information provided above it is very clear a need for concern is warranted. The public education options for TNT Southside residents are daunting. Unfortunately, the bleak situation isn't just specific to the Southside but representative of performance issues district wide. On the Southside those district issues are compounded by socio-economic challenges found in Southside TNT neighborhoods. Historically, there is clear evidence that public education is a factor in driving the housing market. As such finding solutions to augment this situation is critical to the success of these 6 neighborhoods.







## THE JOBS PICTURE

Southside TNT leaders seeking to promote economic opportunity have to start by looking at the regional picture. That regional picture is very clearly tied to jobs. The last 30 years in Syracuse has witnessed major economic and demographic shifts that have changed the formula for economic success for the Southside. The Southside has not only survived an outmigration of working residents, but an influx of households enabled by public agency support.

This circumstance is further compounded by the nation managing through an economic downturn and a recession. Those events not only left the nation with fewer jobs by 2010 but ushered in a shift of the jobs that were available to different Syracuse communities. As the number of jobs declined, they began to be located away from the urban core. This was not just in Syracuse but in every metropolitan area in the United States. This suburbanization of jobs also led to a suburbanization of workers. With the shifting of those workers also came the shifting of the wealth, amenities and property values leaving the urban core with a reduced tax base, reduced services, and more poverty.

There is a strong connective thread between regional employment and the decline of the Southside neighborhoods. Between 1980 and 2010 Syracuse lost 24,935 people or 14.7% of its population. A reasonable guesstimate is that at least 4,700 or nearly 19% of those people came from the Southside neighborhoods.

*(It was necessary for the consultant team to develop a guesstimate because the Southside TNT didn't exist in 1980. Thus no data was available. The guesstimate was calculated using the citywide percentage of population decline and extrapolating a number based on the current population of Southside TNT).*





**POPULATION CHANGE**

	1960	1980	2010	Change 1960-2010	Percent 1960-2010	Change 1980-2010	Percent 1980-2010
Syracuse	216,038	170,105	145,170	-70,868	-32.80%	-24,935	-14.70%

Table 8

Source: NYS Controller 2012

Within the same timeframe, the Syracuse region has had a 9.2% increase in the number of jobs totaling a 25,800 incremental increase of full-time jobs from 1980 to 2010. Also, during this period, the City of Syracuse lost 11,100 jobs. The conclusion is a net increase of 37,000 jobs into Onondaga County outside of the city and surrounding areas. Further making the case of the connectivity between jobs, poverty and urban decline of the Southside. In 1980, Syracuse had a total poverty rate of 18.4% which had mushroomed to 31.1% by 2010. We can see the suburbanization of jobs has produced a powerful impact on the prosperity of the communities surrounding Syracuse. Not only did each of those communities have single-digit unemployment at the height of the recession, but also had single-digit poverty. The per capita income is also significantly higher; Dewitt 51% higher and Salina having a 31% advantage in per capita income. The high-wage, high-skill jobs shifted, and the benefits transitioned with them.

**LABOR FORCE**

City/Town	Syracuse	Dewitt	Onondaga	Salina
Labor Force	66,143	12,731	11,731	18,245
Employed	59,410	11,967	11,053	17,133
Unemployed	6,733	764	678	1,112
Unemployment Rate (%)	10.2	6.0	5.8	6.1
Per Capita Income (\$)	17,866	36,542	30,751	25,864
Poverty Rate (%)	31.1	7.9	5.3	7.4

Table 9

Source: NYS Controller 2012

Proximity to jobs influences access to opportunity, quality of public services and access to private services. But the most critical aspect of job proximity is the impact of employment outcomes. The closer people are to the jobs; they will have shorter job searches, spend less time commuting, have higher incomes, and shorter time frame of unemployment.



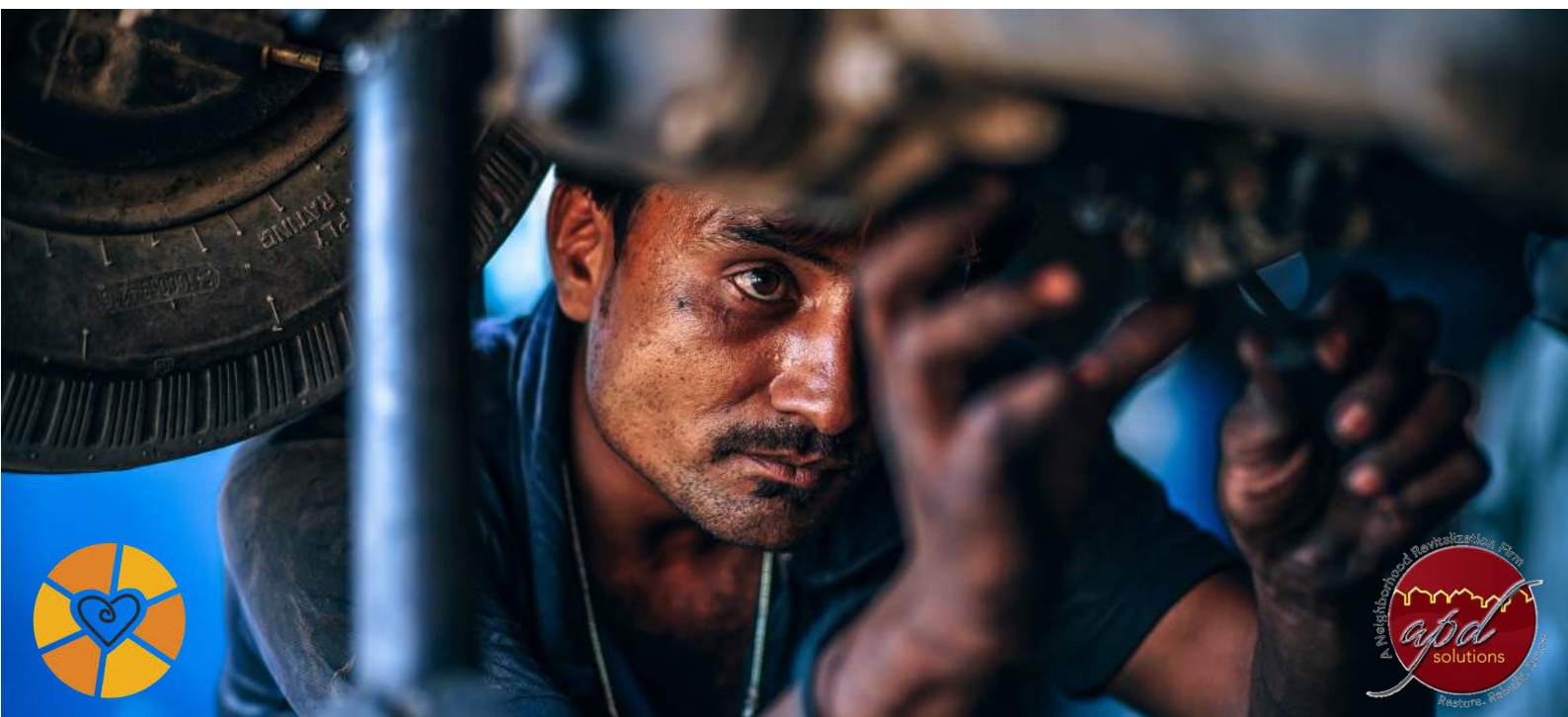


The dominant demographic of the Southside is more sensitive to employment accessibility than other demographic profiles. Minority, female, lower-skill and lower-income workers are the most vulnerable as they are more prone to face barriers such as commute distance, childcare, networking and basic awareness of the types of jobs available. The experience of higher-income, higher-skilled workers, presents a sharp contrast. They can afford to commute by automobile and are able to have more choice with respect to the location of their employment. They can commute longer distances and shape a more flexible schedule.

There is no guarantee of employment simply due to being close to where the jobs are. Families in poverty have other hurdles as well. Workers are still required to compete for jobs, and the level of education or training further exacerbates these proximity issues. It's fine to look at the region, but neighborhoods and individuals experience different stressors and outcomes. We must also look at the localized support systems in place that help the neighborhood and individuals compete.

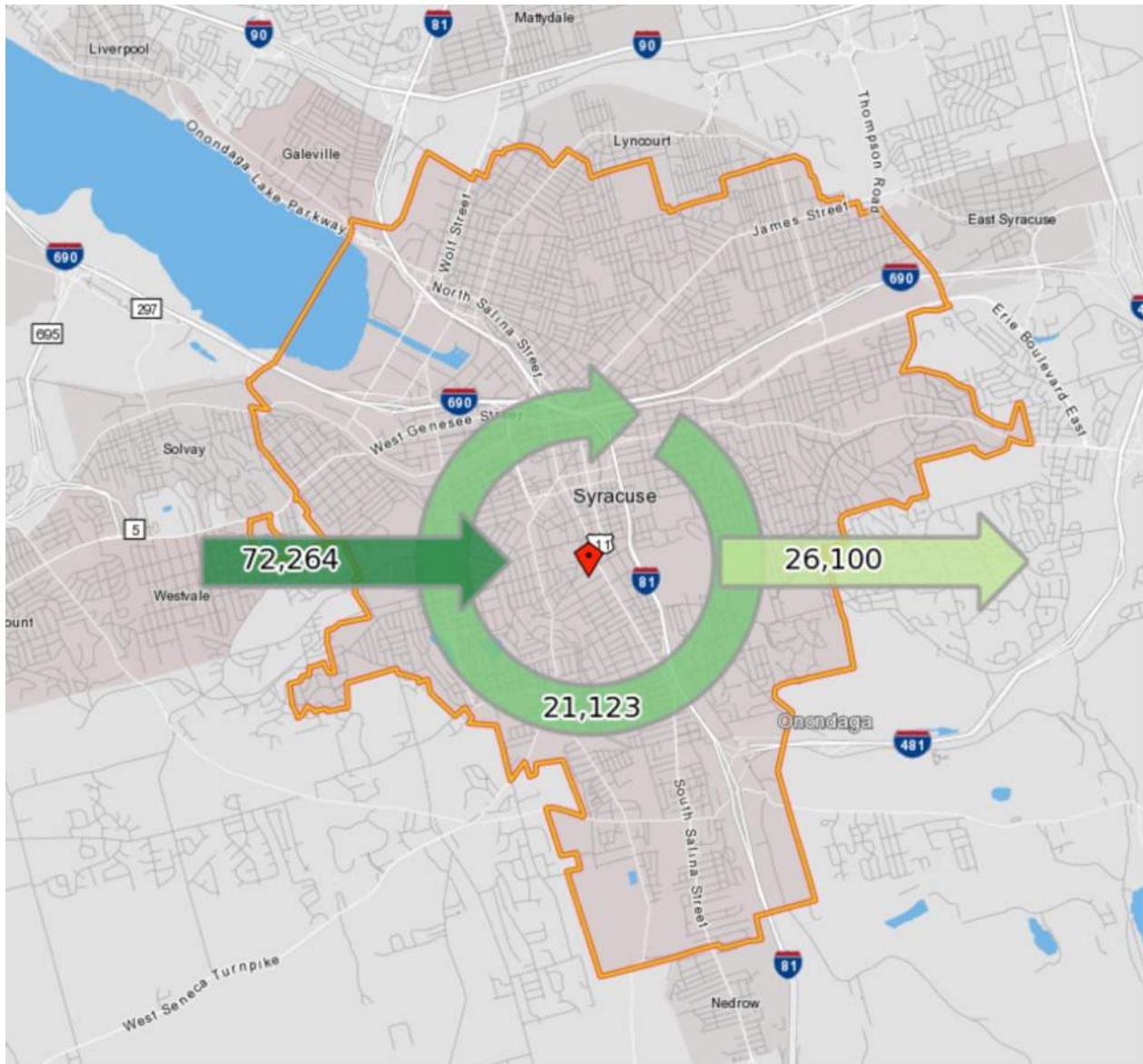
The call for new residents in the neighborhood or increasing the number of jobs misses the complexity of these issues. Improving those elements is not enough to guarantee positive results for residents of the urban core. Nor does it address equal access to economic opportunity. Perceptibly, where people live and where the jobs are within Syracuse make a difference. The Southside needs to engage in the regional economic development discussion so that if efforts aren't being made to locate jobs in the neighborhoods, then the expectation should be determining how to connect these neighborhoods to the jobs.

Proximity and connection to jobs aren't the only influence of economic loss for the Southside. There are also job disparity issues and skill training deficits that are also at play. According to the US Census Bureau, there are 93,387 people employed within the City of Syracuse; 77% of them live outside the city, but the remaining 21,123 or 23% live in the city. Conversely, there are 47,223 people who live in the City of Syracuse that have jobs; 26,100 of those people must go outside of the city to find work. This means 55% of the people who live in the city itself must look beyond its borders for work.





## CITY OF SYRACUSE JOBS

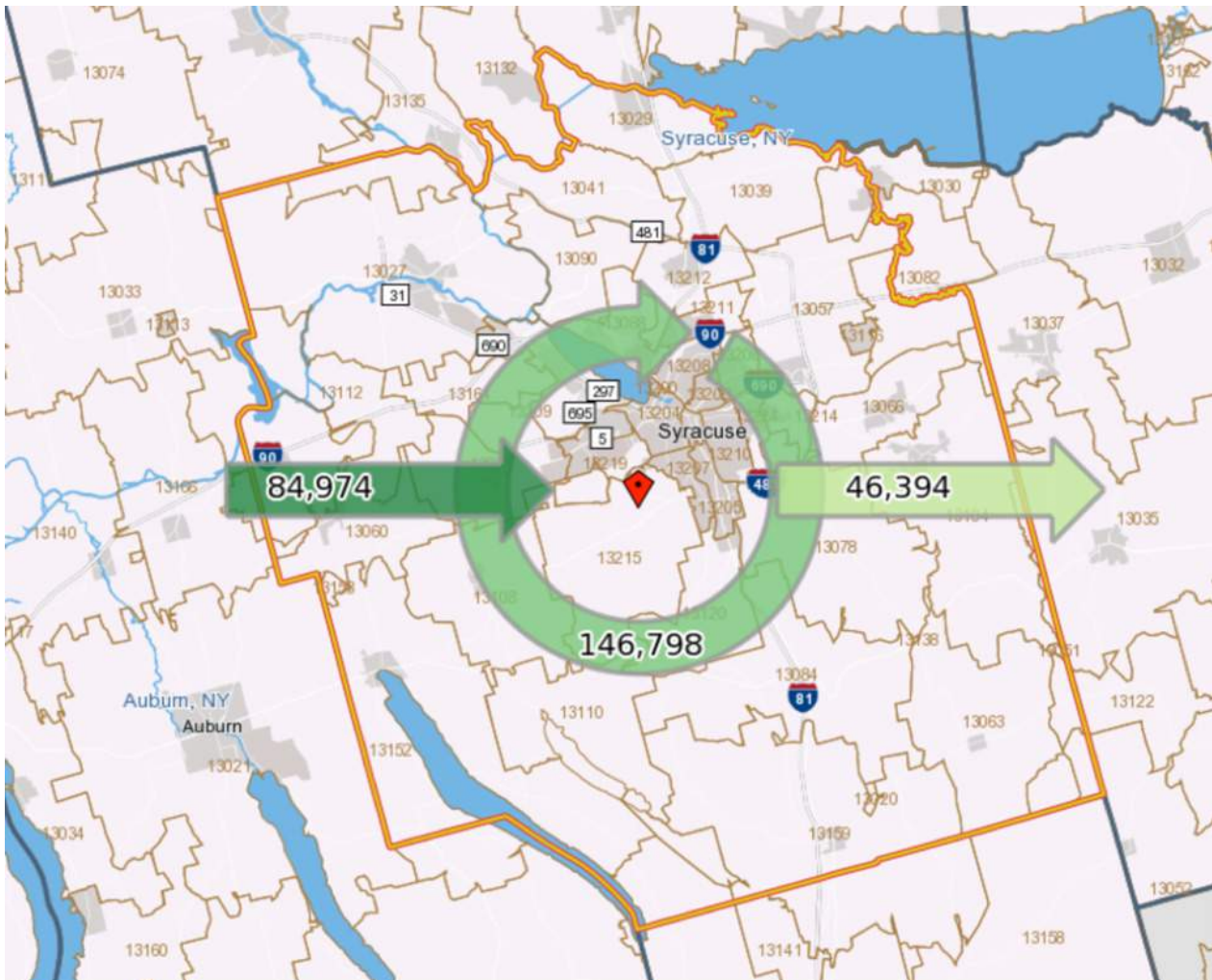


Source: US Census Bureau





## ONONDAGA COUNTY JOBS



Source: US Census Bureau

When looking at Onondaga County, there are 231,772 jobs inside the county; 146,798 (63%) of those workers live in Onondaga County; 84,974 (37%) travel from outside the county for work; and 46,394 county residents have found employment outside of the county. Understanding the scope of the jobs is an important beginning because the total number of unemployed people in the City of Syracuse is less than 7,000 people. Most of the jobs in the city are being filled by non-residents which means the city residents are not being prepared for the opportunity right in front of them. A further analysis of job share clarifies this issue even more.





Job share analysis is very important in revealing gaps in connectivity to the region. Once the demographics of Syracuse is factored in one primary disconnect is very evident. Table 10 below reveals the distribution of Jobs in Syracuse and Onondaga County by race.

#### JOB SHARE BY RACE

Race	Syracuse		Onondaga County	
	Totals	Share	Totals	Percentage
White	79,749	85.4%	206,438	89.1%
Black	9,786	10.5%	16,921	7.3%
Hispanic	3,172	3.4%	7,011	3.0%
Asian	1,642	2.2%	4,492	1.9%
Hawaiian/Pacific Islander	42	0%	94	0%
Multiracial	1,190	1.3%	2,605	1.1%
American Indian or Alaska Native	553	0.6%	1,222	0.5%

Table 10

Source: US Census Bureau, 2014

According to the US Census Bureau, 2014 Syracuse was 56% White and 29.5% Black as the dominant racial groups. The job share data is clearly not aligned with the demographics, in fact not even close. White individuals in Syracuse have over 85% of the jobs while Black individuals have 10.5%. At the County level, those numbers are worse as Blacks only account for 7.3% of jobs and White job share increases to 89%. Neighborhoods like Brighton, Southside, and Southwest are all over 75% African-American and those communities may be disproportionately disadvantaged regionally.

#### JOB SHARE BY EDUCATIONAL ATTAINMENT

Education Completed	Syracuse		Onondaga County	
	Totals	Share	Totals	Percentage
Less than high school	5,737	6.1%	15,281	6.6%
High school, no college	18,934	20.3%	51,819	22.4%
Some college or Associates	24,451	26.2%	59,294	25.6%
Bachelors or Advance degree	23,797	25.5%	53,286	23.0%
Information Not Available	20,468	21.9%	52,110	22.5%

Table 11

Source: US Census Bureau, 2014





If education attainment is not considered, the picture becomes more obscure. Individuals that don't graduate from high school only garner about 6% of the jobs in Syracuse. In the area, the greatest probability of gaining employment is if you attend some college. Over 50% of jobs are being given to people with Associates, Bachelors or advanced degrees. The neighborhoods included in TNT Southside are also compounding the issues identified above by also having a misalignment of education levels. A neighborhood like Southwest has nearly 24% of its residents as not completing high school. The population is now likely to miss out on 94% of all job opportunity in the area. Brighton's 35% of residents who have only completed high school are competing for 20% of the jobs. In contrast, a neighborhood like Strathmore has 59% of its residents prepared to compete for at least 78% of the region's employment opportunities.

### EDUCATIONAL ATTAINMENT BY NEIGHBORHOOD

Education Completed	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse	New York	US
Did not complete high school	16.30	11.93	19.45	23.86	11.93	11.93	12.41	17.69	15.12	13.90
High school diploma	34.72	26.38	32.46	33.46	28.38	26.38	30.30	28.98	26.62	27.74
Attended some college	21.23	21.79	20.12	19.06	21.79	21.79	19.18	18.34	16.63	21.45
Completed Associates degree	9.90	9.36	10.2	8.16	9.36	9.36	12.24	8.77	8.32	7.76
Completed Bachelors degree	9.63	19.24	9.34	9.48	19.24	19.24	15.54	14.65	18.92	18.25
Completed Graduate degree	5.74	8.77	5.45	4.37	8.77	8.77	7.66	8.06	10.27	7.67

Table 12

Source: CLR Search

It is clear that the many neighborhoods in TNT Southside are suffering from not being well connected to the regional labor market. Proximity to jobs, job share, and job preparation are dynamic factors possibly unrecognized as a root cause of the local poverty issues. Despite the rust belt downsizing or the recession, the Syracuse region actually has more jobs today than it did in 1980. Those jobs have shifted location and skill focus, but the pie has truly become larger. Although the pie is larger, the slice of that pie which some groups have access to, continues to shrink.

It is evident that TNT leaders must look beyond generic job growth and begin to demand more effort be placed on creating direct linkages between the Southside neighborhoods and residents to those opportunities. Job inequality in the region is present, and it appears the Southside neighborhoods are experiencing the residual effects the most.







## COMMUNITY INVOLVEMENT/ENGAGEMENT

A free rider problem occurs when individuals are able to enjoy local benefits without contributing to the responsibility in producing those community benefits. Likewise, when a community is attempting to meet challenges not having access to all the talent and resources available, it produces frustration. That frustration is usually expressed as a concern about the lack of community involvement. When things are going well, it is typical to see a small number of people taking the lead on decision making. If this minority rule lasts too long, it conditions the residents into believing that is the way it must be. This leads to large populations of disengaged people and worse still, apathetic citizens. This condition has long-term consequences as a slippery slope of decline can occur when there are problems with the quality of life, lean public services, and fragile social systems. There are a number of problems plaguing Southside TNT that are likely exacerbated by the lack of strong social infrastructure, isolation, and absence of community cohesion.

Community organizations are vital to communities because they provide the environment for community involvement and engagement. When a community is engaged and involved, problems can be addressed, camaraderie forms amongst neighbors and communities can be changed for the better. Neighborhood associations, neighborhood watch groups, business improvement districts, homeowners associations, community development corporations, park associations, and community groups can all be vital to a community's overall success and capacity. Neighborhood associations can bring together residents and business owners to implement changes and improvements such as neighborhood safety, beautification, and social activities. Park associations often serve to safeguard and maintain the integrity of neighborhood parks and green spaces. Business Improvement Districts can be instrumental in keeping streets clean, providing security, making capital improvements, and the marketing of neighborhoods. Community groups can address concerns, foster citizen participation, and work to revitalize neighborhoods.





Back in 1999, the city of Syracuse created Tomorrow's Neighborhoods Today (TNT) with the intent of creating a comprehensive process for involving neighborhood residents, businesses, and organizations in planning for their neighborhoods. Eighteen years later, TNT still exists in Syracuse, but not without its challenges. Southside TNT's membership and leadership in the community has fluctuated and up until recently withered. The Southside TNT sector has been operating for 18 years without a five-year plan on record, which is a direct violation of the TNT General Ordinance. Clear evidence of lack of community engagement was a lack of outrage from area stakeholders about the lack of outcomes. However, TNT Southside has recently experienced a resurgence and has seen an increase in its community involvement and engagement. The attendance at TNT Southside meetings has grown substantially and TNT Southside members have become active through its community task force groups and with the completion of this document. After nearly two decades, the sector will finally have an official five-year plan completed.

There have been some mainstay groups in the community, but only a handful. Out of all the entities on the Southside, Syracuse United Neighbors (SUN) is one of the only community organizations that have consistently been active at the grassroots level. In existence for over 30 years, SUN continues to work towards its mission to improve the lives of families living in the neighborhoods on the south, southwest and near-west sides of Syracuse.

With only a few recognizable examples, it became clear that many organizations have proven not to be sustainable. Service providers on the Southside that are no longer active include: the Syracuse University Southside Initiative, Kirk Park Association, Southside Homeowners Association, and the Southeast Gateway Community Development Corporation. In addition, there are no longer any official Neighborhood Watch Groups on the Southside, although active neighborhood watch groups exist on the east, west, and north sides of the city.

It is difficult for a community to grow and prosper without the infrastructure and organization. Most often local groups provide individuals a mechanism to channel their interests. Facilitating the opportunity to get involved, gain knowledge, acquire skills and ultimately make a difference. The lack of community groups and associations in the Southside TNT area has a direct correlation to the associated neighborhood's level of community participation or lack thereof.

Currently, the Strathmore neighborhood is the only neighborhood on the Southside with an active neighborhood association - The Greater Strathmore Neighborhood Association, formed in 1998. While most neighborhoods on the Southside suffer from lack of community involvement, the Strathmore neighborhood has plenty of engaged citizens. The neighborhood has a website and Facebook page with over 2,500 members where they keep each other informed and share information. The Strathmore neighborhood also has the Onondaga Park Association whose members work together to keep Onondaga Park maintained and preserved. The neighborhood hosts several annual community events that keep the community engaged such as the Strathmore House Tour, Art on the Porches, the Strathmore Speaker Series, and the Parks Run Race. Although this level of community engagement





is to be admired, it should also be cautioned as to avoid fostering an environment of isolationism. Residents may begin to look at their neighborhood as separate from the whole and turn a blind eye to issues facing the surrounding communities. Unfortunately, community challenges in one area usually find a way to creep into adjacent neighborhoods. This is why it is important that the Southside begin to look at itself as a collective entity.

### **Active Community Organizations in Other Parts of the City**

In an effort to provide a proper perspective, the consultant team surveyed the active organizations in other portions of the city.

#### **• The Northside**

The Northside has TNT Northside, the Court-Woodlawn Task Force, the Danforth-Pond-Butternut Task Force, the Washington Square Task Force, the Hawley Green Neighbors, the Lincoln Hill Neighborhood Association, and the Sedgwick Farm Neighborhood Association, and the Greater North Salina Business Association. The Northside also has the following Neighborhood Watch Groups: Historic Hawley Green Neighborhood Watch Group, Syracuse Northeast Community Center Neighborhood Watch Group, Berkshire Ave Neighborhood Watch Group, Dale Street Neighborhood Watch Group, Ross Park Neighborhood Watch Group, Spring Curtis Neighborhood Watch Group, Greater Sedgwick Historic Neighborhood Watch Group, Salina Apartments Neighborhood Watch Group, and the Courtyard at James Neighborhood Watch Group.

The Northside also has several nonprofit organizations in place that support its community groups and are dedicated to improving the quality of life of its residents. For example, the Northside Urban Partnership (Northside UP) and the Northeast Hawley Development Association (NEHDA). NEHDA has been around since 1974 and has been committed to revitalizing and stabilizing the northeast sector of Syracuse. NEHDA's partners include the Central New York Community Foundation, the Gifford Foundation, Centerstate CEO, NorthsideUP, US Department of HUD, the Northside Business Partnership, and the City of Syracuse. The mission of Northside UP is to harness the power of partnership to develop innovative solutions that improve the health and strengthen the economy of the Northside. Northside UP is a program of CenterState Corporation for Economic Opportunity and sponsored by St. Joseph's Hospital Health Center and Catholic Charities of Onondaga County.

#### **• The Eastside**

Neighborhood Associations on the Eastside include the Westcott East Neighborhood Association (WENA), the Outer Comstock Neighborhood Association, The Southeast University Neighborhood Association (SEUNA), the Westcott Neighborhood Association (WNA), and the Meadowbrook Neighborhood Association. Park associations on the Eastside include the Thornden Park Association and the Barry Park Association. Neighborhood Watch Groups include the Eagle Eyes and Salt Springs Road Neighborhood Watch Groups. The Eastside also has support from the University Neighborhood Preservation Association (UNPA), the East Genesee Regent Association, Crouse-Marshall Business Improvement District, and TNT Eastside.

#### **• The Westside**

The Westside has TNT Westside, SUN's Skunk City Neighborhood Association, Tipperary Hill Neighborhood Association, and the Westside Residents Coalition (WRC), a resident-based group of individuals who works for the betterment of the Westside neighborhood. Neighborhood Watch Groups include the Far West Tipp and the Marcellus-Otisco-Gifford Neighborhood Watch Groups. The Westside is also supported by the Near Westside Initiative (NWSI), a not-for-profit organization birthed out of the Office of Community Engagement and Economic Development at Syracuse University that leverages the resources of SU, the state, the city, private foundations, businesses, not-for-profit corporations, and neighborhood residents to achieve its goals to revitalize Syracuse's near Westside.







## NEIGHBORHOOD ORGANIZATIONS

COMMUNITY GROUPS	Eastside	Northside	Southside	Westside
# Non-Profit Organizations	4	3	3	2
# Neighborhood Associations	7	7	1	3
# Neighborhood Watch	2	9	0	2
<b>TOTAL</b>	<b>13</b>	<b>19</b>	<b>4</b>	<b>7</b>

Table 13

The shortage of organizations to facilitate community involvement may be a root cause of the challenges within TNT Southside. Citizens are ‘engaged’ when they are involved in a meaningful way with the discussions, decision-making, and implementation of projects or programs affecting them. Much of that is done through the activities of organizations. Residents also build relationships through those interactions that allow them to be resilient in the future especially when facing tough times. Accordingly, community organization and government leaders need to facilitate interactions that empower citizens and stakeholders.

This will require transferring some of the control, training local stakeholders on the nuances of understanding and trusting that citizens can and will effectively engage. Local residents and business owners must be targeted for involvement and create multiple opportunities for addressing concerns. Stimulating open dialogue allows a community to head problems off before they occur because trust is created through working together on smaller issues. Those experiences increase understanding and facilitate resilience during difficult times.





## HEALTH AND RECREATION

Families today are challenged with several health and social issues including excessive alcohol use, diabetes, obesity, poor diet, and physical inactivity. A healthy lifestyle can lower risk for heart disease and heart attack. Regular physical activity improves health and quality of life and reduces the risk of developing coronary heart disease, adult diabetes and obesity by 50%. Regular physical activity can also reduce the risk of developing hypertension, osteoporosis, relieves symptoms of depression and anxiety, and prevents falls amongst senior citizens.

With the increased awareness of these issues local leaders need to better understand the benefits that park and recreation and facilities and programs may play in addressing these concerns. Industry professionals realize they must make physical activity fun, safe and accessible to address these wellness trends. Healthy communities need to ensure that recreation opportunities are more available. They also need to promote the connection between parks and recreation access and improved mental, physical and societal health.

This is why it is important for all communities especially lower income communities to have access to the things that promote a healthy lifestyle like grocery stores, fitness facilities, outdoor recreational activities, and access to health facilities and primary care doctors. Studies have shown middle- and upper-income people are healthier than poor people, and poor people live in areas with fewer healthcare resources than those of their more affluent neighbors.

Safety and access to facilities are important challenges that affect physical activity among low-income people. Fear of crime and traffic keep many residents from exercising outdoors. This holds true for some Southside neighborhoods. It is very rare in the Brighton, Southwest, Elmwood, and Southside neighborhoods to see people outside engaged in physical activity.





However, Onondaga Park, which is in the Strathmore neighborhood is frequently used for walking, jogging, and biking. This neighborhood also hosts annual runs and Onondaga Park is closed to traffic in the summer for pedestrian use. The Woodland Reservoir is also in this neighborhood and is commonly used as a walking and jogging path. Although Onondaga Creek Boulevard has been recently closed to traffic from Newell Street to Kirk Park Drive making it pedestrian and bicycle friendly, it largely goes underutilized and is primarily used by residents to get from point A to B.

Access to fitness facilities and/or equipment should be widely available to all residents year round regardless of income. Indoor fitness centers and gyms are rarely found in lower income neighborhoods although these neighborhoods are the ones that most need access to these types of facilities. Often times gym memberships are too expensive for low to even moderate income people.

In Syracuse, gyms like the YMCA, Planet Fitness, and even the independently owned gyms are all located outside of the Southside neighborhood. The closest gyms are located downtown -- YMCA of Greater Syracuse and Metro Fitness Club. The Southwest YMCA is located on OCC's campus.

Although YMCA's membership is on a sliding scale, its proximity to the Southside poses a challenge for those without transportation. TNT Southside could consider equipping its parks, greenspaces, or vacant lots with outdoor fitness equipment as a means of getting its residents physically active.

Many cities rely on their parks and recreation departments to provide free and low-cost recreation for its residents and the City of Syracuse is no different. Syracuse's Parks and Recreation facilities on the Southside include Kirk Park (Southside), McKinley Park (Brighton), Upper Onondaga Park (Strathmore), Lower Onondaga Park (Elmwood), Elmwood Park (Elmwood), Wilson Park (Southside), Libba Cotton Park (Southside), Spirit of Jubilee Park (Southwest), Roesler Park (Southside), and Wadsworth Park (Winkworth/Strathmore).

Although the parks on the Southside are considered one of the community's best assets, the programming of recreational activities and events considerably lags behind the rest of the city. Most of the youth summer programs, youth and adult leagues, sports clinics, and senior activities offered by the Parks and Recreation Department, take place outside of the Southside boundaries. The Parks and Recreation Department does not host any clinics, leagues, or its youth summer camps on the Southside. Programmed recreation on the Southside through the Parks and Recreation Department is limited to swimming programs at the Southwest Community Center and once a week mobile recreation programs in the summer.

For comparison, examples of programs in other parts of the city include the Syracuse RBI baseball program and golf lessons offered at Burnet Park on the Westside; tennis and golf lessons at Sunnycrest; a winter youth basketball program at the Magnarelli Community Center on the Northside; a youth tennis clinic at the Northeast Community Center; hockey offered in the Valley at Meachem Rink; basketball camps offered in the Valley at Clary and Van Duyn; senior fitness programs at the Bob Cecile Community Center in the Valley and at the Magnarelli Community Center; adult fitness programs at Thornden Park and the Magnarelli Community Center; and a tennis camp offered at Meachem. The Eastside, Westside, Valley, and Eastwood all have soccer clinics for K-8.





Despite having parks and some facilities on the Southside, many of these amenities are currently underutilized. For instance, the field adjacent to Danforth Middle School and Elmwood Park. Elmwood Park with its beautiful forestry, hiking trails, etc. suffers from deferred maintenance and is not widely promoted. There is an opportunity to promote its splendor with trail maps and directories. The city does have plans to do more work on Elmwood's stone mill and there are plans for the Onondaga Park Arboretum. The extension of Onondaga Creekwalk will also be a good thing for the Southside community and should increase the usage of its parks.

The recreation centers in the Southside neighborhood include the Seals Community Center at Kirk Park, Dunbar Center, the Central Village Boys and Girls Club, and the Wilson Park Community Center. The Southwest community has the Southwest Community Center and the Spirit of Jubilee Park which has a playground and field. The Bellevue Country Club on the border of Strathmore and Winkworth has a pool and golf course available to its members. There is presently not a community or recreation center that directly services the Brighton or Elmwood neighborhoods.

A final concern about health on the Southside is tied to food options. Communities similar to those on the Southside are largely dependent on corner stores for food and nutrition. Based on the quality of the stores available, the Southside is classified as a food desert with limited access to fresh fruits and vegetables. It's been a popular practice to turn vacant lots into community gardens, however, community buy-in, programming, education, and exposure are necessary. The Southside has several community gardens in the neighborhood.

Community Gardens (according to Syracuse Grows website):

1. Brady Farm (Elmwood)
2. Newell Street Garden (Brighton)
3. Rahma Garden (Brighton)
4. West Colvin Street Community Garden (Elmwood)
5. 341 Midland Avenue Community Garden (Southwest)
6. Southwest Community Learning Farm and Urban Delights (Southwest)
7. Pioneer Homes Community Garden (Southside)
8. Central Village Youth and Community Garden (Southside)

There was a time when the Southside had several grocery stores including Mario's Big M Grocery in the Brighton neighborhood; Ebony Market and Big Sam's on Salina Street; and Loblaws had locations in the Southwest and the Southside neighborhoods. Elmwood had a butcher shop on South Ave across the street from Elmwood Elementary School. There was even a fish market on the corner of Brighton and Cannon.

With the exception of Wegmans in Onondaga Plaza, the Southside had gone without a major grocery store chain for years. Residents have had to go outside of the community to shop at the top tier and high-quality grocery stores. A Price Rite grocery store, a national discount grocery chain, recently opened on South Avenue in the Southwest neighborhood. It is the second Price Rite store in Syracuse with the first being on the Eastside on Teall and Erie Boulevard East.





## LACK OF RETAIL

One measurement of the strength and vitality of a community is its ability to stimulate commerce. Community commerce is the measurement of the wealth and resources of a neighborhood, especially in terms of the exchange and consumption of goods and services. Neighborhoods and the surrounding communities are made up of people with a common identity, interest or spatial location. Analyzing the commercial activity expresses more than economic values, it also shows how well the network of organizations and individuals that buy, sell, and exchange goods and services within a neighborhood are functioning. Community Commerce is an indicator of the local economic opportunity as it looks at the consumer's discretionary spending habits. Expanding economic opportunity on the Southside is essential to improve and maintain the quality of life.

SOUTHSIDE COMMERCIAL	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Southside
Commercial Parcels	49	42	79	48	5	5	<b>228</b>
Percent Commercial	2.1	2.8	5.8	4.1	0.002	0.01	<b>2.6</b>
Vacant Commercial	8	10	8	7	0	0	<b>33</b>

Table 14

Source: City of Syracuse

Table 14 above indicates that the Southside will have a difficult time expanding the retail options within the neighborhood because there aren't many commercial parcels. According to the City of Syracuse, there are only 228 commercial parcels in the entire TNT Southside planning district. This number makes up less than 3% of all parcels. Additional analysis of the land use reveals that only 33 of these parcels are vacant. This low commercial vacancy may be an indication that the vacant parcels are not optimized for the highest and best use but being filled by less desirable businesses. This trend is clear when looking at the availability of grocery stores and is detailed in Table 15.

The consultant team identified the location of area grocery stores and provided a quality rating for each. The store locations were clustered into their respective neighborhoods and based on the quality rating, an index was created.





GROCERY INDEX	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood
High Quality Inside	0	0	0	0	0	1	0
Intermediate Inside	3	0	4	2	1	0	0
Low Quality Inside	2	4	3	1	0	0	2
High Quality within 1 Mile	0	0	0	1	0	2	0
Grocery Index	11	4	15	11	3	9	2
Average Distance to Quality	1.533	1.67	0.8	1.67	0.97	0.62	0.7

Table 15

Source: APD Solutions

There are a total of 21 grocery stores within the Southside TNT planning area, 48% of those store locations would be rated as low quality. As you can see, only one high-quality grocery store is within the TNT Southside boundaries, and it is at the very edge. There is no quality grocery within a standard walking distance of any resident in the Southside. Quality grocery is at the very basic level of retail needs. Prior to an expectation of having quality fashion or home improvement a neighborhood has to be able to provide quality food. These neighborhoods are ravaged by lack of quality offerings, grocery is simply one example.

RETAIL/COMMERCIAL AMENITIES	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse	NYS	US
Culture Access	98	98	98	98	98	98	103	103	188	100
Amusement Access	94	97	94	94	97	97	99	100	96	100
Restaurant Access	62	57	62	72	57	57	144	98	54	100

Table 16

Source: APD Solutions

As we analyze table 16 above, we can see a comparison of each neighborhood's retail/commercial amenities. The Southside Cultural Access Index has the strongest ratings in this category. While near the national average in this category, the city and state are above the national average. When looking at Restaurant Access, this reveals the areas where the Southside neighborhoods have weaker performance. Each neighborhood is far below the city and national average.





The gap is even more startling when compared to the Eastwood Benchmark Neighborhood. Eastwood has an index rating at least double any of the six Southside neighborhoods. This presents an area for concentration and growth. It is clear that the presence of vibrant retail and the management of blighted retail corridors in a neighborhood can influence the choices of families and investment decisions of potential investors. The retail nodes are often the gateways into a community. The type of retail and the vitality of the activity provide indicators that the area is either improving or declining. The strength of neighborhood retail activity is also telling of the personal economic potential of a neighborhood because local residents are more likely to fill the jobs created by the businesses within it. Additionally, most businesses located in an area due to some connection the business owner has with the area, incentives that are assembled to attract the business or because the area is a targeted market for those services.

Thus, having commercial districts that draw customers from Syracuse's neighborhoods and the entire region is an important indicator of strength and potential. A strong neighborhood economy is necessary to sustain the business, commerce, and economic development, ultimately leading to expanded choices and creating a community and quality of life desired by its residents or visitors. In most neighborhoods, there are an assortment of businesses all depending on the success of each other and the local residents to generate success. A lack of attention to this circumstance often leads to business flight as a neighborhood transitions. When business flight occurs in a neighborhood, the jobs, investment, and identity tied to the business go with it. Preserving the businesses that are currently on the Southside and attracting additional ones should be a primary objective.

Understanding general consumer discretionary spending, and the related impact of business activity are what define a good or bad economy and watching this trend can be invaluable. Proximity to retail or commercial amenities and transportation options raises the desirability of a neighborhood and its property values. The live-work-play community concept receives attention from a large number of consumers and a variety of businesses. The recent trend in the development of mixed-use communities proves this to be true. Nationally many places are attempting to artificially create what the Southside already has. The most desirable places are communities that serve more than one purpose by mixing areas such as retail, housing, and commercial entities into the same space, which is currently trending among planners and local public agencies, as well as consumers and businesses. The convenient availability of goods and services is a key factor that people consider when choosing a place to live, and neighborhoods without suitable retail options are dramatically weakened.

When jobs, housing, and retail activities are located close together, a community's transportation options increase. Studies have shown that locating residential buildings within walking distance of offices, restaurants, retail, civic spaces, and public transportation significantly reduces a community's dependence on cars, preserves green space and natural resources, and promotes economic development.

Greater access to retail or commercial amenities in a neighborhood provides worthwhile economic benefits. Sales tax generated in these neighborhoods is often pooled back into the community through programs and initiatives brought forth by cities through a collection of taxes. Commercial businesses also have a tendency to invest in the neighborhoods surrounding their establishments, whereas neighborhood residents save money by being able to walk or have shorter commutes to get to the goods and services that they need and want, or to commute to work. Allowing people to live in the same communities where they work and shop improves the quality of life and increases the residents' sense of belonging.







# RECOMMENDATIONS

The research and analysis conducted by the APDS team has generated a large amount of information regarding the Southside situation and revealed many insights into characteristics of the 6 neighborhoods. Ultimately, the goal of this body of work is to help Southside TNT and its stakeholders develop a recipe that will allow the area to compete favorably for investment region-wide, in New York State, and on a national level. Based on the findings in this report, the team has produced a series of policy or program recommendations that will induce positive change. These recommendations are segregated into two areas:

- 1) **Strategic Recommendations** – designed to detail broad policy and programmatic activities. (Mid-Long Range)
- 2) **Tactical Actions** – brief overviews of the activities being undertaken that are specific activities to be considered; and, (Short-Mid Range)

In order to address the challenges faced by the TNT Southside neighborhoods, the response must be tailored. Each of the 6 neighborhoods have commonalities, but as we exhibit in this study, there are many differences that make them unique. The use of multiple strategies also provides an opportunity to leverage existing initiatives through accessing a broader range of funding sources that would be applicable to one approach but limited in its use to others. This list of strategies and tactics below provide multiple approaches that can yield influence over a broad array of neighborhood problems. Each of these provides a means of showing direction toward the improved future that is envisioned.



## STRATEGIC RECOMMENDATIONS



### RECOMMENDATION 1: ESTABLISH A TARGETED WORKFORCE OR EMPLOYER ASSISTED HOUSING INITIATIVE

A strong national trend is for businesses to actively participate in reseeding inner-city areas, and stimulating investments in their communities by encouraging their employees to call their worksite community home. It is suggested that this tactic take the form of facilitating a set-aside down payment pool for those looking to buy homes. For those interested in renting this assistance could be structured as a deposit pool that could reduce up-front costs by providing the security deposit for local workers. Due to the position of the economy and strength of businesses, Syracuse's Southside is primed to follow this trend in the future. Strengthening the TNT neighborhoods must include creating a linkage to current and future job centers in Syracuse.

An Employer-Assisted Housing (EAH) initiative can help employers by enhancing their businesses and also helps the Southside slow the trend of losing working families. Through EAH programs, targeted employers promote affordable housing solutions for their workers. By assisting employees to buy or rent homes close to work or transit, employers help reduce commute times that contribute to employee stress and fatigue, as well as reduced work-life-balance. Typically, a number of benefits can be offered, such as homebuyer assistance, purchase incentives, rental assistance, education, and counseling. EAH is also a great value-add for a local Economic Development plan as EAH can be a cost-effective way to attract and retain quality employees. It is a viable option for Southside TNT to champion an EAH program which helps workers gain access to affordable shelter and reduces vacant properties located near major employment centers. Increasing the population of responsible, involved homeowners and renters helps set the foundation for a vibrant, engaged community that can support and attract new investment. The Southside is adjacent to downtown, medical institutions, and universities. In fact, of the top 20 employers in Onondaga County, 8 of them have major operations in a neighborhood adjacent to Southside TNT. It is recommended that these large employers become the primary targets in the initial stages of this initiative.





# Top 20 Employers in Onondaga County

Rank	Name	# of Employees
1	Upstate University Health System	9,525
2	Syracuse University	4,621
3	St. Joseph's Hospital Health Center	3,745
4	Wegmans	3,713
5	Crouse Hospital	2,700
6	Loretto	2,476
7	Lockheed Martin MS2	2,250
8	National Grid	2,000
9	Time Warner Cable	1,800
10	Raymour & Flanigan	1,400
11	Syracuse VA Medical Center	1,400
12	Carrier Corporation	1,300
13	Welch Allyn	1,300
14	United Parcel Service	1,230
15	Verizon	1,100
16	Roman Catholic Diocese of Syracuse	1,000
17	AXA Equitable Life Insurance	943
18	L&JG Stickley, Inc.	934
19	Excellus Blue Cross/Blue Shield	900
20	SRC, Inc.	885

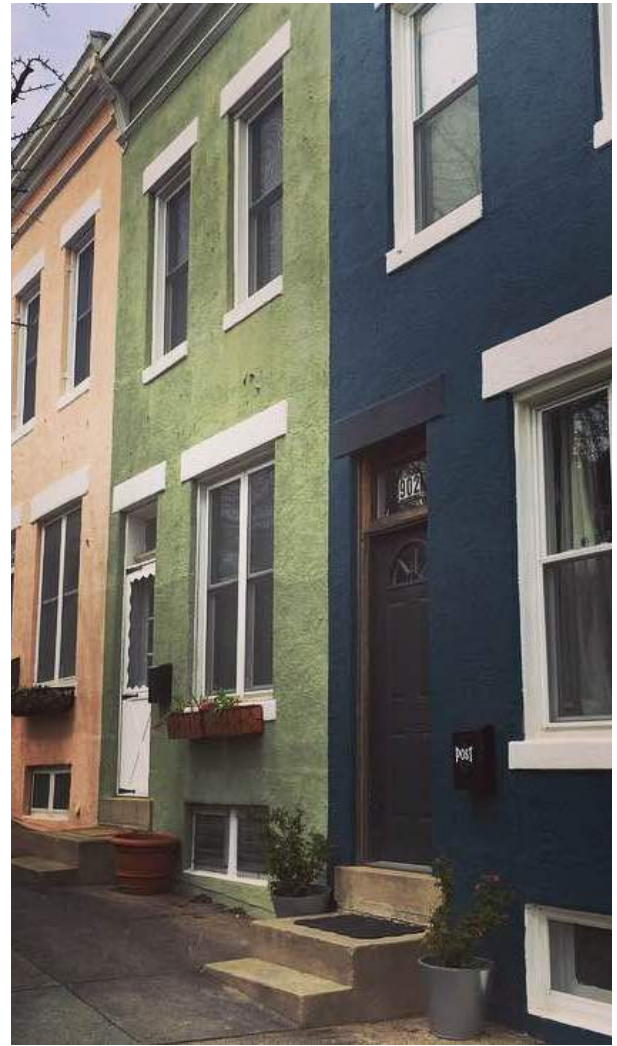
Table 17

Source: Center State CEO, 2015



### **Case Study: John Hopkins University**

Since 1997, Maryland's Johns Hopkins University has operated an EAH program in partnership with the City of Baltimore's "Live Near Your Work" initiative, and through 2004, with the State of Maryland, which provided \$1,000 to grantees. Johns Hopkins provides eligible employees with a \$1,000 grant to purchase a home within a designated area, which is then matched by a \$1,000 grant from Baltimore City. If an employee chooses to buy a home in the target area — one of the neighborhoods surrounding or relatively near to the University's main campus — he or she receives a \$500 bonus grant from Johns Hopkins. To date, more than 350 Johns Hopkins employees have taken advantage of the program, including at least 40 Johns Hopkins Health System employees. Johns Hopkins also has initiated preliminary conversations with other local institutions, such as the University of Baltimore and the Maryland Institute College of Art (MICA), about the possibility of creating a joint homebuyer assistance program and a shared-appreciation mortgage product for EAH program participants. This effort would encourage alumni, employees, retirees and students to buy homes in the communities surrounding these institutions.



***More than 350 Johns Hopkins employees have taken advantage of the program.***





## RECOMMENDATION 2: ADOPT-A-SCHOOL PARTNERSHIPS WITH LOCAL BUSINESSES

Every neighborhood nationwide is dealing with crime, economic issues, transportation limitations, tensions between different groups of people, and uneven development. To find solutions to these problems and make lasting strides in the right direction these neighborhoods need the best ideas, resources, and skills available. Activities that build collaboration and incentive improvements would quicken the pace of development. The Southside TNT should work with the Chamber of Commerce to establish an Adopt-A-School program for public schools within its boundaries, raising the profile of the challenges and helping erase hurdles to addressing poor performance.

The Adopt-A-School initiative seeks to improve public education by establishing robust, pioneering partnerships between schools and local businesses. Effective school-business collaborations enhance the quality of education, augment the learning experience, and help to close achievement gaps. These partnerships also can serve as the incubation system for a pipeline of future workers. Without competing with the role of educators or interfering with established curriculums, this is an approach found to enrich public education and strengthen the community's competitiveness. Examples of the elements of these partnerships include sustained volunteering or mentoring in a school, technology assistance and expertise,



internships for students, externships for teachers or organizing a school-based community event.

This approach may look to connect businesses that are located near lower performing schools pulling the workforce into volunteer. Once firmly established, these adoption efforts may radiate out into surrounding neighborhoods. As the schools are strengthened, and the neighborhoods are bolstered volunteering employees may become attracted to these areas and take advantage of housing opportunities nearby. As cited earlier in this report Syracuse has a plethora of large businesses that may be prime targets for outreach regarding this type of organized platform.





## Case Study: Tuscaloosa Adopt-A-School Initiative

The Tuscaloosa County Adopt-A-School program has been elevating public school performance since 1985. The initiative is operated through a joint partnership between the West Alabama Chamber of Commerce and the Tuscaloosa City and Tuscaloosa County School Systems. The program utilizes the abundance of human resources and talents of the business community to enrich the quality of education and operates in 58 public schools of the Tuscaloosa City and Tuscaloosa County School systems. The program has created an effective working rapport between the business/industrial community and the local school systems. It has made attending public schools a desired option for area families and the employees as participating companies. There are over 100 businesses and organizations actively involved in the Adopt-A-School program.

- Alabama Credit Union
- Alabama Power Company
- Bank of Tuscaloosa
- BBVA Compass
- BF Goodrich Tire Manufacturing
- Chick-Fil-A Tuscaloosa (2 schools)
- DCH Regional Medical Center
- Embassy Suites
- Jim 'N Nick's BBQ
- Junior League of Tuscaloosa
- Leadership Tuscaloosa Alumni Assoc.
- Mercedes-Benz U.S. Int'l, Inc. (2 schools)
- Merrill Lynch
- Raymond James, Morgan Keegan & Co.
- Regions Bank
- Sam's Club #6435
- Shelton State Comm. College (3 schools)
- University of AL Comm. Health Services
- Wal-Mart Supercenter #715
- Zeta Phi Beta Sorority, Inc.





## RECOMMENDATION 3: DEVELOP A LEASE-PURCHASE OPTION

Syracuse has a legacy of long renting households. There are many residents who have rented in their same location for decades. The income gap further discourages some working families from attempting homeownership. The workforce may be stimulated by the sense that more viable options for housing are being made available to them. Developing a lease-purchase offering may help deliver that message. A lease-purchase would help through capturing families who are ready for homeownership but may need more time to save or work on credit problems. It may also help families get into housing now in the area they desire without the risk of future interest rate and pricing increases.

Southside TNT could work with HUD to institute a Lease-Purchase program. This program would be intended for prospective homebuyers with limited financial resources who aspire to establish or improve their credit reputation and their cash savings while leasing and residing in a single family home that they may later become eligible to purchase. Those prospective homebuyers who qualify to participate in the program will enter into a lease agreement and work to save toward a down payment and to become approved for mortgage financing, and other buying assistance to purchase the home at a previously agreed price.

Prospective homebuyers must submit an application and meet program requirements to be eligible to participate in the program, but do not need to initially qualify for mortgage financing. Applicants will be evaluated in accordance with applicable program guidelines to determine eligibility. Upon approval to participate, the prospective homebuyer may select and live in a program-eligible home during a specific lease period while establishing a loan-worthy credit reputation and making contributions toward a minimum down payment amount.

The lease agreement will include an option to purchase the home at the end of the lease period for a pre-determined amount based on appraisal values at lease inception. To become eligible to exercise the purchase option, the prospective homebuyer will be required to comply with the terms and conditions expressed in the lease agreement, maintain the property in good condition and appearance, and comply with all code enforcement laws, regulations, and local ordinances.

This program would be financed in conjunction with HUD and a pre-identified HUD lender. HUD regulations allow municipalities to request approval as a mortgagee. The City of Syracuse could use that approval to purchase available homes or leverage it to rehabilitate Landbank properties. Those selected properties could then be rented to tenants that would exercise the purchase option. This is a creative choice that would bring new capital to the area and directly attack vacancies, curb appeal and deferred maintenance.





## RECOMMENDATION 4: PROPERTY TAX ABATEMENT FOR PROPERTY IMPROVEMENT AND RENOVATION

Borrowing from the structure of Economic Development/Job Creation incentives, TNT Southside may request that the City of Syracuse consider establishing a Restoration Tax Abatement (RTA) Program. The RTA model is one of the most accessible incentives for buyers and property managers. The program would have options for commercial properties and owner-occupied residences. For home purchasers, the program provides five-year property tax abatement for the expansion, restoration, improvement, and development of existing owner-occupied residences. For commercial properties in targeted areas, it allows for up to a ten-year abatement. This program has been heralded for stimulating community redevelopment, retaining local residents, attracting new homeowners and reducing development costs.

If an owner's application is approved, they can renovate the property, and its assessed value will be frozen at the pre-renovation assessment for five years. The assessed taxes will be based on an assessed valuation of the property prior to the beginning of improvements. Equipment that becomes an integral part of that structure can also qualify for this exemption. The program does not exempt the acquisition cost of the structure. Commercial property owners and homeowners must expand, restore, improve or develop an existing structure.



### Case Study - Philadelphia and Louisiana:

A similar program is currently operating in Philadelphia where the Board of Revisions and Taxes oversees the program. The incentive is offered for 10 years and is focused on single-family development. The city also offers a short-term version of the program if the goal is preparing a property for sale. In the short-term offering abatement is limited to a maximum 30 months. The State of Louisiana also implemented a renovation abatement program to incent new investment after Hurricane Katrina in 2005.





## RECOMMENDATION 5: ESTABLISH A HOUSING TRUST FUND

Many communities across the United States have invested in some form of housing fund or trust funds dedicated for the use of housing. Housing trust funds have risen in use because they are very flexible tools and able to be shaped to the specific needs of the community. It is recommended TNT Southside go one-step further by creating a Workforce Housing Trust Fund. This fund would be dedicated to assisting the employees at licensed businesses in the city find affordable and suitable housing options. It is important that it be structured in the form of a trust fund so that the funds are not transitioned for another public purpose over time. The three key aspects to setting up a trust fund are determining administrative oversight, defining the specific objectives and identifying a dependable revenue source.

Determining a dedicated stream of revenue would be the intense aspect of following this recommendation. Across the United States, some of the common sources would require collaboration with the State Legislature as any new tax created to fund a public purpose may require legislation. If applied this may have a positive impact for multiple jurisdictions. Some of the commonly tapped resources include development impact fees, inclusionary zoning in-lieu fees, real estate transfer fees, document recording, unclaimed utility deposits, federal funds, contributions from local businesses and private donations. Once created, this Workforce Housing Trust Fund can assist the labor force in many ways such as:

- Down payment assistance
- Pre-development costs
- Aging in place remodeling
- Rent subsidies
- Construction guarantees
- Gap financing
- Green and other sustainability improvements
- Foreclosure prevention assistance

The residual impact of implementing this tool is the further support of local businesses and strengthening their commitment to the city.

### Case Study - Saratoga Workforce Housing Trust Fund

The City of Saratoga Springs established a Workforce Housing Trust fund in December of 2004. At the time, 27% of their households were spending more than 50% of their household income on housing. The sales price of local homes increased 56% in the previous five-year period. The lack of available affordable housing was impacting the economic stability of the city due to working families leaving the area and only commuting in for work. The city set a goal of having a \$2,000,000 fund, but would not provide any assistance unless the fund balance was above \$500,000. The initial funding sources were \$100,000 annually from their Federal CDBG allocation, major local employers, philanthropic contributions, corporate sponsorships and banking donations. They also added ongoing funding from building permit fees, developer application fees, inclusionary zoning in-lieu fee, and fees from municipal bonding. There was also a real estate transfer surcharge of \$0.50 per \$1000 of sales price. The fund is used to help working families and developers who are adding workforce units.





## RECOMMENDATION 6: COLLABORATE WITH BUILDER/DEVELOPERS AND REMOVE BARRIERS TO WORKFORCE HOUSING

The Southside is full of wonderful historic homes that are attractive to many seeking homeownership. Unfortunately, the development indicators clearly show that the housing demands of local workers are not fully available on the Southside. Many seek to live in suburban areas because they prefer new features and floor plans. The opportunity must be seized to work with the builders of single-family homes and other residential developers to meet the unfulfilled need of newer housing stock. The home builders and residential developers are key to creating a healthy environment with housing choice. Builders are adept at responding to consumer demand and with guidance can help satiate the workforce desire to live modern construction homes. Those homes can be built to modern standards without sacrificing aesthetic compatibility with existing Developers are the visionaries and channel their financial or related resources into the creation of that vision. Each brings a number of strengths to a community but often works independently for a public purpose. This workforce housing crisis establishes a unique opportunity for Syracuse's Southside to incent them to do what they already do best.

The conditions in the Southside's unassisted private housing market may be providing impediments for home builder/developers to construct units for the workforce. These impediments need to be identified and mitigated. For example, public policies requiring larger lot sizes in areas attractive for the workforce appear to be driving builders across the county line where these restrictions don't exist. Policies such as these increase the acquisition cost per unit, reduce the number of units and the result is reduced affordability. Any public policies that exacerbate the income-price gap must be reassessed with unintended consequences, such as these, in mind.

Government has finite resources and cannot service the needs of the citizens alone. There must be public-private collaboration. For-profit developers typically have important attributes that make them attractive. They generally bring significant financial and technical resources to a given deal. The ability of for-profit developers to cover the costs of acquiring land or buildings, as well as the up-front development costs, often allows them to move more quickly than government organizations. If public-private collaboration cannot be brokered to assist with this workforce challenge then a nonprofit developers should be encouraged to fill this gap. Nonprofits promote socioeconomic advocacy not only caring where populations are but also the reasons for their status.

For either organization to be effective at assisting the county with its workforce goals, a number of competencies are necessary. If working jointly on future projects, each partner can bring knowledge, expertise, and resources that meet the needs of the other partner. County government can provide expert knowledge of the community, and can boost local credibility for chosen projects. Builder/developers can provide development expertise, resources, and credibility with lending sources. At the same time, it is important to acknowledge the historic problems and avoid them by recognizing what each expects from a teamwork approach. The City of Syracuse is the key influencer who could broker a stronger culture of collaboration between these groups. Future incentives should be designed to create synergy between these players and the workforce housing objectives of the county.





## RECOMMENDATION 7: CREATE STRONGER IDENTITIES FOR NEIGHBORHOOD AREAS

Neighborhood identity is an overlooked aspect of creating value for residents, property owners and businesses. Outsiders may have a certain powerful image of a neighborhood in their minds, and residents of that neighborhood may hold conflicting images of that same neighborhood. Those various perceptions of the neighborhood, taken together, are part of a neighborhood's "identity." As you travel throughout the Southside TNT area, there are many quality residential areas but there seems to be a lack of clarity on neighborhood boundaries and identities. In an effort to better define the features and benefits of these residential areas and attract local families to become a part of it, removing confusion regarding neighborhood areas is recommended.

All community areas have intrinsic character, but when buildings are remodeled, the streetscape is changed, and new residents arrive, that character changes and the area history and identity is erased. In a situation where there is no identity, new areas need to be established or an area is known as notorious, TNT should be actively involved in determining the names and shaping the reputations. A strong neighborhood identity can accommodate changes without being rewritten to push aside long-term residents and their voices. Local organizations help build an identity through programs that celebrate the history and character of the community through art, theatre, murals, etc. They empower and maintain that neighborhood's voice on a city and regional level. This should start with establishing well-accepted boundaries for the 6 neighborhoods and giving them gateways. Neighborhood areas must be more clearly associated with landmarks, culture, businesses and amenities. Once an area's boundaries are agreed upon, an effort should be made to align names of area schools, parks and businesses. The importance of enhancing gateways is to help people know when they've transitioned in and out. At every gateway into each neighborhood there should be a sign informing the traveler that they have entered. It is also recommended that a companion effort would be to add sign toppers on each street sign to reinforce the neighborhood boundaries.

A gateway is also an indicator to the observer of what they can expect as they go further into an area. Just like the front door to a building, the lobby of an office, or the front porch of a home, the neighborhood gateway establishes the perception of value and readiness for pleasures or problems that may be found. Debris, disorder, vacancy and neglect at the front door suggest that things only get worse as you go inside. It is clear that the presence of vibrant retail and the management of blighted retail centers in a neighborhood can influence the choices of families and investment decisions of potential investors. The retail nodes are often the gateways into a community. The type of retail and the vitality of the activity provide indicators that the area is either improving or declining. The vacant storefronts and underutilized buildings in neighborhoods exacerbate the problem of disinvestment as they make the community appear emptier.



Cleveland's Tremont Neighborhood





The TNT in collaboration with the city should emphasize on improving target neighborhood entrances from the most common access and egress. A better physical appearance leads to an improved perception of safety. Showcasing distinct features in the neighborhood such as preservation of historic structures, signage, murals or other public art, a community garden, foster and sustain a special sense of the target neighborhood; reducing barriers, building linkages and increasing demand.

## Case Study - Chicago's Gateway Program

Chicago's Gateway Green is dedicated to greening and beautifying Chicago's expressways, gateways and neighborhoods. Founded in 1986, Gateway Green and its partners have helped to improve both the local environment and the quality of life for millions of Chicagoland residents and visitors by improving the gateways into neighborhoods and other public spaces.

A 501(c)3 non-profit organization, Chicago Gateway Green improves Chicago's communities through three key programs: The Expressway Partnership, transforming city roadways into landscaped parkways; the International Sculpture Program, beautifying gateways through the installation of public, international art on expressways and at neighborhood entrances; and the Tree Partnership Program, a large-scale tree planting initiative that transforms vacant land into tree-filled green spaces.

In addition to the expressways being under state control, many of the entrances to neighborhoods come in from state roads. The Illinois Department of Transportation and Chicago Department of Transportation play an integral role in all of Chicago Gateway Green's roadside beautification efforts. This includes monitoring sites, assisting in landscape designs and providing logistical and material support.





# Case Study

*DMI was first piloted in 2004 in High Point, NC. The program is currently being implemented in Atlanta, Austin, Hempstead, Nashville, North Charleston, and Providence. In Highpoint, violent crime has been reduced by 44-56% in all four targeted neighborhoods. In Nashville, violent crime has been reduced by 55% since the program was implemented. The National Network for Safe Communities has produced Drug Market Intervention: An Implementation Guide, published in 2015. The publication provides a real-world tool for communities seeking to implement DMI in their jurisdictions.*

## RECOMMENDATION 8: DEVELOP A DRUG MARKET INTERVENTION (DMI) PROGRAM TO IMPROVE PUBLIC SAFETY

The TNT Southside could impact crime greatly through the implementation of a Drug Market Intervention (DMI) program. A DMI eliminates overt drug markets by bringing together community leaders, law enforcement, and service providers with street-level drug dealers and their families to make it clear that the dealing must stop. The strategy uses an intensive deterrence approach, specifically targeting drug dealers in those areas. The most violent offenders are targeted and prosecuted to demonstrate what will happen if one persists selling drugs and committing serious crimes in the area. Then for non-violent, low-level offenders law enforcement develops prosecutable drug cases against them but agree to suspend these unless they continue to participate in dealing. This process allows law enforcement to put dealers on notice that any future dealing will result in certain, immediate consequences.

The DMI partnership also presents the voice of the community and communicates the depth of the negative impact that individual is having on the community. It does this by bringing together dealers, their families, law enforcement, social service providers, and community leaders for a direct intervention meeting that clarifies that the drug activity must stop and the direct results of the continued criminality. The intervention tells dealers clearly and directly that the community cares about them but rejects their behavior. It also tells them that help is available, and if they do the right thing the community will stand behind them. Conversely, it's also clear that continuous dealing will result in immediate negative outcomes through the activation of existing cases and the community will be working against them. The end result is to return the community over to the stakeholders and not to leave it in the hands of the criminals. Numerous cities with issues similar to Syracuse have turned to using the DMI strategy as a creative alternative to existing law enforcement activities. The reductions in violent and drug-related crime, minimized use of law enforcement, and strong endorsement from the community has proven to be effective. In addition, a residual impact is the improved relationships between law enforcement and residents.



## RECOMMENDATION 9: CONCENTRATE HOUSING DOLLARS AND CODE ENFORCEMENT IN PRIORITY AREAS

The city and county should design and implement a comprehensive code enforcement and program investment strategy prioritizing transitional, vulnerable and distressed neighborhoods. In an age when housing dollars are not only finite but also shrinking many municipalities have shifted away from spreading out their resources, but instead concentrating them.

While maintaining the capacity to respond to enforcement complaints, we recommend that the city redirect the bulk of code enforcement resources to select improvement areas inside each neighborhood. Redirecting the limited housing dollars into concentrated areas while also working with neighborhood groups and other community-based organizations, the city could devise a vacant properties action plan that could more efficiently target its limited resources.

Residents could be mobilized as Block Captains responsible for monitoring the condition of neighborhood property by recording observations in a diary, photographing problem areas and/or documenting into an online tool that could be developed. The Block Captains could identify safety hazards and track multifamily structures that are vacant and not properly boarded.

This will allow real time updates of property information and specifics of the severity of the violation. This could also be an important connection between residents, code enforcement and police for issues of safety and places available for criminal activity and hiding.





### Case Study: Targeted Deployment Best Practices:

Baltimore uses a similar approach in attacking the city's 16,000 vacant properties. The initiative is called TEVO — Targeted Enforcement Toward Visible Outcomes. TEVO focuses the Housing Department's code enforcement energies on derelict properties within transitional neighborhoods that have market potential — approximately 6,000 substandard, vacant, and boarded-up row houses. Using a team approach involving inspectors and prosecutors, TEVO aggressively pursues the owners in these neighborhoods through an assortment of traditional enforcement actions.

Tucson established the SABER (Slum Abatement and Blight Enforcement Response) Team as a strategy to focus code enforcement and nuisance abatement in key target areas in conjunction with the city's neighborhood revitalization strategies. SABER brings together the resources of nine city departments, each of which shares responsibilities relating to the enforcement and prosecution of slum and blight laws. By institutionalizing interdepartmental cooperation and coordination, SABER facilitates a more effective response to the problems of vacant and unsecured buildings.

The Dallas Neighborhood Investment Program (NIP) is a public investment program involving targeted areas in Dallas showing signs of distress such as high numbers of vacant lots, aging housing and numerous code compliance complaints. The city is concentrating 60% to 80% of the affordable housing funds and the Community Development Block Grant Public Improvement funds in these areas. The Neighborhood Investment Program emphasis is to leverage private development and other public neighborhood investments; facilitate sustainable neighborhood redevelopment through stakeholder/community partnerships; and targeting city resources and initiatives in the following areas:

- *Housing Rehabilitation/Reconstruction/New Construction*
- *Economic Development*
- *Public Improvements/Neighborhood Beautification*
- *Enhanced Code Enforcement and Community Prosecution Programs*





## RECOMMENDATION 10: ESTABLISH A VACANT PROPERTY RECEIVERSHIP / CONSERVATORSHIP PROGRAM

Given the severity of abandoned buildings and blight, some parts of the Southside have brought about discussions of more restrictions of property owners who do not address their responsibilities. Nationwide in communities with similar circumstances there are current discussions about utilizing the tool of eminent domain to cure the issue of blight and abandonment and forcibly handling non-responsive owners and providing a wholesale disposition of properties that could afford a municipality great powers to effect development activity.

The Vacant Property Receivership is one such tool that has been effectively used in states like Maryland, Pennsylvania, Indiana and New Jersey. Receivership gives a municipality the authority to temporarily seize the rights of the property owners under a court-appointed directive until such time that the original owner is given permission to move forward with his rights and responsibilities. The owner is further required to complete specified duties and reimburse possible costs incurred during receivership. Local Southside nonprofits could be identified and trained as a pool of receivers.

The City of Baltimore reports success using Vacant Property Receivership to assist in neighborhood revitalization and community empowerment. This tool is most effective when a particular property is desired for future use or to be preserved for historic reasons. Depending on the state, this is also called possession or conservatorship. A careful review of state property laws must occur before proceeding down this path to execution.

### Case Study: The Pennsylvania Example

Philadelphia and Pittsburg are successful users of Conservatorship. In Pennsylvania the equivalent is called the Blighted and Abandon Property Conservatorship Law (68 P.S. §1101, Act 135 of 2008). The Conservatorship law allows a municipality, nonprofit organization, development authority, nearby neighbor or business owner to initiate a court action to get a third party (conservator) appointed to improve the property when the owner refuses or is unavailable to take care of the property. After giving due process, notice to the owner and lienholders, a conservator may be appointed.

The conservator is given the right to take possession of the building to bring it up to code, carry out a rehabilitation plan approved by the court, or if rehab is not feasible, to demolish it. If financing is necessary to carry out the court-approved conservator's plan, the court can approve a new first mortgage with priority over any other liens against the property except governmental liens.

The owner may regain possession after reimbursing the conservator for costs. If the owner does not redeem the property from conservatorship, the court may approve the sale of the property free and clear of any debt.





## RECOMMENDATION 11: ENCOURAGE LINKAGES THROUGH COMMUNITY ENGAGEMENT

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The Southside TNT neighborhoods are dealing with crime, poverty, economic issues, transportation limitations, tensions between different groups of people, and uneven development. To find solutions to these problems and make lasting changes for the better, neighborhoods need everyone's ideas, work, and talent. Also activities that build collaboration and incentive improvements should be organized, as it would quicken the pace of redevelopment. The city should sponsor activities that further develop a cross-functional neighborhood culture. Developing a neighborhood conference designed to provide technical training and networking opportunities for community leaders, residents, investors and other stakeholders would enhance working relationships and build trust. Trust is a real barrier to development but creating a forum for the exchange of ideas and values would go a long way to reducing this obstacle. The city could publicize various programs, strategies and introduce trusted partners to neighborhood groups. Outside investment groups could become more engaged in community activities and understanding. A citywide neighborhood conference would be a significant skill and resource development opportunity.



### Case Study: Charlotte Promotes Neighborhoods

*Charlotte's Neighborhood Matching Grants Program has been helping local citizens improve their neighborhoods since 1993. The program awards funds up to \$25,000 for eligible neighborhood-based organizations for projects that will make neighborhoods better places to live, work, play, and shop. The program helps to strengthen neighborhood organizations, while encouraging increased neighborhood participation and partnerships with the city and others. Organizations are required to match the funds requested. The match must be directly related to the proposed project, and may be in the form of cash, volunteer labor, or in-kind donations (equipment, supplies, professional services, etc.). Neighborhoods in targeted areas with median household income of less than \$57,489 are eligible. New York State hosted a Neighborhood Revitalization Conference to bring together neighborhood activists, educators, business people, and elected officials to share successes and develop strategies to maintain healthy and vibrant neighborhoods throughout Upstate New York. Jointly organized by resident groups and local businesspeople, the conference includes national and local speakers, authors and politicians. Subjects such as land use, foreclosure prevention, crime, education and other urban affairs topics are highlighted. The conference vision is that the strength of the past and diversity in people, cultures, and businesses, will enable stakeholders to make New York neighborhoods destinations to live, work, and visit.*



## RECOMMENDATION 12: CREATE A COLLABORATIVE CULTURE BETWEEN NONPROFIT AND FOR-PROFIT DEVELOPERS

There is much to be done on the Southside of Syracuse, and stimulating a functioning development environment is an important part of the restoration formula. Nonprofit developers represent the community perspective and advocate for their needs while for-profit developers are visionaries who channel their financial or related resources into the creation of that vision. Unfortunately, these sectors ignore each other more than they collaborate. Each brings much strength to a community but there are also weaknesses in each approach. The unassisted private housing market generally does not provide sufficient profit for for-profit developers to build or maintain properties in a challenged neighborhood and in turn they tend to focus on prime areas for projects. In comparison, nonprofits typically focus on more distressed areas and their developments are typically targeting households with obstacles.

For-profit developers often have important attributes that make them attractive. They generally bring significant financial and technical resources to a given deal. The ability of for-profit developers to cover the costs of acquiring land or buildings, as well as the up-front development costs, often allows them to move more quickly and efficiently than nonprofit organizations. Nonprofits on the other hand are more familiar with the nuances of a neighborhood and the institutions within. They promote socioeconomic advocacy without only caring where populations are but the reasons for their status. Perhaps the major criticism of for-profit developers relates to the inherent contradiction in their need to make a profit and the potential for this to come into conflict with the spirit of government and other subsidy programs. The major criticism of nonprofits is they can be inefficient and come into conflict with the spirit of free enterprise.

For either organization to be effective at reaching its goals, a number of competencies are necessary. In TNT's Southside neighborhoods, we've seen examples where both have tried to do it alone with mixed results. If working jointly on future projects, each partner can bring knowledge, expertise, and resources that meet the needs of the other partner. Nonprofits can provide expert knowledge of the community and an understanding of the local market, and can boost local credibility for a project. A for-profit developer can provide development expertise, resources, and credibility with lending sources. At the same time, it is important to acknowledge the historical problems and avoid them by recognizing what each expects from the partnership. There also must be mutual respect for and trust in the skills and abilities of each partner.

The City of Syracuse is the key influencer who could broker a stronger culture of collaboration between these groups. Future incentives should be designed to weave these players together more than keep them apart. The city currently works successfully with both developers and can create a new neighborhood improvement culture.





## RECOMMENDATION 13: STRONGER COLLABORATION BETWEEN COMMUNITY & ECONOMIC DEVELOPMENT INITIATIVES

One key partnership effort must be tied to strengthening the working ties between the Community Development and Economic Development agencies. This should be considered at the city, county and state level. All too often the responsible players work in silos although having the same geographic area of focus. Community development is the process of making the community a better place to live and work and primarily is fostered by the leadership of public and nonprofit sector players. Economic development is the process of creating wealth and jobs. This is primarily driven by the needs of business and the community benefits are created secondarily. Community development doesn't often enough consider the importance of private sector fundamentals necessary for the successful, sustained operation of businesses. Economic development teams must make the basic business case to desirable prospective employers and rarely discuss socioeconomic ripples that occur at the neighborhood level.

To have a successful local economy, a community needs both community development and economic development. To have a vibrant one, a rigorous effort must be made to work on both community development and economic development in an integrated fashion. Community development concentrates on neighborhoods and economic development focuses on industry but they are interdependent and reinforce each other.

This integrated approach ensures that robust interactions with neighborhoods and business concerns support the overall community and do not undermine reaching the highest potential for Syracuse. It helps to leverage a wide range of resources, skills, and competencies across the business, government and neighborhood groups in support of local communities.





Community development could borrow some of the utensils out of the economic development toolbox. In economic development two of the strongest tools are Community Improvement Districts (CID) and Tax Credits. The city could consider establishing Neighborhood Improvement Districts (NID) as many other cities have done in areas starting to see distress. These NIDs would function similar to CIDs. A NID may be created in an area desiring certain public-use improvements that are paid for by special tax assessments to property owners in the area in which the improvements are made. The kinds of projects that can be financed through a NID must be for facilities used by the public, and must confer a benefit on property within the NID.

An NID is created by election or petition of voters and/or property owners within the boundaries of the proposed neighborhood district. Election or petition is authorized by a resolution of the municipality in which the proposed NID is located. NID funds have been used for property acquisition, improvement of streets & sidewalks, landscaping, streetlights, property maintenance, security and storm/drainage/sanitary systems. The City of Philadelphia has implemented their NID initiative under the guidance of the City of Philadelphia Code, Administrative Code, Section A-503. This recommendation is inspired by a successful economic development model, and should seek to incorporate the different agencies into a working collaborative that jointly creates NID/CID districts. This would allow the neighborhoods and the business corridors in proximity to be strengthened by leveraging each other.

### Case Study: The Missouri Example

The Missouri Department of Economic Development (DED) has several programs that reinforce neighborhoods in local jurisdictions. DED works with local municipalities by overseeing the NID program, and several tax credit initiatives. Missouri's Neighborhood Preservation Act provides an incentive for the rehabilitation or construction of an owner-occupied home in areas of the state designated as "distressed communities" and median household income of 70%.

The credits range from 15-35% of eligible rehabilitation or construction costs. The tax credits can be applied to income tax, corporate taxes or bank/insurance/financial institution taxes. The tax credits can also carry back 3 years, carry forward 5 years and are also sellable/transferable.

Under the DED, the State of Missouri also offers the Rebuilding Communities Business Incentive designed to stimulate business activity in designated neighborhoods. The tax credit incentive is for businesses that locate, relocate or expand their business in "distressed communities." The businesses are eligible for 25-40% tax relief on relocation costs, new equipment, maintenance, wiring, software development and 1.5% of the gross salary paid for each employee at the location. Eligible for up to \$8 million a year per business and have the same carry back, carry forward and sellable/transferable provisions.







## **RECOMMENDATION 14: TRAIN INDUSTRY PROFESSIONALS ON NEW STRATEGIES, INCENTIVES, AND MARKETING APPROACHES**

Creating positive awareness and acceptance of the challenged neighborhoods is a long-term goal. The expectation of adjusting perceptions overnight is unrealistic after years of negative accounts and exposure. As the revitalization initiatives take hold, it is essential to have real estate professionals, developers, and builders at the table. Reshaping the image of a neighborhood is a necessary step to promote revitalization in distressed areas. Too often while neighborhood groups and public-sector leaders are in the game of developing community trust and participation, structuring deals, raising money, and generating support, the goal of turning around the community's image is benched. The goal of reshaping image is also usually undermined by the activities involved in gaining support. To qualify for government and philanthropic programs, it requires the identification of problems, but in capturing investment by owner-occupants and investors, it requires the identification of potential. If the neighborhood is faced with bad

public images, vacancy, crime, and low amenities, it can reimagine itself in a better position to attract new residential and commercial development; and engender a new sense of community pride and hope in the current and future residents.

The real estate professionals, developers and builders are key as they drive awareness of opportunity and the capital infusion that could soon follow. A lingering image problem may deter real estate agents and developers from routing clients to a particular neighborhood. Agents, developers, and builders tend to have the necessary understanding of the complexities of pulling together a transaction but often are unaware of the intricacies of plans in motion to improve distressed areas or the details of how the incentives will work. Unless connected, these influential groups learn about plans through publications or hearsay. Most investment occurs





because of the awareness of an opportunity or advantage tied to the knowledge these groups have about a sub-market.

This partnership would extend to regular engagement of these trade groups and elicit their support in targeted marketing for these areas. There may be underserved, moderate-income working households who may be attracted by the neighborhood's location, accessibility to employment, historic resources, or other assets, but discouraged by image or perceptions that are changing. Working with a real estate agent who can inform them of the different stages of the redevelopment process ahead of time and prepare them for each stage may help to ease a potential buyer or investor's mind and offset concerns.

The city also has to get these groups to go beyond thinking about individual transactions, but to promote the neighborhood and the vision as well. The new goal is to convince people about the benefits of living and investing in the specific neighborhood as a tool for selling the homes or project sites. We also have to have a segmented marketing approach. Buyers and investors want different things and have different priorities, so one message doesn't fit all. The effort to revitalize the challenged neighborhoods can't be done successfully without these industry groups. The city depends on them to sell the neighborhood and cultivate prospects.

To achieve this, the Southside TNT in collaboration with the City of Syracuse should have a Realtor/Developer/Builder roundtable that discusses issues and approaches related to the 6 Southside neighborhoods. There should also be training sessions on the various housing programs and incentives that provide details on how they can be navigated to stimulate transactions. These roundtables and trainings should come with special designations or certifications that would allow the participants to stand-out from their peers so that buyers or investors will gravitate to this more engaged and knowledgeable group. Mobilizing agents, developers, and builders in training, marketing and soliciting input could help gain neighborhood momentum and send the right message into the marketplace about the targeted areas of opportunity.







## RECOMMENDATION 15: COLLABORATION WITH PUBLIC AND PRIVATE UTILITY PROVIDERS

There are many approaches to tracking vacant properties and neighborhood change, but they rarely engage the use of utility companies. Public and private utility companies have the advantage of understanding the vacancy problem as they track the usage of their services at individual addresses.

National Grid made a major investment in GIS enhancements that may facilitate sharing of data across the city. The City of Syracuse Water Department has also made significant investment in tracking systems. They have technology-based tools to ingest, track and report weekly work performed by the sewer operation field crews such as connections and maintenance.

The TNT Southside should establish a relationship to augment its neighborhood vacancy tracking initiative that will share information on utility connections and disconnections. It would be rare that a legitimate occupancy would not have electric or water service to an address. Cross referencing data from these two utilities would add additional confirmation to visual assessment in the field if an address is occupied. Also, collecting information on the utility use patterns of problem addresses or properties with known vacancies would further allow the city and TNT to stay ahead of the problem.

A final aspect of this partnership could extend to the utility companies reporting any visual observations of concern as they're out in the neighborhoods, especially for targeted or known problem areas.





## TACTICAL ACTIONS

### **Tactical Action 1: Establish neighborhood gateways by placing signage at the edge of the major entry point.**

*Objective:* Clarify neighborhood boundaries

*Overview:* Create awareness of the transition into the Southside by establishing clear and visible signage at the entrances to the district and into each distinct neighborhood.

*Measurable Result:* Gateway sign placed at Salina, Colvin, Brighton, Valley, South Ave, Onondaga, Midland, and Bellevue.

### **Tactical Action 2: Add street sign toppers that indicate each neighborhood.**

*Objective:* Clarify neighborhood boundaries

*Overview:* Collaborate with city officials to add sign toppers for each neighborhood.

*Measurable Result:* Sign toppers placed at every major street intersection within 5 years. Side streets can be added as budget funds allow.

### **Tactical Action 3: Partner with Rahma Garden and McKinley Brighton to create a veggie garden/perennial garden.**

*Objective:* Neighborhood beautification

*Overview:* Encourage neighbors including children to volunteer for clean-up efforts around the garden and school. Organize plant splitting parties to encourage homeowners to add curb appeal and create better neighborhoods.

*Measurable Result:* School/Community Garden Collective event. Develop the potential of the event to become an annual community activity.

### **Tactical Action 4: Establish Neighborhood Watch Groups.**

*Objective:* Improved public safety

*Overview:* Develop an organized group of local residents focused on crime prevention in the 6 TNT Southside neighborhoods. This includes training residents on security and safety vigilance and also creating direct connections with proper authorities so that suspected criminal activity can be documented and reported. In addition, establish representatives of each neighborhood to recruit members in his or her own area, promote organization in local markets, and coordinate training from the police department.

*Measurable Result:* Active Neighborhood Watch Groups in each neighborhood with at least 7 members (including two youth) within one year. Visible Neighborhood Watch signs posted in the area.





**Tactical Action 5: Develop a community directory to include contacts for public officials, block captains, businesses, nonprofits and community services.**

*Objective:* Improve community engagement and connectivity.

*Overview:* A print or online publication that improves connectivity by aggregating contact information and brief descriptions of the major stakeholders in the Southside district. Highlight local businesses (handyman, painters, etc.). Include information about important laws and ordinances. Increase political awareness. Promote a sense of unity. Include as a welcome committee gift for new stakeholders.

*Measurable Result:* Production of a seminal contact list and a detailed plan for a broader publication by EOY 2018.

**Tactical Action 6: Create an environment for business recruitment/expansion.**

*Objective:* Increase jobs, businesses, and amenities on the Southside.

*Overview:* Educate small businesses and entrepreneurs about the opportunities to locate their businesses on the Southside. Promote resources (SSIC, OCC, Score). Support small businesses and create a network of partnerships (banks, leaders, elected officials). Work with SSIC on the placement of businesses incubated on the Southside in permanent locations.

*Measurable Result:* 5 new businesses opened and sustained in the area in 2019. Increase by 50% annually. Reduced commercial vacancies.

**Tactical Action 7: Annual civic event for each neighborhood.**

*Objective:* Increase community engagement and change perceptions.

*Overview:* Rotating events, festivals, throughout all neighborhood areas (art/cultural event, talent shows, holiday events, parks & rec trailer, vendors, etc.) Bring people together throughout all neighborhoods on planning committees or event attendees. Highlighting unique features, facts, and history of the individual neighborhoods.

*Measurable Result:* Successfully planning an annual event in each neighborhood within 5 years. Increased attendance at annual events.

**Tactical Action 8: Foster community literacy program, cultural field trips, and leadership training. Re-engage library, nonprofits, and churches for different classes that are offered and publish the offerings online.**

*Objective:* Augment public education and increase the activities for local youth.

*Overview:* Increased literacy and critical thinking skills of residents. Provide more life skills training and opportunities for self-empowerment.

*Measurable Results:* Number of youth attendees collectively documented. Mapping of neighborhood areas where the attendees live. Higher graduation rate. Reading on or above grade level. Graduating to upper grades, attending college, trade school.





**Tactical Action 9: Establish a Community Development Book Club.**

*Objective:* Increase community engagement and increase general knowledge.

*Overview:* Hold a monthly process where the community reads some important material during the month and then convenes at a predetermined date to discuss the content. For example, the city's comprehensive plan, relevant studies, political platforms, Requests for Proposals, important books, and technical community improvement content. The book club could also serve as an informal watchdog group for budget allocations and tracking.

*Measurable Result:* Organize the program and hold 6-12 club meetings annually.

**Tactical Action 10: Demand a functioning community center for each neighborhood area.**

*Objective:* Expand the opportunities for youth.

*Overview:* Provide a gathering place for youth and other community stakeholders to have meetings and other gatherings. These could be stand-alone facilities or in collaboration with other community groups.

*Measurable Result:* A designated, programmed, consistently operating facility within the boundaries of each of the 6 neighborhoods.

**Tactical Action 11: Identify or establish an employment conduit entity.**

*Objective:* Increase the level of employment and reduce poverty.

*Overview:* Create a central clearinghouse of all available jobs and the skills needed and function to connect local residents with those opportunities.

*Measurable Result:* At least 1 new well recognized community-based organization serving this function.

**Tactical Action 12: Re-establish park associations and programming.**

*Objective:* Improve the value and usefulness of the green space and surrounding residential areas.

*Overview:* Collaboration with the City Department of Parks to ensure there are programs and resources being allocated and spent in accordance with community needs. In addition, working to reverse the decay of the neighborhood areas surrounding the parks.

*Measurable Result:* Begin by establishing a collective association for the Southside Parks.

**Tactical Action 13: Create or connect to a web-based communication tool.**

*Objective:* Improve community engagement and cross-communication.

*Overview:* Create an online community that is only accessible to the residents and business owners that would allow swift and broad communication. The consultant team recommends Next Door ([www.NextDoor.com](http://www.NextDoor.com)). Many communities across the United States are using it including several of the stronger neighborhoods in Syracuse.

*Measurable Result:* 1,000 residents of the 6 Southside neighborhood connected and using the site.





**Tactical Action 14: Recruit Block Captains throughout each neighborhood.**

*Objective:* Improve public safety, beautification, and engagement.

*Overview:* Develop a network of individuals that will become aware of all activities happening on the block and can participate in implementing improvement initiatives.

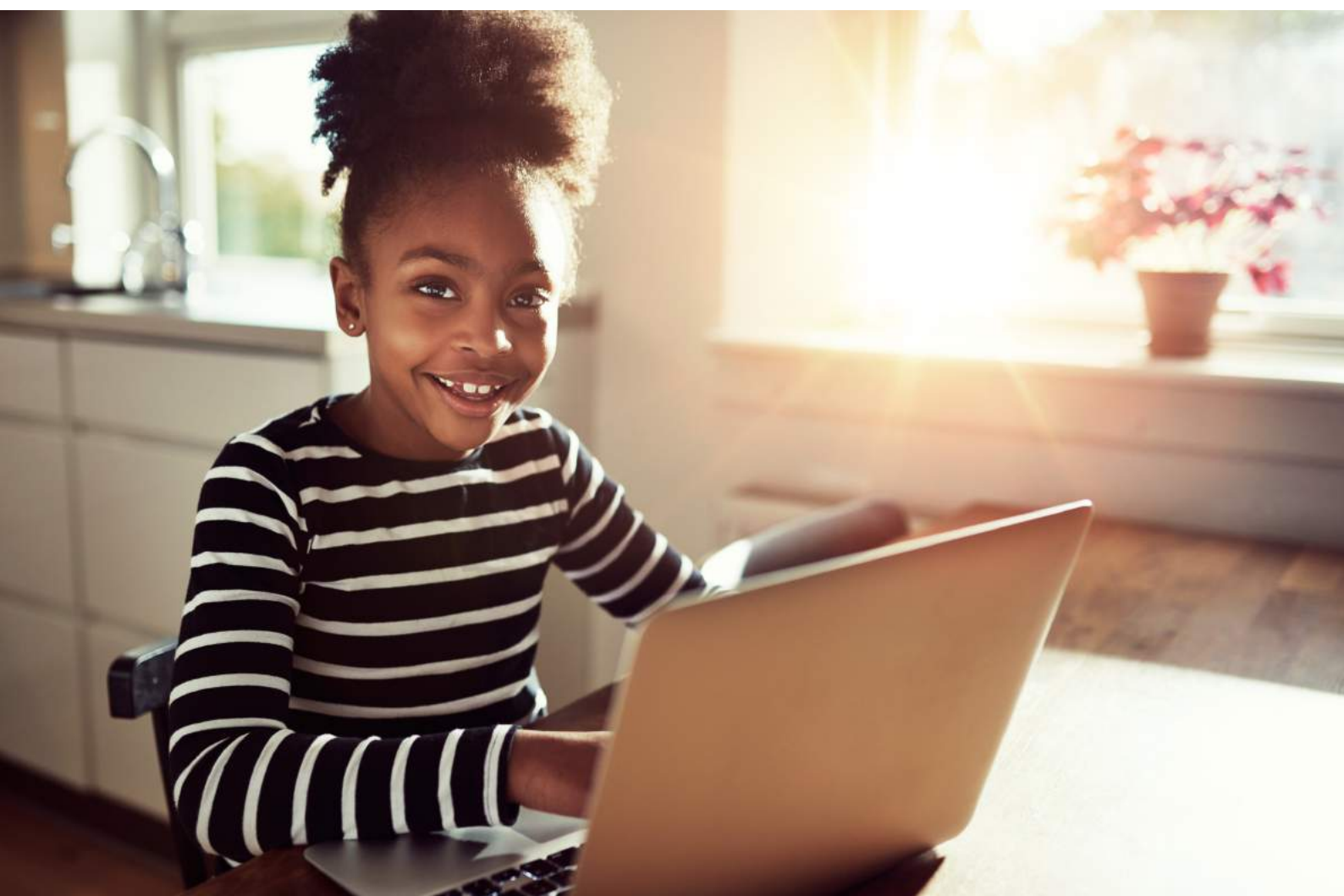
*Measurable Result:* Recruit and train 50 Block Captains.

**Tactical Action 15: Develop a TNT Youth Leadership Program.**

*Objective:* Engage youth and seed future leadership.

*Overview:* Collaboration with key community stakeholders to establish a training curriculum to explain the TNT and neighborhood planning process to youth in the community with a specific concentration on Generation Z. Prepare them to work in conjunction with current leaders and ultimately become prepared to take over leadership roles.

*Measurable Result:* Annual training class with 12-20 youth participants.





## CONCLUSION AND NEXT STEPS

The APDS consultant team hopes that the TNT Southside 5-Year Neighborhood Plan will be a new catalyst to restore, rebuild and renew this community. This report is designed- to be an illustrative- final report that can be used by area residents, public agencies, local non-profit developers, profit developers, city officials, and investors of all types to fuel future development and investment activity. The work of keeping neighborhoods viable is difficult. Years of disinvestment, deferred maintenance and neglect increase the challenges facing the community revitalization effort. The best way to address these matters is by taking a snapshot of the TNT area and its component parts. An accurate picture of existing conditions and socio-economic data allows local decision makers to target intervention and measure progress over time.

Traditional approaches to neighborhood improvement are usually singularly focused, although the causes of neighborhood distress are multifaceted. The goal of this report is to provide more understanding of the neighborhood investment areas as they exist, and the market factors that are influencing improvement or decline. Now that the research process is complete, and needs are identified, the strategic implications of having this knowledge in one accessible location should empower individuals, organizations, and collaborations to step forward in concert with the City of Syracuse and improve the quality of life for residents, and make real promise to the Southside neighborhoods. Hopefully, just as a compass, it will lead the people and resources needed to the Southside.





# APPENDIX

## Glossary

KEY TERM	DEFINITION
<b>Aesthetic Condition</b>	Increment of market value attributed to the outward appearance of a lot or structure.
<b>Age of Housing Stock*</b>	The age, in years, of physical residential dwellings within a neighborhood.
<b>Appreciation*</b>	An increase in the value of a residential asset over a defined period of time.
<b>Average Commute*</b>	The time, in minutes, it takes to travel from a resident's neighborhood to a desired location.
<b>Blight*</b>	Lots and/or structures in poor or deteriorated condition that represent a general state of neglect and disrepair in a neighborhood.
<b>Code Violation*</b>	Action or inaction that breaks the city's code of conduct rules for owners and tenants. Examples include: excessive trash and debris; grass exceeding 18"; vacant, burned and dilapidated structures; and excessive junk vehicles.
<b>Community Commerce*</b>	The measurement, in millions, of the exchange of goods or services in a neighborhood.
<b>Community Identity*</b>	A neighborhood's distinct traditions, values, and social norms.
<b>Crime Incidences*</b>	Actions or instances of neglect deemed harmful to the public welfare or morals and that is prohibited by law.
<b>Curb Appeal*</b>	A measurement of the general attractiveness of lots and structures in fair and good condition from the sidewalk, or "curb".
<b>Depreciation*</b>	A decrease in the value of a residential asset over a defined period of time.
<b>Dilapidated</b>	A structure that has visibly diminished in quality or value due to time and/or neglect. A dilapidated roof, extensive rotting, and clear structural issues are good indicators.
<b>Distressed Assets*</b>	The number of properties within a neighborhood that are currently in the foreclosure process or are advertised for sale by the mortgagee.
<b>Educational Attainment*</b>	The highest level of schooling attended and successfully completed by an individual.
<b>Fair</b>	A measure of aesthetic condition; the appearance of the lot or structure is acceptable. Generally, some litter or debris may be present.
<b>Good</b>	A measure of aesthetic condition; the appearance of the lot or structure is satisfactory. Generally, the grass appears to be cut and landscaping properly manicured.
<b>Greenspace*</b>	Public space consisting of parks and trails maintained for recreational enjoyment.
<b>Housing Costs*</b>	The average amount of money needed to sustain basic housing expenses for renters and owners.
<b>Income*</b>	Median income calculation to include the income of the householder and all other individuals 15 years old and over in the household.



KEY TERM	DEFINITION
<b>Neighborhood</b>	A district or area within a municipality with distinctive characteristics or indicators that may include: vicinity to park or attraction, community history, proximity to major thoroughfare, etc.
<b>No Structure</b>	A lot with no structure present, also referred to as a vacant lot.
<b>Not Visible</b>	A lot or structure not visible from sidewalk, often as a result of excess trees or shrubbery. The absence of visibility did not allow surveyor to make an accurate determination of condition.
<b>Occupied</b>	A structure that is currently in use by a tenant or owner. Indicators include: cars present in the driveway, blinds on windows, lawn maintained.
<b>Occupancy</b>	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
<b>Owner Occupancy*</b>	The number of residents who own the structures.
<b>Parcel</b>	An individual plot of land that comprises a larger area, such as a neighborhood.
<b>Permit Issuance*</b>	The number of permits issued by a municipality for building construction within a neighborhood.
<b>Poor</b>	A measure of aesthetic condition; appearance of lot or structure is not adequate. Generally, overgrown vegetation and/or significant amounts of debris or trash are visible.
<b>Population Growth*</b>	The change in the number of individuals in a population over a specified period of time.
<b>Public Subsidy*</b>	A provision of economic value provided by a municipality for the purpose of incentivizing an activity.
<b>Quality of Public Education*</b>	Characteristics of schools supported by public funds and providing free education for children within a neighborhood or district.
<b>Racial Diversity*</b>	The array of racial groups present in a neighborhood.
<b>Real Estate Transaction*</b>	The purchase or sale of a real estate asset that involves a closing transaction.
<b>Retail/Commercial Access*</b>	Proximity to opportunities to work, dine, shop, worship, exercise, etc.
<b>Sidewalk</b>	A raised paved or asphalted path for pedestrians at the side of a road.
<b>Tenure (also see Occupancy)</b>	Based on visual inspection, the apparent residence or tenancy in a structure or on a piece of land.
<b>Transportation Options*</b>	The quantity of accessibility options available to an individual or group to include vehicle, rail, bus, pedestrian, and bicycle.
<b>Vacant</b>	A structure that is not currently in use by a tenant or owner. Indicators include: landscaping that is overgrown, full or overflowing mailboxes, broken or boarded windows or doors.
<b>Vacancy</b>	The number of residential structures and lots appearing to be without occupants, expressed as a percentage of all properties surveyed, within a 5% margin of error.



## Southside TNT Data Tables

	Brighton	Elmwood	Near Southside	Southwest	Strathmore	Winkworth	Eastwood Benchmark
Median Home Value	60,479	70457	53017	53612	106925	\$ 123,837	\$ 94,285
Average Rent	813.33	831.00	745.75	739.00	937.00	\$ 965.00	\$ 739.00
Vacancy Rate	22.23	18.70	16.15	26.15	12.95	5.3%	9.5%
Occupation: Management/Professional	23.63	23.65	23.05	17.40	46.85	46.3	38
Occupation: Sales/Service	38.97	31.25	40.23	38.25	28.40	31.3	27.1
Occupation: Clerical/Admin/Tech	23.30	25.85	22.73	23.95	15.70	14.2	18
Occupation: Government	-	0.00	0.00	0.00	0.00	12.1	0
Occupation: Manufacturing/Labor	14.10	18.95	13.68	20.40	9.10	0	17
Don't own a car	30.20		32.70	31.40			
Commute: Drive Alone	62.20	68.70	61.10	52.55	84.00	83.1	91.9
Commute: Carpool	11.17	12.20	11.25	19.80	9.60	5.6	2.1
Commute: Public Transit	17.10	11.75	17.95	14.60	5.40	3.9	0
Commute: Walk/bike	5.93	7.75	9.70	13.05	1.00	7.4	6
Walkability	93.63	87.35	90.73	93.15	88.45	74.8	88.9
Age: Under 5	10.37	9.55	11.83	9.10	5.95	5.2	5.8
Age: 5-17	24.40	21.55	26.58	23.45	21.70	13.6	9.6
Age: 18-29	19.27	14.75	18.03	18.15	19.85	13.6	14.7
Age: 30-44	18.20	20.65	15.73	16.40	18.55	16.4	20.8
Age: 45-64	19.97	25.15	19.23	22.85	22.95	23.3	30.5
Age: 65 and above	7.73	8.35	8.58	10.15	11.00	28.8	18.6
Status: Single-Never Married	60.53	48.90	57.05	58.15	39.85	28.3	35.7
Status: Married	16.03	27.35	15.65	17.25	44.05	47.8	40.8
Status: Divorced	9.17	10.85	9.00	9.20	10.55	5.2	11.9
Status: Widowed	5.27	5.15	7.68	6.75	1.90	13.5	8.1
Percent Male	46.67	44.15	47.13	50.80	49.75	46.8	42.2
Percent Female	53.33	55.85	52.88	49.20	50.25	53.2	57.8
Active Military	-	0.00	0.00	0.00	0.00	0	0
Attending College	3.17	4.80	3.95	2.83	4.85	9.0	4.8
Moved within 12 months	24.47	13.65	22.65	20.10	15.20	6.1	12.5
Born Outside NY	30.37	24.60	33.90	28.90	16.15	18.0	20.5
Born Outside US	7.90	4.30	11.48	5.25	4.10	6.7	4.7



	Brighton	Elmwood	Near Southside	Southwest	Strathmore	Winkworth	Eastwood
Home value: \$0-50,000	38.67	25.00	43.50	39.50	11.00	0	1
Home value: \$50,001-100,000	38.33	60.00	31.25	41.00	38.00	38.0	56.0
Home value: \$100,001-200,000	6.00	9.00	7.75	6.50	46.50	55.0	40.0
Home value: \$200,001-300,000	2.00	0.50	7.50	2.00	4.50	6.0	0.0
Home value: \$300,001-400,000	2.00	1.50	2.25	4.00	0.00	0	2
Home value: \$400,001-500,000	7.67	3.50	6.25	3.00	0.00	0	0
Home value: \$500,001 and above	5.67	1.50	2.00	5.50	1.00	1.0	1.0
Population Density (ppl/sq mi)	8,906.67	5786.00	7624.50	9031.00	5663.00	3210	6041
Housing Age: pre-1939	62.90	56.00	49.20	54.55	58.60	25.3	49.9
Housing Age: 1940-1969	27.27	35.10	37.53	29.00	34.30	65.5	41.9
Housing Age: 1970-1999	7.50	8.15	10.33	14.22	6.60	8.7	7.1
Housing Age: post-2000	2.30	0.75	2.93	2.25	0.45	0.6	1.1
Home Type: Single-Family (1-4)	48.83	52.85	29.10	30.90	59.10	91.9	63.7
Home Type: Townhomes	5.03	3.50	5.58	4.15	1.55	0	1.2
Home Type: Small Apartments	39.70	30.10	38.23	49.15	30.50	2.4	17.5
Home Type: Large Apartments	6.50	13.15	27.18	15.50	9.05	5.0	15.9
Home Type: Other	-	0.35	0.00	0.00	0.00	0	1.6
Home Size: 0-2 Bedrooms	30.73	37.55	45.63	40.40	30.10	19.1	44.7
Home Size: 3-4 Bedrooms	63.93	60.95	50.28	55.35	62.50	72.5	54.5
Home Size: 5+ Bedrooms	5.30	1.55	4.08	4.20	7.45	8.4	0.8

Source: US Census Bureau American Communities Survey and CLR Search



## Population

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse City	New York	US
Population change since 1990	-17.86	-13.99	-17.86	-18.67	-13.99	-13.99	-7.9	-11.3	8.41	25.77
population change since 2000	-3.76	-6.39	-3.76	-4.21	-6.39	-6.39	-2.08	-1.53	2.74	11.15
population change since 2010	-0.39	-0.07	-0.39	-0.11	-0.07	-0.07	-0.82	-0.09	0.61	1.31
Forecasted change Next 5 years	0.42	0.53	0.42	0.44	0.53	0.53	0.54	0.27	1.02	3.73

Source: CLR Search Demographics

## Education Attainment

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse City	New York	US
Did Not Complete High School	16.3	11.93	19.45	23.86	11.93	11.93	12.41	17.69	15.12	13.9
High School Diploma	34.72	26.38	32.46	33.46	26.38	26.38	30.3	28.98	26.62	27.74
Attended Some College	21.23	21.79	20.12	19.06	21.79	21.79	19.18	18.34	16.63	21.45
Completed Associates Degree	9.9	9.36	10.2	8.16	9.36	9.36	12.24	8.77	8.32	7.76
Completed Bachelors Degree	9.63	19.24	9.34	9.48	19.24	19.24	15.54	14.65	18.92	18.25
Completed Graduate Degree	5.74	8.77	5.45	4.37	8.77	8.77	7.66	8.06	10.27	7.67
Source: CLR Search										

## Amenities Index

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse City	New York	US
Walkability	94	87	91	93	88	75	89	60		
Culture Access	98	98	98	98	98	98	103	103	188	100
Amusement Access	94	97	94	94	97	97	99	100	96	100
Restaurant Access	62	57	62	72	57	57	144	98	54	100
Religion Access	112	61	112	94	61	61	85	96	73	100
Medical	97	89	97	95	89	89	93	103	123	100
Mortality	102	82	102	92	82	82	134	88	131	100
Air Pollution Index	87	88	87	87	88	88	88	87	103	100

Source: CLR Search Demographics



Income Distribution

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse City	New York	US
Under \$25,000	49.3	31.8	47.8	71.1	25.2	22.3	30.4	41.5	22.90	23.2
\$25,000 - \$49,999	27	26.8	25.1	19.9	25.4	21.9	30.3	25.5	20.80	23.7
\$50,000 - \$74,999	12.5	19.7	14.7	5	21.2	24.7	19	14.8	16.40	17.8
\$75,000 - \$149,999	10.2	19.9	11.8	3.2	22.2	26.2	17.4	14.8	26.30	25.2
Above \$150,000	0.9	1.8	0.7	0.7	6	5	2.9	3.4	13.60	10.1
Source: US Census, American Communities Survey										

Ethnicity

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood	Syracuse City	New York	US
Caucasian	14.8	33.3	16.1	13.1	63.8	95.2	76.4	55.26	64.99	73.8
African-American	76.3	60.6	75	78.8	30.8	2.7	14	29.49	15.62	12.6
Asian	1.2	0	0.6	0.4	0.1	0.4	1.4	6.43	7.77	5
Native American	0.7	1.4	0.6	0.7	0.2	0	1.1	0.92	0.38	0.82
Hawaiian/Pacific Islander	0.1	0	0.1	0.1	0	0	0	0.01	0.03	0.17
Multiracial	3.6	4.6	3.6	3.5	3.6	0	3.6	5.16	2.80	2.91
Unspecified	3.3	0.1	2.6	3.4	1.6	1.5	3.6	2.73	8.42	4.7
*Hispanic	11.5	3.1	9.2	8.6	8	7.2	6.7	8	18.20	16.9
Source: CLR Search										

Dominant Nationalities

	Brighton	Elmwood	Southside	Southwest	Strathmore	Winkworth	Eastwood
French^ or Hatian*				3.7*	5.1^		
German		18			13.7	21.4	19.7
Irish	5.1	13.1	5.1		26.3	37.1	25
Italian	6.2	6.5	6.2	10.1	14.2	10.8	26.7
Jamaican	18.3	7.3	18.3	25.2			
Polish						12.8	13.7
Puerto Rican	14.7	7.1	11.8	8.2			
Sub-Saharan African	7.7	7.5	24.8	6.5			
Source: CLR Search							



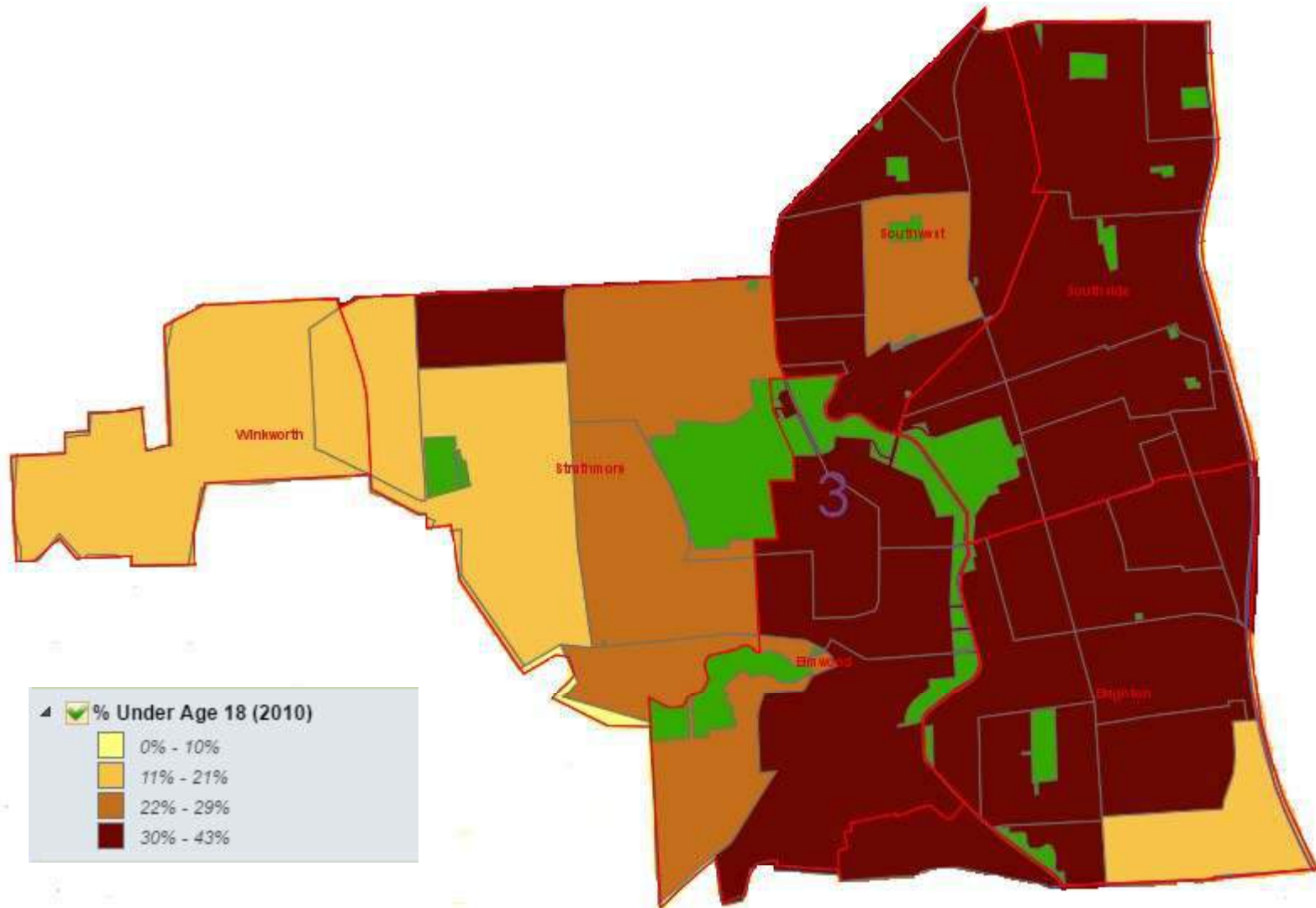
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SEO



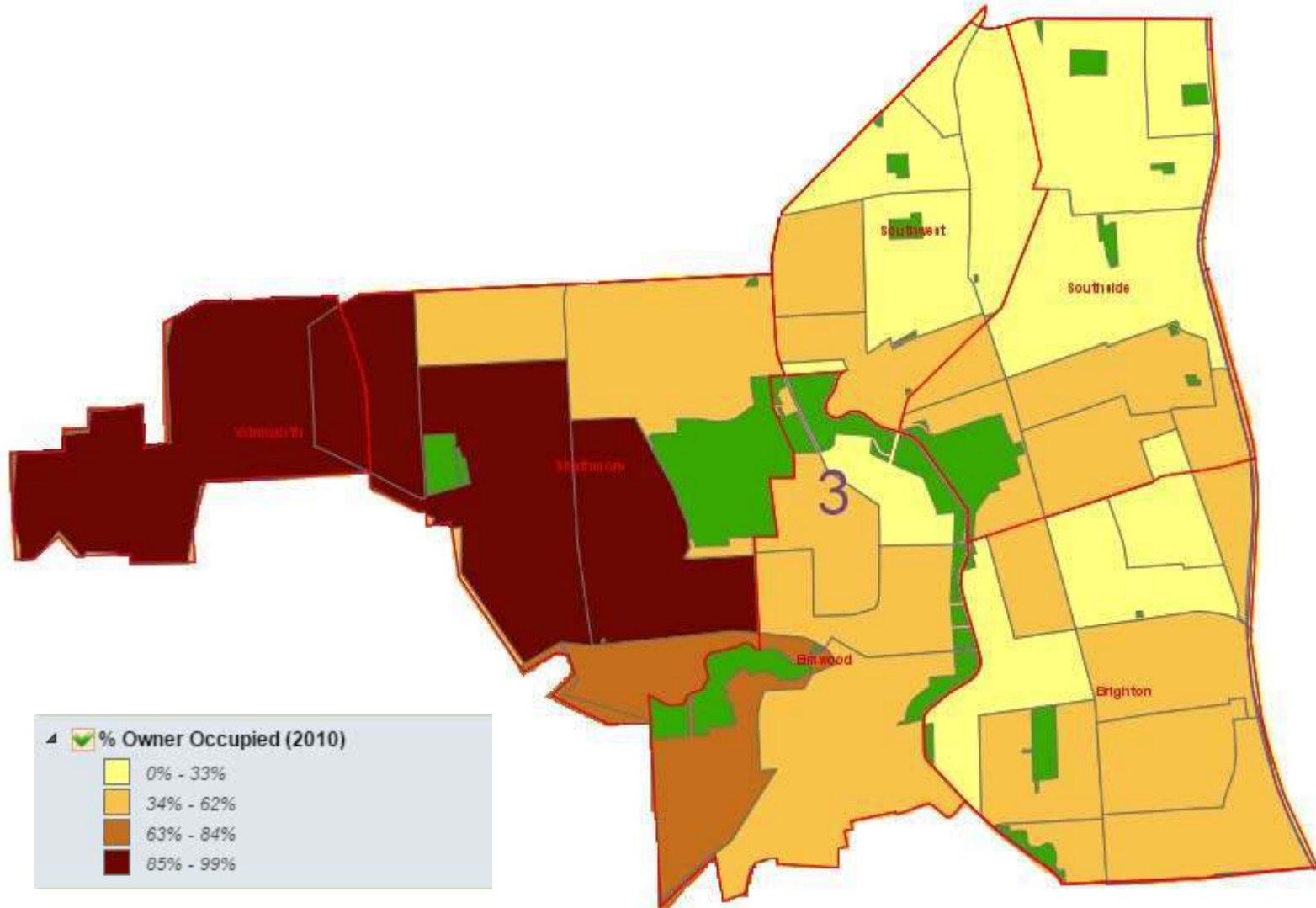
# Percentage Under Age 18



Source: Syracuse SimplicITY - Syracuse University Community Geography Program



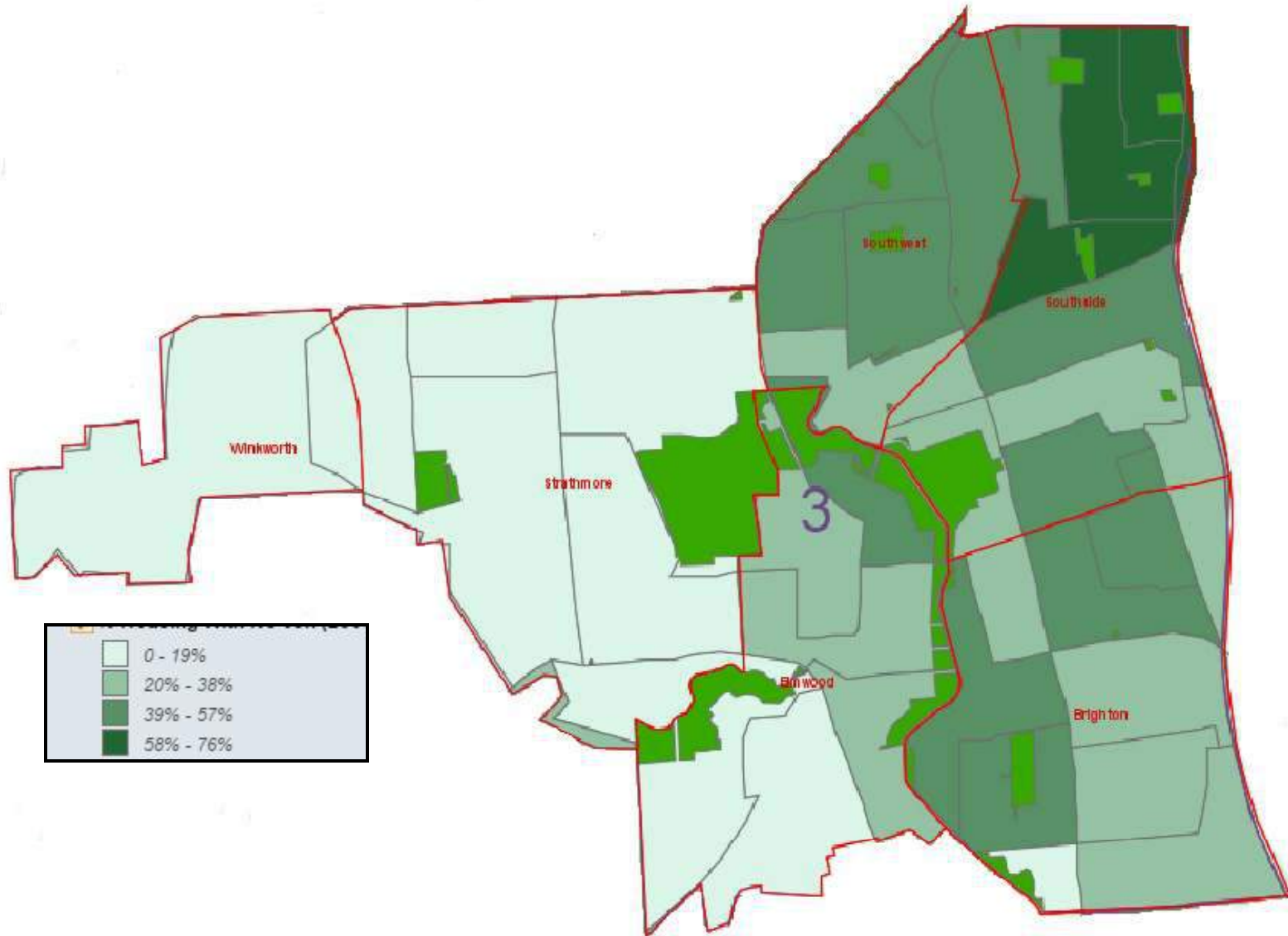
# Percent Owner Occupied



Source: Syracuse SimplicITY - Syracuse University Community Geography Program



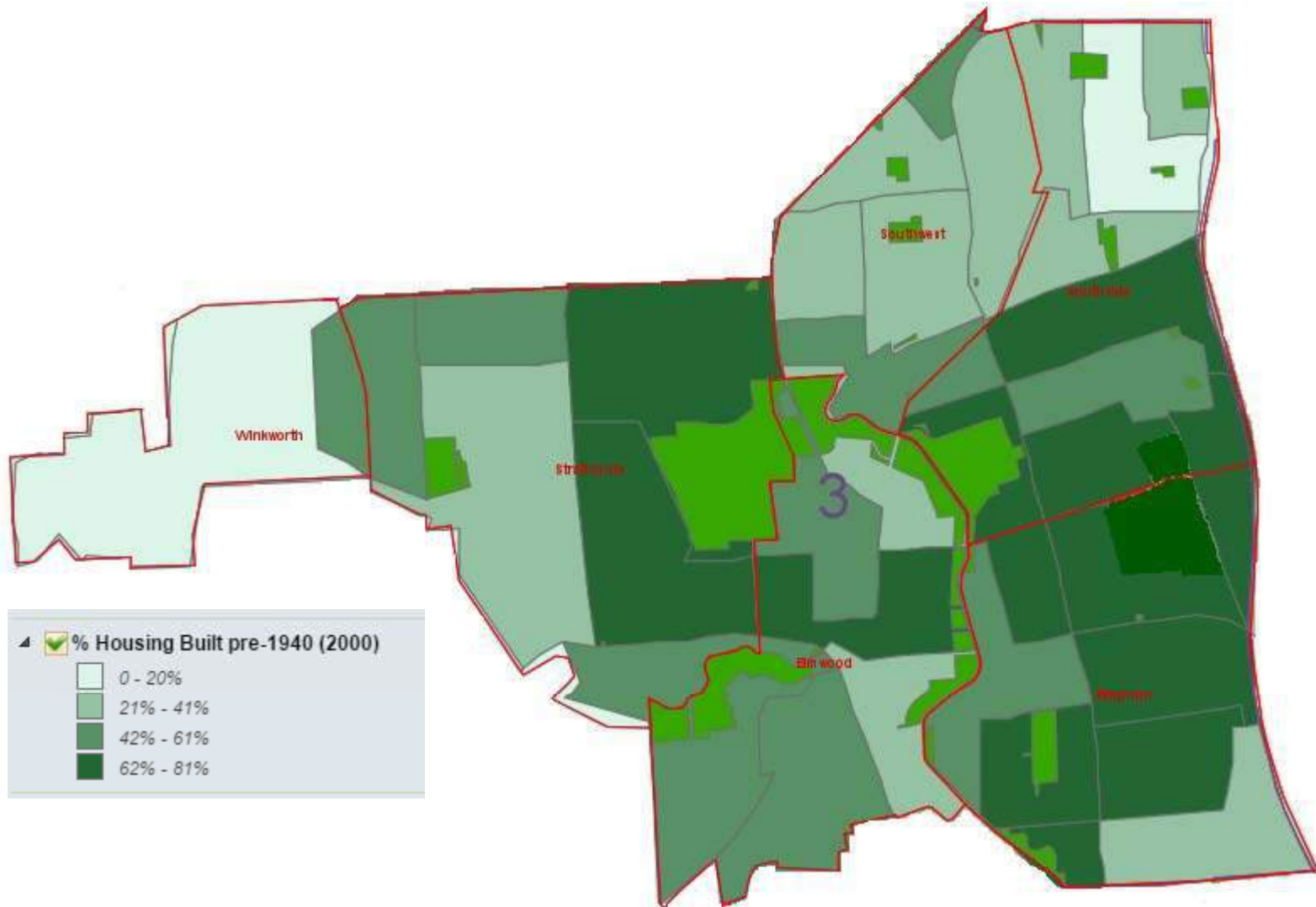
# Households with No Vehicle



Source: Syracuse Simplicity - Syracuse University Community Geography Program



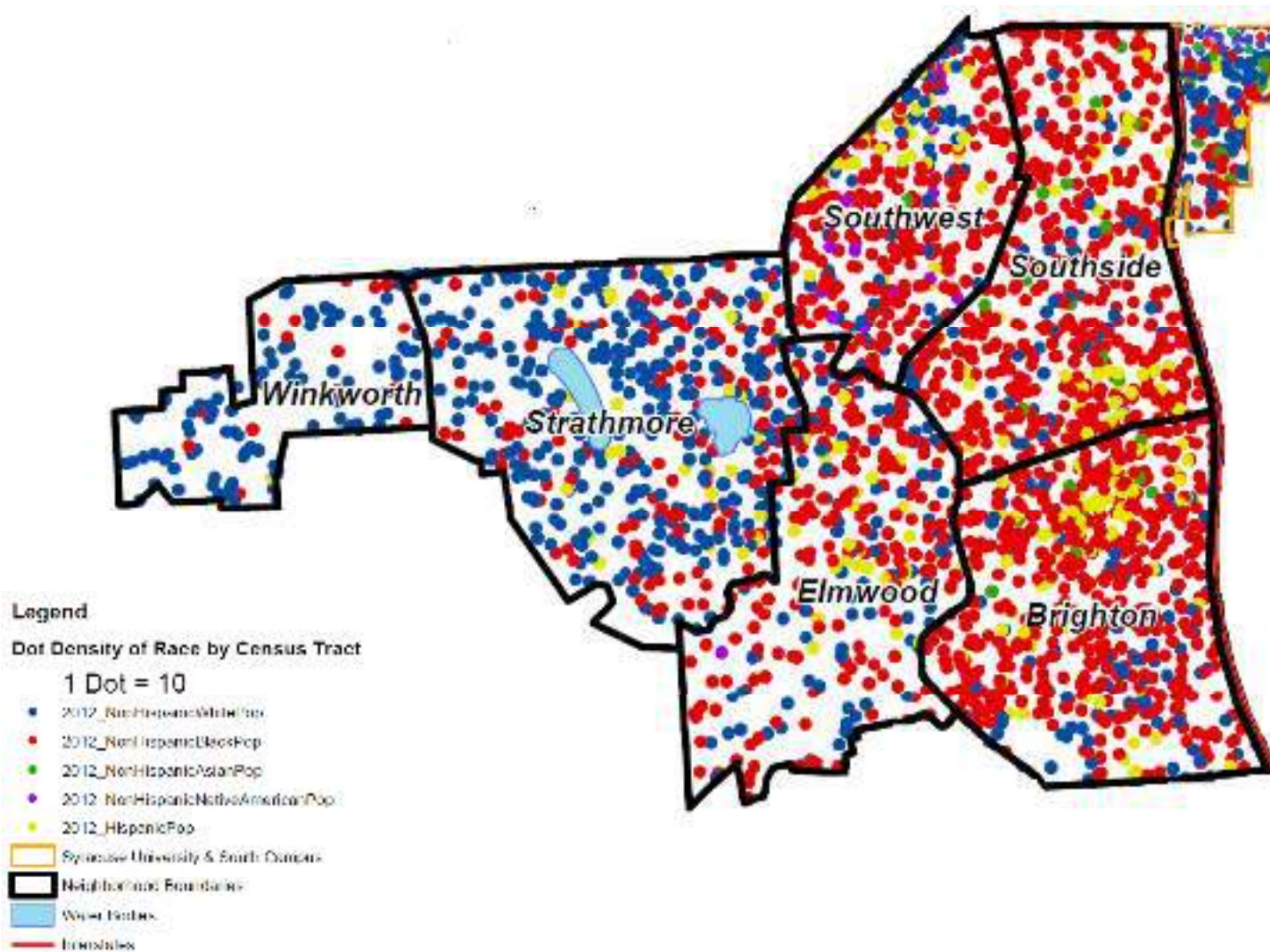
# Housing Built Pre-1940



Source: Syracuse Simplicity - Syracuse University Community Geography Program



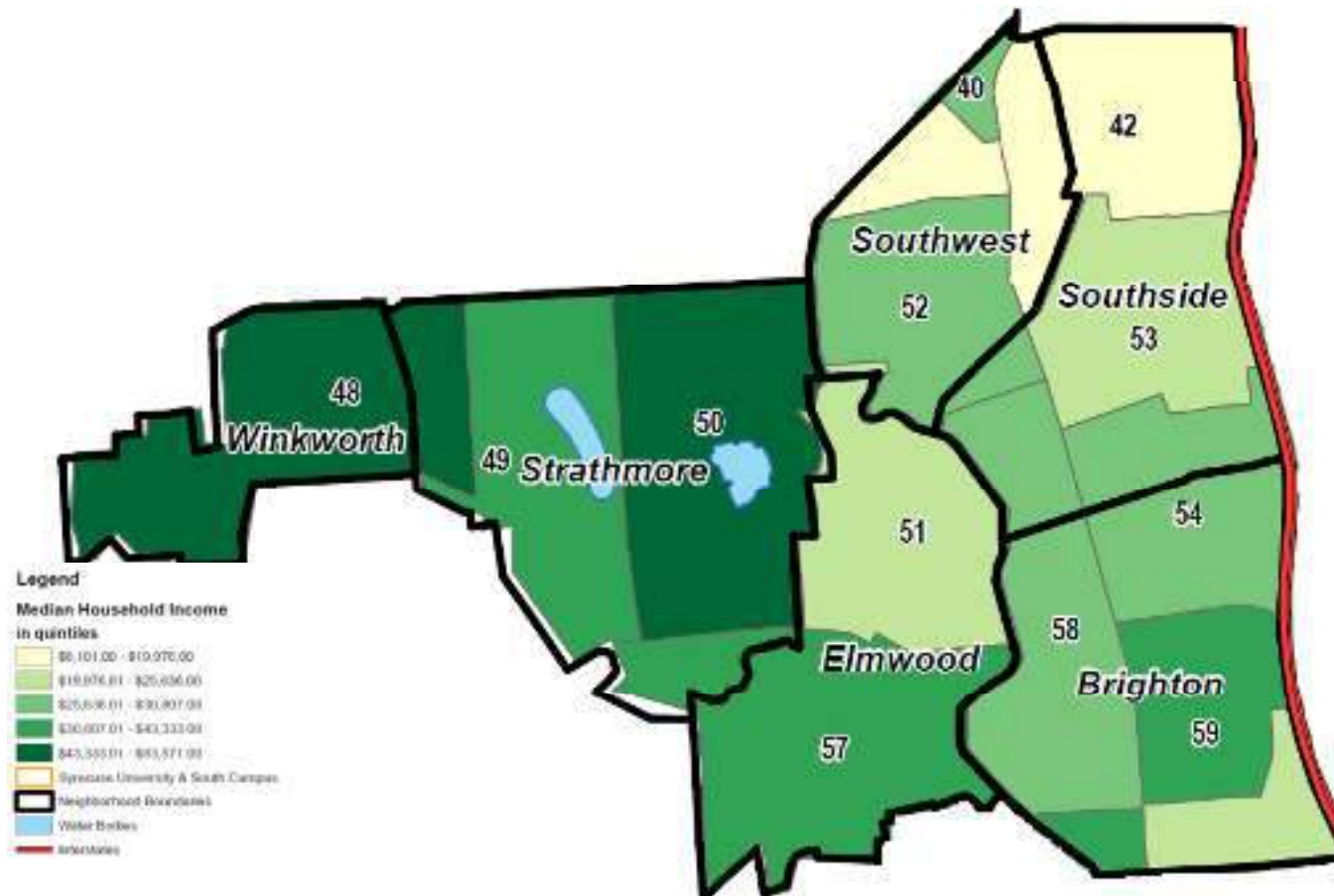
# Population by race



Source: Central New York Fair Housing Council - Alys Mann Consulting



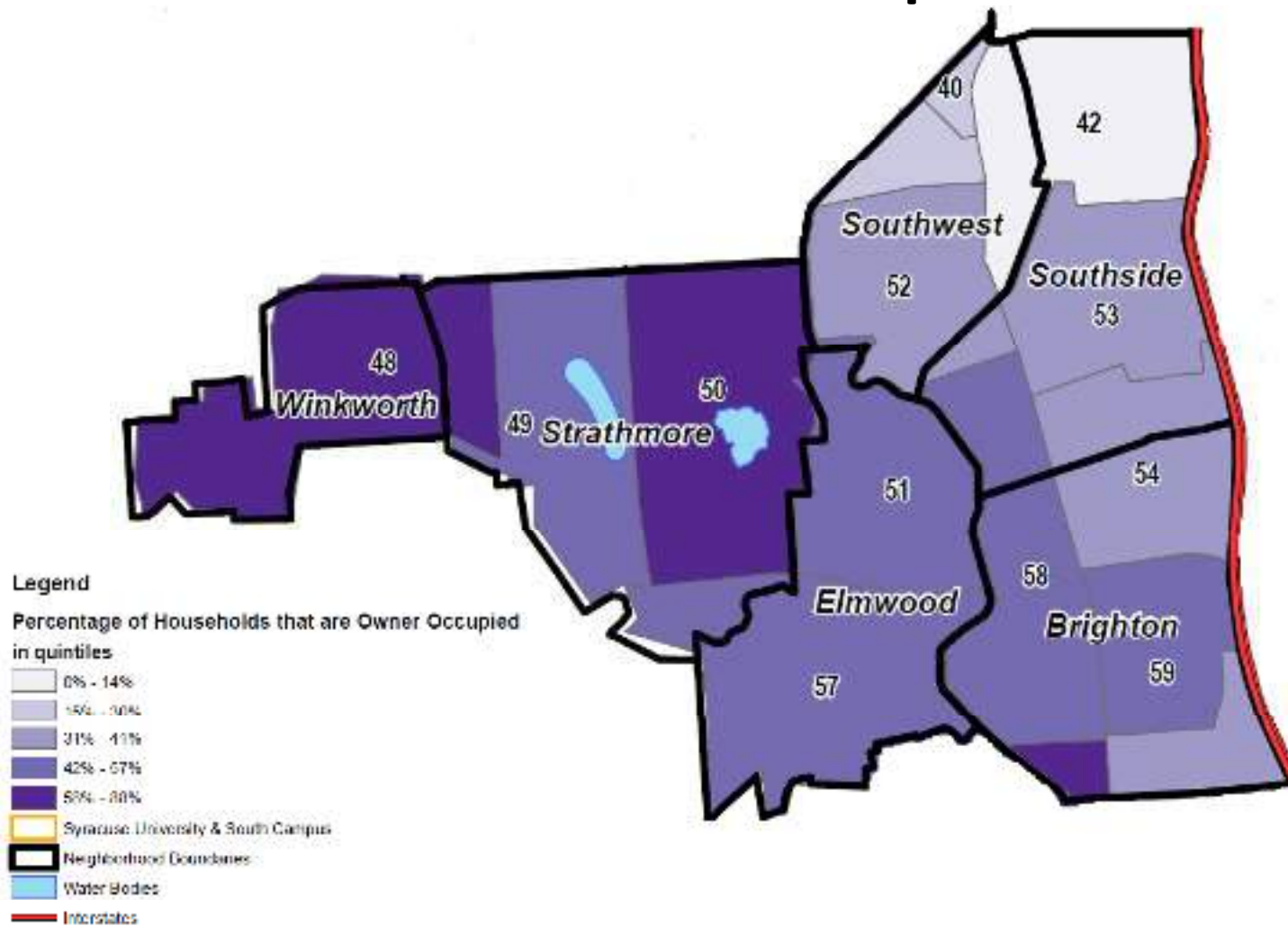
# Median Household Income



Source: Central New York Fair Housing Council - Alys Mann Consulting



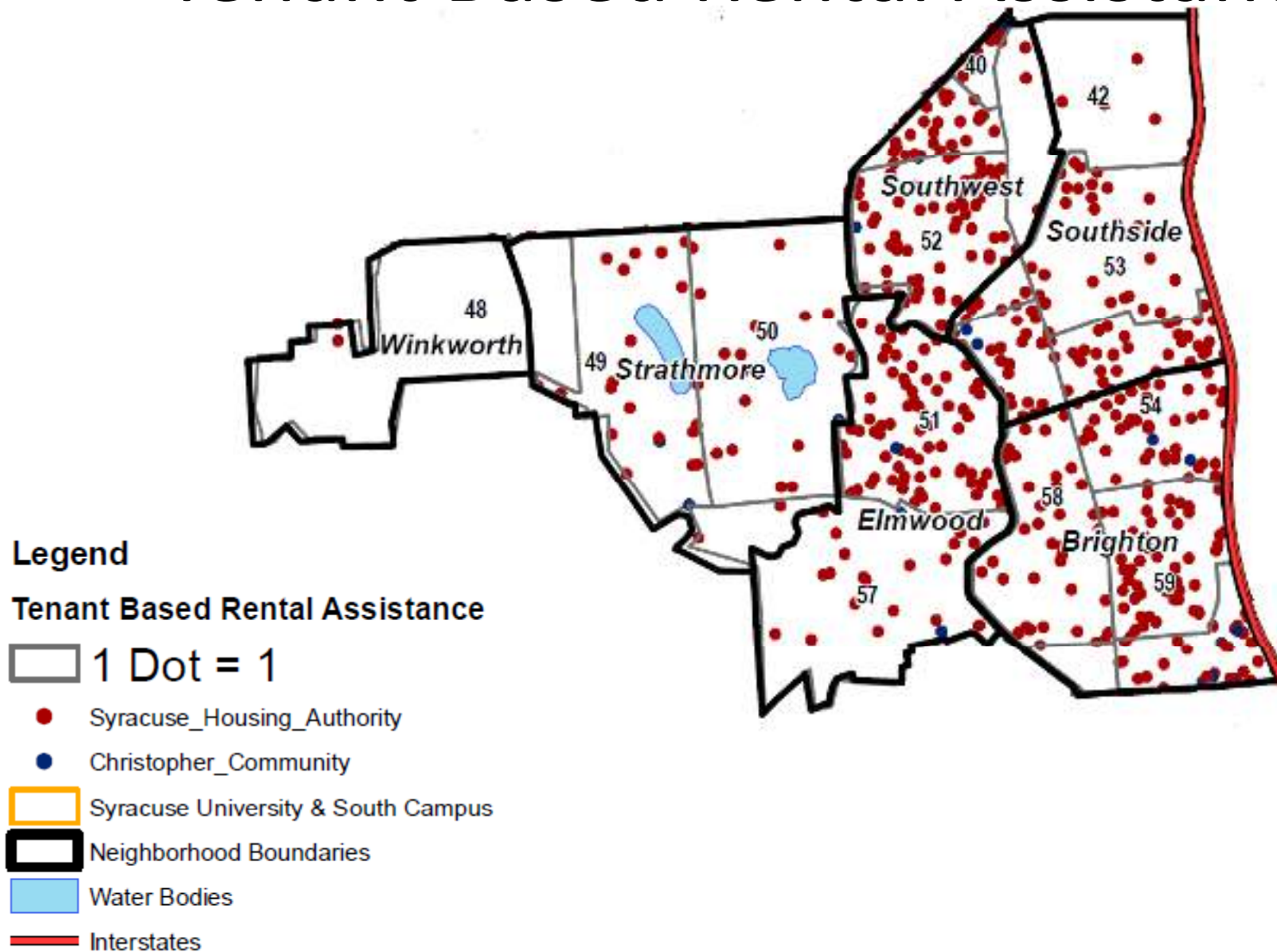
# Owner Occupied



Source: Central New York Fair Housing Council - Alys Mann Consulting

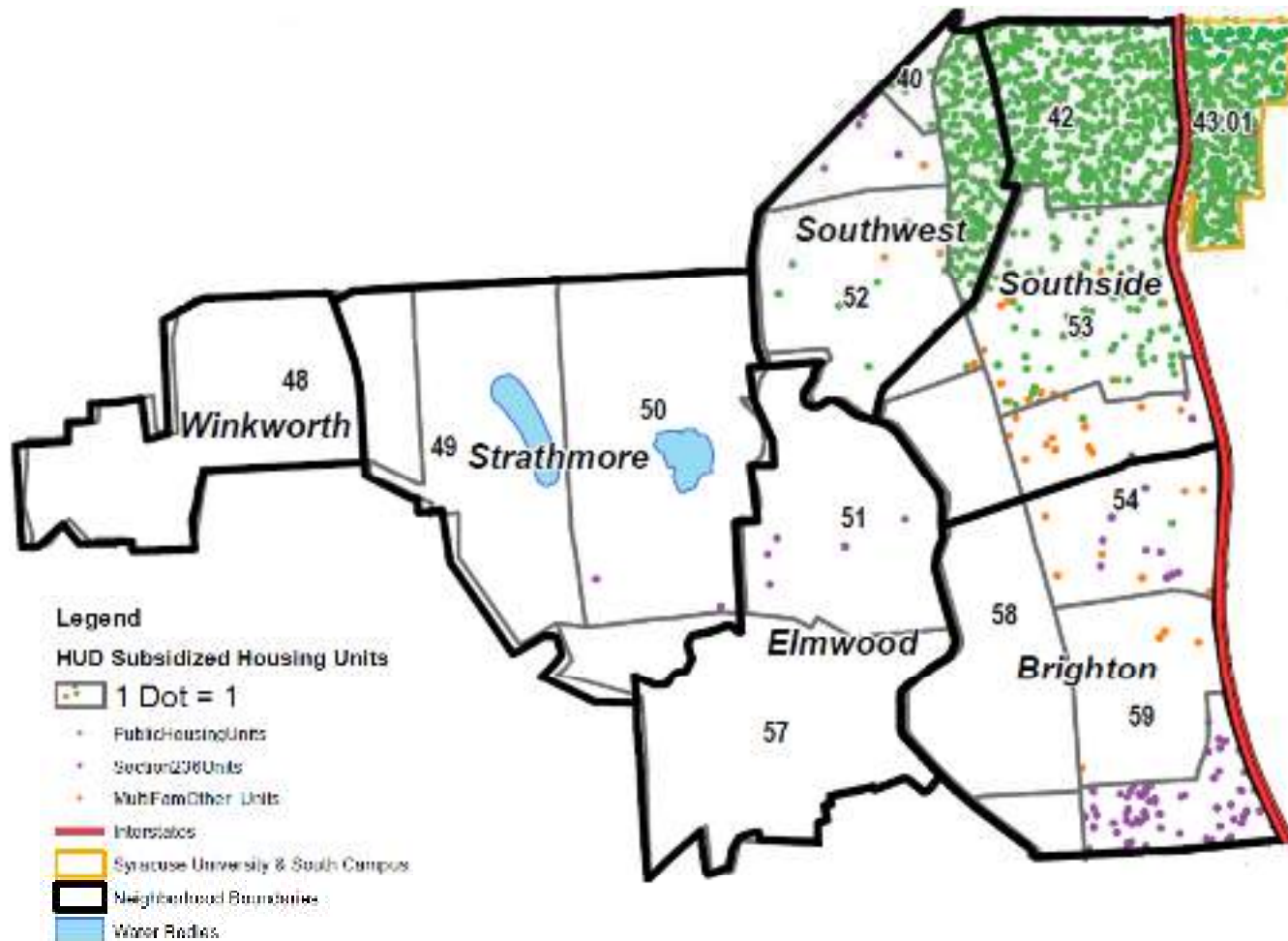


# Tenant Based Rental Assistance





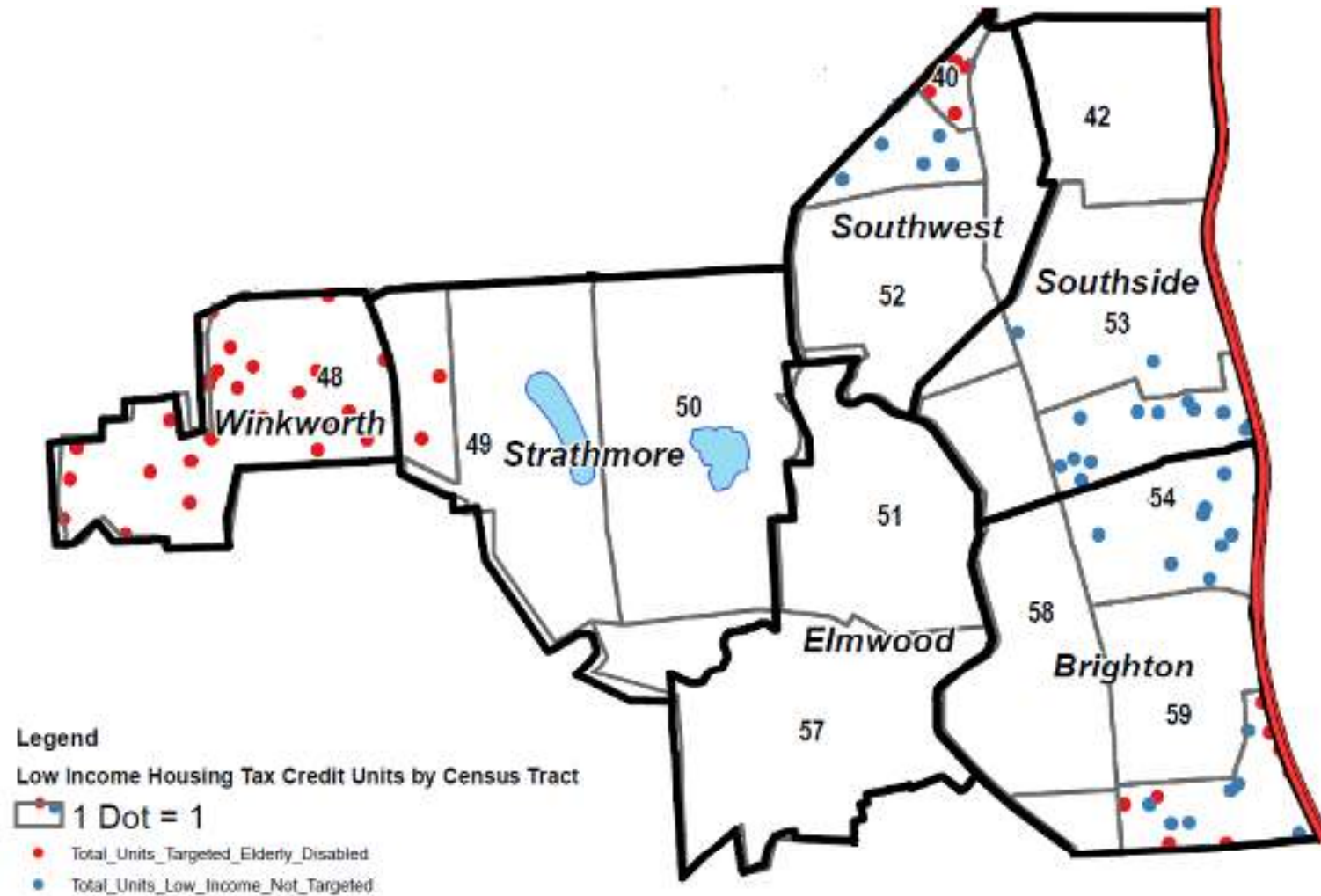
# HUD Subsidized Housing Units



Source: Central New York Fair Housing Council - Alys Mann Consulting



# LIHTC Units



Source: Central New York Fair Housing Council - Alys Mann Consulting



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Anthony Rusnyak, Owner, Empire Archives

Kelly Weiss, Greater Strathmore Neighborhood Association

Angela Wright, Executive Director, Model Neighborhoods Corp.

### TOMORROW'S NEIGHBORHOODS TODAY - AREA 3, SOUTHSIDE

Camille Coakley, Board Delegate

Regina McArthur, Alternate Board Delegate

Facilitators: Lou Carol Franklin, Patrona Jones Rowser, Julius Lawrence

Task Force Leaders: Douglas Bullock, Tae Cerutti, Lori Covington, Lou Carol Franklin, Al Freeman, Palmer Harvey,  
Jamie Howley, Mel Menon, Charles Pierce El, Patrona Jones Rowser, Susan Wood, Angela Wright







## ABOUT THE CONSULTANT TEAM

APD Solutions (APDS) is an award-winning community and economic development firm providing services and strategies that impact distressed and underserved areas across the United States. Our clients are public and private sector organizations who are seeking ways to revitalize neighborhoods or grow local industries that result in vibrant and competitive places. Our mission is to design strategies and assemble partners that will create socially responsible development, new investment growth, sustainability and quality of life in the communities we serve. To ensure that we are effective in fulfilling our mission, APDS provides the following services:

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Our advisory services help our clients go from concept to completion. We provide evaluation, advice, planning, training, information, support and resources that help our clients achieve the outcomes they desire. Our team develops tailored approaches for each client based upon market realities and best practices, not on textbook hypothesis.

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## **SOUTHERN COMPASS**

Tomorrow's Neighborhoods Today, Area 3 - Southside  
5-Year Neighborhood Plan  
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