SYRACUSE HOUSING AUTHORITY

Building Neighborhoods. Growing Dreams.

BOARD OF COMMISSIONER'S MEETING

OUR MISSION IS TO IMPROVE QUAILITY, SAFE, AND AFFORDABLE HOUSING; TO CREATE OPPORTUNITIES FOR RESIDENTS' SELF-SUFFICIENCY AND ECONOMIC INDEPENDENCE, AND TO EMPOWER INDIVIDUAL POTENTIAL IN AN ENVIORNMENT WHERE PEOPLE WANT TO LIVE, WORK, AND BUILD COMMUNITIES.

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Board of Commissioner's Meeting

Date: October 22, 2026

Time: 12 PM

Mission: To provide quality, safe, and affordable housing; to create opportunities for SHA residents' self-sufficiency and economic independence, and to empower individual potential in an environment where people want to live, work, and build communities.

TAB 1. APPROVAL OF MINUTES

- Motion to Approve SHA Board Meeting Minutes Dated September 9, 2026

TAB 2. COMMISSIONER'S COMMITTEE REPORTS

- MOD/DEV Committee
- Finance Committee
- Governance Committee

TAB 3. MANAGEMENT – Jalyn Clifford

- She Matters Presentation, Presented by: SUNY Upstate Medical University's Linda Veit, Rachel Osiecki, & Elizabeth Fuertes-Binder
- Section 3 Yearly Reporting
- SHA Yearly Recap Video

TAB 4. DEVELOPMENT

- Development Update
  - East Adams Update
  - Eastwood Heights Update

TAB 5. FINANCIAL REPORTS

- Financial Report
- Yardi Update
- Operational Changes
  - Assistant Director of Accounting
  - Collections Specialist

TAB 6. RESOLUTIONS

1. Resolution to Approve August Financial Report
2. Resolution to Authorize Syracuse Housing Authority's Participation in the Phase III Financial Closing of the East Adams Redevelopment Project
3. Resolution Resolutions of the Syracuse Housing Authority Approving the Use of up to $395,000 in CNI Grant Funds for the Taylor Street Murals Project

EXECUTIVE SESSION

To Obtain Advice of Counsel

TAB 1

Board Commissioner's Board Meeting Minutes
Date: September 9, 2026
Start Time: 12:04PM
Quorum: 12:04PM

Mission: To provide quality, safe, and affordable housing; to create opportunities for SHA residents' self-sufficiency and economic independence, and to empower individual potential in an environment where people want to live, work, and build communities.

Commissioner Attendees: Rickey Brown, Milton Martinez, Quwanka Ellerby, Doug Reicher, Monica Williams, and Bethaida (Bea) Gonzalez

Excused: Patricia McBride

Other: Counsel Brad Hunt of Mackenzie Hughes, Allyson Carpenter of McCormack Baron Salazar, Acting Executive Director Jalyn Clifford, SHA Staff Members, Jim Ryan of Syracuse University, and Marquita Hetherington of SHA and Blueprint 15

New Board Member Welcome

Bea Gonzalez was formally sworn in at 1206pm as a member of the Syracuse Housing Authority Board of Commissioners.

Officer Elections

Following the resignation of the previous Board Chair, Ryan Benz, the Board conducted elections to fill the positions of Chair and Vice Chair.

Legal counsel explained that elections would be conducted in public session in accordance with the Authority's bylaws and the New York State Open Meetings Law.

Election of Chair: Monica Williams nominated Rickey Brown to serve as Chair, with the nomination seconded by Doug Reicher. With no additional nominations, the Board unanimously elected Commissioner Brown as Chair.

Election of Vice Chair: Rickey Brown nominated Doug Reicher to serve as Vice Chair, with the nomination seconded by Monica Williams. With no additional nominations, the Board unanimously elected Commissioner Reicher as Vice Chair.

Approval of Meeting Minutes

Resolution Authorizing Approval of 07/23/2026 Meeting Minutes: Motion made by Monica Williams, 2nd by Doug Reicher, abstention by Bea Gonzalez, no objections or further discussion, motion carried.

Committee Reports:

Modernization & Development Committee

Staff provided updates on ongoing modernization projects, grant awards, and anticipated construction activities.

- James Geddes Row Houses – Siding and Window Replacement
    - Bids were opened on August 27, 2026, for siding and window replacement at the remaining 18 James Geddes Row House buildings. Three bids were received, with Zero Draft submitting the

lowest bid of approximately $2.89 million. The bid was within the independent cost estimate, and the architect recommended proceeding with the award.
    - Staff also discussed the project's 30% MWBE participation goal, consisting of 18% MBE and 12% WBE participation. Commissioner Brown offered assistance to firms experiencing challenges with the certification process.

- James Geddes Security Camera Project
    - Staff reported that SHA received a $250,000 HUD Emergency Safety and Security Grant for FY 2025.
    - One bid was received from IK Systems in the amount of $373,313.62. The architect reviewed the proposal and determined that the pricing was consistent with market conditions.

Additional Modernization Updates

- Benderson Heights: An updated independent cost estimate was received, and contract documents were being prepared. Bid opening was anticipated in October, with a potential contract award in October or November.
- James Geddes Roof Replacement: Cost estimates and proposals from architectural and engineering firms remained pending.
- Central Village Flooring Replacement: SHA was awaiting a decision on supplemental HUD grant funding. No anticipated award date was available.
- Security Station Upgrades: Preliminary cost estimates were received, and staff were preparing to proceed with design and bidding.
- Scattered Sites Flooring Replacement: Work remained ongoing, with improved coordination in occupied units and fewer resident complaints.
- AMP 74 Window and Lintel Replacement: The project was substantially complete, with remaining administrative closeout and retainage items.
- Toomey Abbott Towers Elevator Modernization: Elevator No. 2 was complete, and work had begun on the final elevator. The project was approximately one month ahead of schedule, with completion anticipated in approximately 14 weeks.

Grant Updates

- SHA received approximately $100,000 through HAI (Housing Authority Insurance) Group. Funding was allocated toward several property improvements, including smoke and carbon monoxide detectors at James Geddes, pavilion repairs at Mulberry Terrace, and planned parking lot and ceiling repairs.
- Staff also announced a second $250,000 HUD Emergency Safety and Security Grant for FY 2026, which would support security camera improvements at Ross Towers.

Other

- The Board was advised that the October meeting had been rescheduled to October 22, 2026, due to scheduling conflicts.

Finance Committee Report

- The Finance Committee reviewed the ongoing Yardi software conversion, financial reporting challenges, rent collections, utility accounts, and upcoming HUD reporting requirements.

- Yardi Conversion and Financial Reporting
    - Staff reported that the transition to Yardi continued to affect financial reporting and property-level accounting. Financial statements were not available for presentation.
    - A significant discrepancy was identified at Pioneer Homes, where reported rent revenue was

approximately $50,000 compared with an expected $200,000. Staff explained that the discrepancy appeared to involve the classification of rent revenue and tenant payment agreement activity during the conversion.
    - Corrections to account coding and revenue allocations remained ongoing. Staff indicated that they were increasingly able to make corrections internally as their familiarity with the system improved.

- RentCafe and Online Payments
    - The Committee discussed resident adoption of RentCafe, including online payment options, registration assistance, and opportunities to improve participation.
    - During August, 75 payments were processed through RentCafe by 44 households. Staff explained that some households made multiple payments, including payments toward outstanding balances.
    - Resident Support Services continued working with residents to encourage registration and provide assistance with the platform.

- Utility Billing and National Grid
    - Staff discussed continuing challenges with National Grid and other utility providers, including missing invoices, delayed payment processing, account discrepancies, and shutoff notices.
    - Some properties experienced issues where payments made to master accounts were not properly applied to individual accounts by National Grid.
    - Staff established a working relationship with a National Grid representative to identify and reconcile SHA accounts.
    - SHA was also preparing to transition utility bill processing to Yardi Energy Services to improve account management, invoice tracking, and payment processing.
    - Commissioners expressed concern about the impact of billing discrepancies on residents. Staff reported that they had met with resident representatives to explain the issues and encouraged residents to forward notices for assistance.

- Rent Collections
    - Staff reported that rent collections through August were approximately $930,000 below normal levels.
    - The decline affected both public housing and affordable housing properties. Some properties that historically achieved near-full collections were reporting rates closer to 80%.
    - Staff attributed part of the decline to the Yardi conversion, including inaccurate resident statements and confusion about balances owed.
    - To address these issues, SHA was:
        - Conducting account reconciliations, beginning with AOT and Pioneer Homes.
        - Communicating with residents regarding payment obligations despite statement discrepancies.
        - Utilizing temporary staff to assist with account reviews.
        - Recruiting a position dedicated to collections.
        - Consulting with other housing authorities regarding their collection departments and best practices.
    - Commissioners discussed the importance of resolving discrepancies promptly, particularly before the holiday season, when collections historically become more challenging.

- HUD Financial Data Schedule
    - Staff reported that the Financial Data Schedule submission had been delayed due to the software conversion.
    - The original submission deadline was August 31, 2026, with an automatic grace period through September 15.
    - SHA had requested an extension which is expected to be granted, and was working with its financial consultants to complete the submission.

Management Report

Syracuse University Scholarship Presentation

- Representatives from Syracuse University attended to recognize the continuation of the Co-Generation Scholarship partnership between Syracuse University and SHA, established in 1988.
- The scholarship provides eligible residents from designated SHA neighborhoods with financial assistance covering tuition, housing, meals, books, and related educational expenses.
- The 2026 scholarship recipient, Marquita Hetherington, was recognized for her academic achievements, community involvement, and contributions to homeownership initiatives.
- Ms. Hetherington attended Onondaga Community College and would continue her education at Syracuse University.
- Staff highlighted the scholarship's history of supporting residents in obtaining college degrees and expressed appreciation for Syracuse University's continued partnership.

HUD Emergency Safety and Security Grants

- Staff provided additional information regarding the two $250,000 HUD awards.
- The FY 2025 grant would support interior and exterior security cameras at James Geddes, including 418 Fabius Street and 427 Tully Street.
- The FY 2026 grant would support camera upgrades at Ross Towers, including stairwells, elevators, and exterior areas.
- Commissioners asked questions regarding access to camera footage, privacy protections, and information sharing.
- Staff explained that access was restricted and that SHA maintained an agreement allowing the Syracuse Police Department to access security footage. If requests involving other agencies were to come in, that they would require additional consideration, with significant policy changes brought before the Board.
- Staff also confirmed that HUD prohibits the use of facial recognition technology under the applicable grant requirements.

418 Fabius Street HVAC and Decarbonization Project

- Staff provided an update on the proposed HVAC modernization and decarbonization project at 418 Fabius Street.
- The project would utilize an innovative exterior-mounted HVAC system intended to improve energy efficiency, ventilation, resident comfort, and building performance while minimizing disruption to occupied units.
- SHA previously secured a $3 million NYSERDA Empire Building Challenge award. However, changes to federal funding availability affected the project's financing, including approximately $1.9 million in Department of Energy funding placed on hold and the loss of another anticipated funding source.
- Staff reported a remaining funding gap of approximately $1.2 million.
- SHA continued working with NYSERDA, HCR, PEACE, and other partners to identify replacement funding and financing options.
- The proposed design would also incorporate resident input into exterior artwork and building aesthetics.
- Commissioner Gonzalez indicated that she would recuse herself from matters involving HCR funding where appropriate.

Annual $10K Basketball Tournament

- Staff provided an overview of the annual youth summer basketball tournament and its positive impact on SHA residents and the surrounding community.
- The tournament included multiple youth age divisions, including a newly introduced division for children ages 9–12, and continued opportunities for high school girls.
- Staff emphasized the importance of providing free recreational activities, meals, positive role models, and community engagement throughout the summer.
- SHA recognized CenTrio for its continued sponsorship, including a $10,000 contribution, and thanked staff, volunteers, and community partners for their participation.

Neighborhood Health and Wellness Fair

- Staff reported on the August 29, 2026, Neighborhood Health and Wellness Fair.
- The event included:
    - More than 40 participating community organizations.
    - 13 sponsors and five partners.
    - Approximately $15,364 in donations and in-kind support.
    - 900 pounds of fresh produce distributed.
    - 592 lunches served.
    - 331 backpacks filled with school supplies distributed.
    - Additional services included vision screenings, blood pressure screenings, hair braiding, and healthy cooking demonstrations.
- Staff thanked participating organizations and commissioners for their continued support.

Online Rent Payment Incentives

- Staff announced an ongoing incentive program intended to encourage residents to register for and utilize RentCafe.
- Residents participating in online rent payments would be eligible for monthly prize drawings through the end of 2026.
- At the time of the meeting, 126 residents had registered for RentCafe.
- Commissioners asked about transaction fees, credit card chargebacks, cybersecurity protections, and notification procedures in the event of a data breach.
- Staff agreed to obtain additional information regarding the protections and contractual requirements associated with Yardi's payment platform.

Development Report

AOT RAD Rehabilitation

- Representatives from McCormack Baron Salazar provided updates on the ongoing AOT rehabilitation project.
- Final tenant-in-place relocations were underway to allow construction to proceed in the remaining buildings.
- The project was progressing ahead of schedule, with completion anticipated in summer 2027.
- Approximately 100 rehabilitated units were expected to become available for lease-up, with outreach focused on eligible elderly households at Pioneer Homes.

East Adams Phase I

- Construction continued to progress, with framing and stair tower construction underway.
- The project was reported to be more than 20% complete, with anticipated completion in late 2027.

East Adams Phase II

- Phase II, the senior housing development, was approximately 10% complete.
- Staff reported that earlier soil-related challenges had been addressed and that the project was moving forward.
- A groundbreaking ceremony was scheduled for September 29, 2026.

East Adams Phase III

- Staff reported that preparations continued for the anticipated Phase III financial closing by the end of 2026.
- The development team was working with Enterprise, M&T Bank, HUD, and other partners to obtain the necessary financing and regulatory approvals.
- Board resolutions supporting the closing were presented for consideration.

East Adams Phases IV, VI, and VIII

- Staff reported that work continued on brownfield program requirements and applications for state tax credit financing.
- Pre-applications to HCR were anticipated later this year.
- The development team was targeting financial closings for Phases IV and VI by the end of 2027.
- Commissioners discussed relocation planning, resident engagement, and the availability of suitable replacement housing.
- Staff explained that Phases IV and VI would require resident relocation, while Phase VIII was a vacant site and would not.
- A draft relocation plan had been prepared and was under review by project partners. Resident meetings were anticipated in late September or early October to discuss relocation rights, resources, available housing options, and timelines.
- The Board discussed the importance of engaging residents early, particularly those who may need assistance resolving credit issues, outstanding utility balances, or other barriers to securing housing in the private market.
- Staff also discussed seeking a HUD waiver related to the financial impact of holding vacant SHA units for relocating residents.

Eastwood Heights Rehabilitation

- Staff reported that rehabilitation work continued at Eastwood Heights.
- Residents in buildings A through F had returned following completion of work, with buildings G and H scheduled next.
- Elevator modernization expected to be completed in early November.
- To minimize disruption, residents on affected floors would be offered options to remain in place, temporarily relocate to hotel accommodations, or stay with family members during elevator construction.

Resolutions

Resolution Approving Award of General Construction Contract for AMP 73 James Geddes Siding and Window Replacement: Motion made by Doug Reicher, 2nd by Monica Williams, motion carried unanimously.

Resolution Approving Award of General Construction Contract for AMP 73 James Geddes Security Cameras: Motion made by Doug Reicher, 2nd by Milton Martinez, motion carried unanimously.

Resolutions of the Syracuse Housing Authority Authorizing Participation in the Phase III East Adams Redevelopment Project: Motion made by Doug Reicher, 2nd by Milton Martinez, abstention by Bea Gonzalez, no objections or further discussion, motion carried.

Resolutions of the Syracuse Housing Authority Support for City Predevelopment Funding for East Adams Redevelopment Project: Motion made by Doug Reicher, 2nd by Milton Martinez, motion carried unanimously.

Regular meeting concluded at 1:15PM: Motion by Monica Williams, 2nd by Milton Martinez, motion carried unanimously.

_____

Chair

ATTESTS:

_____

Jalyn Clifford, Secretary

TAB 2

SYRACUSE HOUSING AUTHORITY

Building Neighborhoods. Growing Dreams.

Modernization, Development & Contracts Committee Meeting
Date: October 2, 2026
Time: 3PM

Attendees: Commissioners Quwanka Ellerby, Rickey Brown, Bea Gonzalez, Patricia McBride, and Douglas Reicher, Allyson Carpenter of MBS, Acting Executive Director Jalyn Clifford, and SHA staff members

Development Updates – Allyson Carpenter of MBS & SHA Staff

Almus Olver Tower (RAD Rehabilitation)

- Renovation is 67% complete.
- All but two C-Wing households have relocated into their new homes. The team is working through those households' circumstances and hopes to complete their moves the following week so Hueber-Breuer can proceed with the final portion of the project.
- HUD's Choice Neighborhoods Implementation team toured the site. The visit went well, with positive feedback on the unit finishes and construction quality.

East Adams Phase 1

- Construction is 26% complete; framing is underway.
- The phase will provide 132 mixed-income units, including 63 for returning McKinney Manor households.

East Adams Phase 2

- The groundbreaking held earlier in the week drew approximately 150 participants.
- Construction is approaching 20% complete. Brownfield and soil remediation is complete, and vertical construction is next.
- Project completion is anticipated in early 2028.

East Adams Phase 3

- The team is working toward financial closing by the end of 2026.
- Underwriting with Enterprise is active.
- HUD approvals are pending.
- This phase will accommodate 72 returning households.
- Upon completion of Phases 1 and 3, all McKinney Manor households are expected to have been given opportunity to return.

Resident Relocation and Construction Impacts

- Relocation from Phase 4 and 6 sites is expected to begin in June 2027.
- SHA and RSS plan to hold an initial resident meeting within two to three weeks to explain relocation timing, rights, and options. Blueprint and Urban Strategies will help communicate the meeting details.

- Urban Strategies is already speaking with households individually and offering mobility counseling.
- Discussion emphasized the need for assistance for older residents and others who may need additional support. Allyson Carpenter said the earlier start, additional state funding, and work to expand RSS capacity are intended to support the relocation.

Resident Training and Employment

- 150 people registered for free OSHA 10 training.
- The first session accommodated 30 people.
- Another session was scheduled, with three more sessions needed to accommodate remaining registrants.
- Certified participants will be introduced to subcontractors for interviews. Residents who already have OSHA 10 or other relevant credentials are being matched with available opportunities.
- Participants requested additional training, including flagging and hazardous-materials certification. The development team is looking for trainers.

Modernization Updates

Upcoming Modernization Contracts

- Benderson Heights bathroom renovations: Scope is finalized for approximately half of the 72 bathrooms. Bid documents are being prepared for anticipated posting in November.
- James Geddes row house roof replacements: Architectural and engineering proposals are under review.
- James Geddes elevator modernization and security station upgrades: Preliminary estimates and scope development are underway.

Current Modernization Projects

- James Geddes row house siding and windows: The contract with Zero Draft is signed. A pre-construction meeting and notice to proceed are scheduled for October 7; the construction start date will be determined then. Work covers the remaining 18 buildings.
- James Geddes security cameras contract has been executed.
- Scattered-sites flooring: Work is progressing well, with completion targeted for mid-November.
- Toomey Abbott elevator modernization: Work remains ahead of schedule, with approximately 10 weeks of construction anticipated.

Contractor Participation and Board Follow-Up

- Three firms responded to the James Geddes siding and window solicitation. Zero Draft submitted MWBE and Section 3 compliance plans.
- Staff reported that Zero Draft is exceeding the 30% minority- and women-owned business participation goal on the scattered-sites flooring project. Targeted-resident participation was reported at approximately 6%, above the 5% goal.

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- Staff cited the Toomey Abbott front-entrance project as an example of MWBE participation: more than $700,000 in contracts went to MWBE prime contractors.
- Commissioners requested additional detail on bid responses, contractor participation, and resident hiring.
- The October 22nd board meeting will include Reggie's Section 3 report with the additional requested details, an RSS annual recap, and an update on the SHA/Upstate Medical University She Matters partnership.

Upcoming Board Resolutions

Staff expect to put forth Phase III closing resolutions once reviewed and completed by SHA legal.

Adjourned @ 3:36 PM

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SHA - Finance Committee Meeting Minutes
Date: October 20, 2026
Time: 3PM

Attendees: Commissioner Patricia McBride and SHA staff

Yardi Transition and Accounting Operations

- The Yardi transition is nearing completion, though staff are still reviewing reports, correcting errors, and adjusting month-end closing procedures.
- A new Assistant Director of Accounting was expected to start the following Monday. The additional support is expected to help with Yardi, consolidations, and closings.
- A temporary employee completed the initial review of AOT accounts. The verified balances will be used going forward, and the review is moving next to Pioneer Homes.
- The May billing transition and payment agreements appearing alongside regular charges were identified as issues in Yardi from the transition affecting some tenant balances.
- Fixed assets still need to be brought into Yardi.

Rent Collection and Cash Flow

- Collection rates were 73% in May and June, 63% in July, 83% in August, and 76% in September. October collections had also been slow.
- The cash shortfall compared with typical receipts was estimated at approximately $900,000. SHA transferred $750,000 from the Capital Fund to help cover the shortfall; accounts payable remained behind.
- Toomey Abbott collected approximately 97% of rent due in September. Staff were credited for processing check payments consistently.
- Check-scanning issues, including bank processing problems, have delayed some payments. Property managers and housing staff will be given access to scan checks for any AMP so scanning issues at one property do not hold up payments.
- RentCafe use remains limited. Less than $60,000 had been received through credit card and ACH payments since launch.
- Residents have been advised to pay their regular monthly rent even if their statements show an incorrect balance. Letters are being sent with a phone number residents can call to report discrepancies for manual review.
- Property managers were scheduled to dedicate time to account reconciliation. The committee noted that November and December are traditionally difficult collection months.

Section 8 Accounting

- Staff are sharing Section 8 accounting responsibilities following a key employee's medical leave, including processing landlord payments and monthly reporting.
- The committee discussed the difficulty of replacing this employee's specialized knowledge of Section 8 programs, rules, and settlements.
- Monthly VMS reporting is continuing, though staff are still adjusting to completing it in the new system.

Utility Processing and Energy Reporting

- Yardi Energy Systems (YES) is processing electricity, gas, and water bills. The change is expected to reduce the accounts payable workload and simplify energy reporting.
- Staff are responding to utility notices the same day they are received.
- Energy information for a HUD grant application was due the following day. Where recent usage data was unavailable, staff planned to estimate usage using utility payments and known rates.
- The committee discussed the potential effect of higher energy costs on subsidy levels.

Financial Reporting and Audit Preparation

- SHA received an extension for its annual Financial Data Schedule (FDS), which was due September 15. The extension was approved September 20.
- A preliminary FDS had been assembled, but GASB information related to retirement benefits, post-retirement benefits, and leases was still outstanding. BDO was expected to provide the information.
- BDO is also expected to prepare closing entries for Phases 1 and 2 and Eastwood Heights, and establish Eastwood Heights' beginning balance sheets. Eastwood Heights will be prioritized.
- Auditors are expected in December. Staff are working to correct errors and complete the year's records before then.

Toomey Abbott Eminent-Domain Proceeds

- SHA is expecting proceeds from NYS for a portion of Toomey Abbott's parking lot taken to widen Almond Street. Payment has been delayed for more than a year.
- Unexpectedly, NYS requested sign-offs from parties with historical interests in the property. Only one had been returned.
- SHA and its attorneys are seeking a meeting with the State to determine whether payment can proceed if all requested signatures cannot be obtained.

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Occupancy and Property Operations

- Occupancy was generally tracking as expected. Pioneer Homes was below target due to anticipated held vacancies related to the East Adams Redevelopment Project and I-81 construction.
- Toomey Abbott was below target but working through unit turnovers.
- Vacant-unit preparation contractors are busy, and SHA was monitoring contractor capacity and payment arrangements to keep turnover work moving.
- Staff said SHA's operations were generally stable, while cash collections remained a concern.

Central Office Expenses and Retirement Payouts

- Central office expenses need further review because some costs may have been charged to the wrong locations.
- Retirement payouts had already been accrued as compensated-absence liabilities. The payouts still affected cash, but were not being recorded as new expenses in the current results.

Adjourned
@ 3:37PM

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SHA - Governance Committee Meeting Minutes

Date: October 1, 2026
Time: 2PM

Attendees: Commissioners Douglas Reicher, Bea Gonzalez, Patricia McBride, Acting Executive Director Jalyn Clifford, and SHA staff.

Freedom of Information Law (FOIL) Requests

- An update on Freedom of Information Law (FOIL) requests received by the agency since July 2026 was given.
- SHA received three requests during this period, primarily from local media outlets, including Central Current and Syracuse.com.
- The requests concerned the separation agreement of former Executive Director William J. Simmons and rehabilitation costs associated with redevelopment projects.
- SHA's Public Information Officer is responsible for acknowledging and responding to FOIL requests within the required timeframes. SHA has also added a FOIL request form to its website to simplify the submission process and direct requests to the appropriate staff.
- Staff continue to consult with legal counsel when necessary to ensure appropriate disclosure of records and compliance with applicable requirements.
- Questions were asked regarding if SHA is notified when FOIL requests are submitted to other agencies, such as New York State Homes and Community Renewal (HCR).
- Staff explained that while SHA has not encountered that situation with HCR, HUD occasionally coordinates with SHA when responding to requests involving agency records. Similar requests are sometimes received through other agency partners, and coordination varies depending on the circumstances.

Conflict of Interest Policy Review

- Staff provided an update on the proposed review and revision of SHA's Conflict of Interest Policy.
- With the previously discussed HUD conflict matter officially closed, staff recommended moving forward with the policy review.
- Staff reported that SHA obtained best-practice guidance from the Housing and Development Law Institute (HDLI), including a decision-making framework to help determine when potential conflicts should be disclosed.
- Guidance emphasizes broad disclosure to avoid uncertainty regarding potential conflicts of interest.
- Staff recommended continuing the annual conflict of interest disclosure process in November while also requiring updated disclosures whenever circumstances change during the year.

- Commissioners requested that staff prepare and circulate a draft revised policy incorporating the recommended best practices and that the draft also incorporate revisions previously suggested by SHA's legal counsel to address concerns identified earlier in the year.
- Staff agreed to coordinate with counsel and circulate a draft with tracked changes for commissioner review.
- The committee discussed presenting the revised policy to the full Board at its October 22 meeting, allowing commissioners to review and discuss the proposed changes before the November annual disclosure process.

Board Committee Meeting Schedule and Frequency

The committee discussed the current frequency and scheduling of Governance, Modernization and Development, and Finance Committee meetings, including opportunities to reduce scheduling conflicts and duplicate reporting.

- **Governance Committee**
  - Commissioners discussed transitioning to a consistent quarterly meeting schedule.
  - Staff noted that Governance Committee meetings have historically occurred during irregular months, including February, March, April, June, July, and October.
  - Committee members expressed support for quarterly meetings, with additional meetings scheduled as needed to address time-sensitive matters.
  - Staff agreed to review the annual calendar and develop a proposed quarterly schedule for consideration for 2027.

- **Modernization and Development Committee**

  - Staff recommended continuing monthly Modernization and Development Committee meetings due to the number of active construction projects and anticipated development closings.
  - Staff explained that upcoming East Adams redevelopment phases may require frequent Board consideration of financial closing resolutions and other development-related approvals.
  - Committee members suggested evaluating whether certain committee meetings are necessary when the same information will be presented at the full Board meeting shortly afterward.
  - Staff noted that the committee provides commissioners with additional time to review contracts, development proposals, and other matters requiring more detailed discussion.
  - Committee members discussed the importance of ensuring that any meeting cancellations comply with public meeting notice requirements.

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- **Finance and Modernization Committee Coordination**

    - Committee members discussed the substantial overlap between Finance and Modernization and Development Committee agendas, particularly regarding redevelopment financing, contracts, and capital projects.
    - Options discussed included combining the committees into a longer meeting or scheduling the meetings consecutively on the same day.
    - Committee members expressed support for exploring either approach, provided public meeting requirements are appropriately addressed.
    - Staff noted that Finance Committee meetings have traditionally been scheduled on the Friday preceding the Board meeting to allow staff to provide the most current financial information.
    - Committee members supported exploring a coordinated schedule to reduce the number of separate meeting days while maintaining adequate oversight.
    - Staff agreed to discuss the options internally and develop recommendations for consideration by the full Board.
    - No final changes to committee structure or scheduling were approved during the meeting.

Annual Board Training

- Staff discussed plans to schedule annual Board training
- The training is traditionally conducted as a full-day session
- Committee members suggested dividing the training into two shorter sessions to make participation more manageable.
- Staff will work to obtain the presenter's availability and distribute a scheduling poll to commissioners.
- The committee also discussed potential training locations and opportunities to reduce facility expenses.
- Staff will review available facilities and coordinate training dates with commissioners.

Board Property Tour

- Staff would also coordinate a Board property tour.
- A scheduling poll will be distributed to commissioners to identify suitable dates.

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Regular Board Meeting Schedule

- Committee members discussed potentially changing the board meeting cadence due to potential conflicts.
- Discussions surrounded a preference for maintaining Thursday meetings but suggested considering a different Thursday of the month.
- Staff agreed to review the history of the current meeting schedule and determine whether a change would require amendments to SHA's bylaws.
- The committee discussed surveying all commissioners to identify a meeting schedule that accommodates the greatest number of participants.
- Discussions also emphasized the importance of coordinating committee meeting dates with any revised Board schedule to ensure financial and operational information is available in advance of Board meetings.
- Staff will explore potential changes with the goal of implementing an updated schedule in January 2027, if approved.

Meeting Adjourned

@2:36pm

TAB 3

Community Relations Team

- **Linda Veit**
  - Assistant Vice President of Community Relations
- **Christina Dickerson**
  - Manager of Community Relations for Corporate Volunteerism and Giving
- **Rachel Ryan-Osecki**
  - Coordinator and Educator for Community Programs
- **Elizabeth Fuertes-Binder**
  - Coordinator and Educator for Community Programs
- **Rebecca Pesci**
  - Coordinator for Community Events
- Part Time Grant Funded Coordinator, Prior interns fill this role and change annually
- Public Health Interns –1-2 each semester

Upstate Medical Community Relations

- Community Relations for Corporate Volunteerism and Giving
  - United Way
  - Heart Walk
  - Collection/Drives
  - Syracuse Workforce Run
  - Baldwin Foundation focus
- Team Upstate
  - Your Cause
- Emerging Leaders

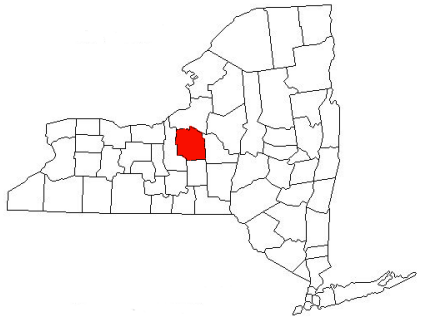
Upstate and Syracuse Housing Authority (SHA)

- **Upstate**
- Academic Medical University, 2 hospitals, 4 colleges.

Clinical, research and education missions all with an eye towards the community

- Most concentrated poverty right near Upstate





- **SHA**
- Funded by US Dept of Housing and Urban Development (HUD)
- SHA Owns and or manages 15 housing developments with over 2,500 units serving approximately 10,000 residents (individuals, families, seniors and people with disabilities) in the city of Syracuse and administers over 4,000 Housing Choice vouchers throughout Onondaga County. SHA is the largest landlord in the county.



Upstate & The Healthy Neighbors Partnership

- **Who:** Upstate Medical University & Syracuse Housing Authority (SHA)
- **What:** Health programs to address health disparities among SHA residents
- **When:** 2011 – current
- **Why:** This partnership allows Upstate to build trust within the public housing communities
  - All programs support the health and quality of life of SHA residents

UPSTATE
CANCER CENTER



Healthy Neighbors Partnership

(Created in 2011)

SUNY Upstate Medical University AND Syracuse Housing Authority



Mission: To build a participatory relationship with residents in public housing in an effort to address health disparities

Goal: to collaborate to leverage resources and services that will improve the health and living conditions of residents

Built on trust and respect

Programming Initiatives:
Innovative Community Programs

She Matters

We Matter

it MATTERS

UMATTER

Chronic Disease Self Management Program for SHA

walk with a doc
educate. exercise. empower.

She Matters®

UPSTATE CANCER CENTER

Healthy Neighbors

Signature Community Outreach Program

Established 2014



Peer-to-peer education that leads to successful mammography Screening

In our 13th year

Total Grant Funding for Community Programs of over $1.4

With $1.1M for the She Matters program alone

Videos

She Matters / RHA’s

https://www.youtube.com/watch?v=PUKZvLhkVyY



Model: Resident Health Advocates (RHAs)



RHAs :

Educate All
Inform Women of the importance of screening
Encourage Women **40 years of age and over** who live in Public Housing, to get **Annual Screening Mammograms**

- Identified Community Leaders in Housing

  Resident Health Advocate: A resident of Syracuse Housing Authority that is known as a leader in the community who conducts peer to peer outreach

- RHAs are trained by Upstate
- General and Specific Health Knowledge
- Change Agents
- RHAs are Keys to success

The She Matters Program



- RHAs lead peer to peer outreach
- Educate community members on the importance of breast cancer screening
- Schedule mammogram appointments
- Break down barriers to screening and prevent late-stage cancer detection
- Successful, measurable, and sustainable



Meet Our *She Matters* Residential Health Advocates (RHAs)

- She Matters has 12:

Janet, Rosa, Gladys, Tony, Monica, Frederica, Jerlene, Charlene, Lily, Sally, Keithevette, Michelle

**currently serving 10 housing units and beyond

- How She Matters benefits RHAs:
  - Receive a small monthly stipend
  - Improves health literacy
  - Improves self-confidence
  - Empowers
  - Gateway into other opportunities



Educate RHAs → RHAs Educate Community

Why She Matters is so Successful

- Mammogram Parties
  - 1-on-1 support
  - Incentives for completing a mammogram:
    - Gift Card
    - She Matters t-shirts
    - Free snacks & refreshments
- Educational Sessions

  Presentations, trivia, activities, lunch, raffles
- Widespread recognition throughout the City
  - Frequent / repeat attendance at events in the area
- Trusted partnership between Syracuse Housing Authority and Upstate



Participants who completed a mammogram look forward to their new shirt color each year!


She Matters
MOLINA HEALTHCARE


She Matters


UPSTATE.EDU|NOEXCUSES
She Matters
CONTACT US
She Matte


She Matters




UPSTATE

Where we are currently...

SHA
Syracuse Housing Authority

Pioneer Homes



Toomey Abbott



Almus Oliver Tower James Geddes





Eastwood Heights



Central Village



Ross Towers



Vinnette Towers



McKinney Manor



Fahey Court



Statistics over 13 years – Updated 8/31/26

She Matters Year 1-8 April 1 –March 31	Year 1 2014-2015	Year 2 2015-2016	Year 3 2016-2017	Year 4 2017-2018	Year 5 2018-2019	Year 6 2019-2020	Year 7 2020-2021	Year 8 2021-2022	Year 9 2022-2023	Year 10 2023-2024	Year 11 2024-2025	Year 12 2025-2026	Year 12 2025-2026	Total
# Reached	1,205	478	237	336	390	1,107	2,863	3,539	3,586	3,241	3,480	3,693	TBD	24,155
# Women 40 years plus	134	243	237	182	224	871	1,359	1,772	1,954	2,051	2,112	2,105	TBD	13,244
Screening Mammograms	88	112	96	100	130	135	86**	110	118	148	190	217	TBD	1,433
Annual She Matter Pt	N/A	33	43	54	92	58	65	81	87	79	109	125	TBD	777
New to She Matters	88	79	53	46	38	21	23	29	31	69	81	92	TBD	618
First Mammogram Ever	N/A	N/A	N/A	N/A	6	13	3	4	3	5	3	9	TBD	45
Diagnostic Mammograms	2	7	4	0	1	3	4	4	4	11	12	20	TBD	68
Ultrasounds	11	7	3	3	4	5	1	4	5	11	10	18	TBD	65
Biopsies	3	3	1	2	3	5	2	2	4	4	2	4	TBD	34
Cancer Diagnosed	2	0	0	0	0	0	2	1	1	4	0	3	TBD	14

She Matters

Over 20% of women navigated to mammography in this program have incorporated the behavior into their own health maintenance regimen, scheduling their next annual mammogram without reminders.

**4 months 550 was closed due to COVID.

Success has allowed Expansion Beyond Housing

- More SHA units (Now in 10)
- Collaborate with our Mammo Van
- Began We Matter and combo it with She Matters
- Grant funding
- Housing Visions
- Other Senior Bldgs



She Matters®

We Matter®

We Matter Colon

- Goal: Increase colorectal cancer education and screening
- How? Educational session, assistance scheduling colonoscopies, and distributing FIT Kits within the community
- Incentive: $10 Walmart gift card for completing a screening





COLON FIT Kits	June 2016 – May 2019
	6/30/2016 – 4/30/2019
# informed # ≥ 50 years old	2208 994
FIT kits distributed	151
FIT kits returned	39
Colonoscopies	8
Polyps removed (cancers prevented)	3
Cancers Diagnosed	0
Rate of return	25.8%

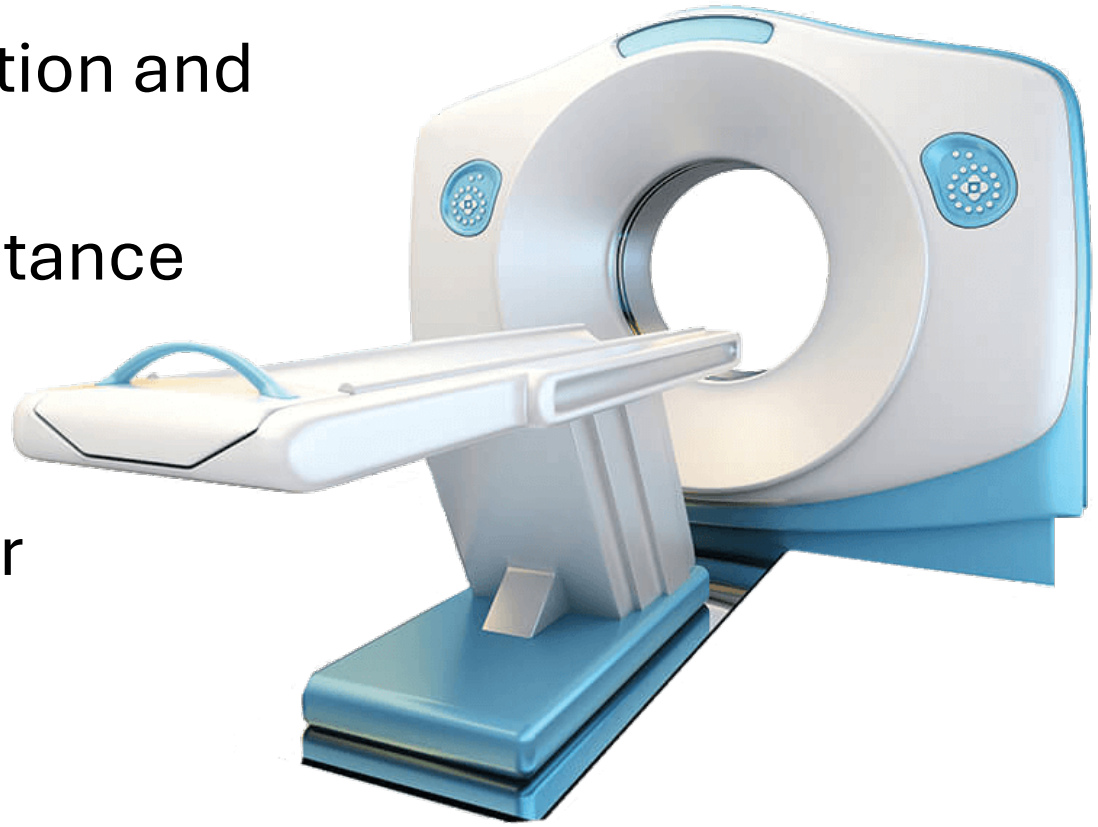
COLON InSure Kits	May 2019 – Dec 2021
	5/1/2019 – 12/31/21
# informed # ≥ 50 years old	426 289
InSure kits distributed	98
InSure kits returned	51
Colonoscopies	5
Polyps removed (cancers prevented)	0
Cancers Diagnosed	0
Rate of return	52%

COLON InSure Kits	Jan 2022– current (ends Dec 2024)
	1/1/2022 – current
# informed # ≥ 45 years old	253 162
InSure kits distributed	67
InSure kits returned	29
Colonoscopies	1
Polyps removed (cancers prevented)	1
Cancers Diagnosed	0
Rate of return	41%

We Matter Lung

- Goal: Increase lung cancer education and screening
- How? Educational sessions, assistance scheduling low dose CT scans
- Incentive: We Matter branded

  tshirt and $10 Walmart gift card for completing a screening



U MATTER
UPSTATE MEDICAL UNIVERSITY

U Matter is an outreach program that works on building relationships between Upstate and students in the community.

The Goal: work with students and young adults in High school and college who are interested in health careers.

The U Matter coordinator also works with non-traditional students and adult learners who want to explore health career educational programs.





U Matter: A grass roots program that uses a mentoring and coaching coordinator.

Each Student gets 1 on 1 mentoring, assistance, and follow-up to gain access to what Upstate has to offer university and career wise.

This pipeline program is designed to ensure all students know what college programs are available as well as what education is necessary for different job paths.

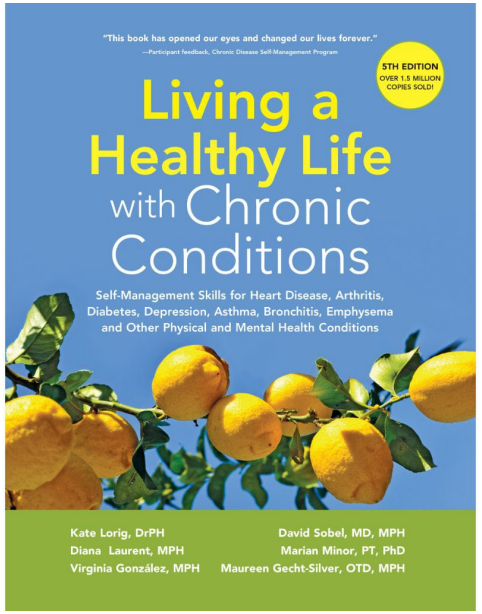
<u>The U Matter program coordinator:</u>

- Attends high school and college fairs
- Encourages growth within Upstate: EVS, CS, transport
- Follows U Matter participants



New “It Matters” for mental health

- 2 program coordinators certified in Mental Health First Aid in 2023.
- The certification allows them to instruct an in person, remote, or blended Mental Health First Aid course to anyone 18 years or older.
- Participants receive a “Mental Health First Aider” certificate upon completion of the course, meaning they have enough knowledge to identify someone who may be experiencing a mental health challenge and intervene before or during a crisis situation.
- All RHAs are certified as “Mental Health First Aiders”
- **Recent OMH Mental Stigma Grant**—Oct 2024



Walk with a Doc
educate. exercise. empower.





Additional programs…

Chronic Disease Management Program:

- Both community outreach coordinators are certified facilitators in Stanford's Chronic Disease Self-Management Course. Certification was awarded in 2021.
- A 2.5-hour, 1 day a week course, over 6 weeks., that teaches self-awareness, goal setting, nutrition education (including label reading), exercise guidance, meditation, stress management, how to communicate with health professionals, and more.
- All RHAs have taken the class
- Taught at least twice a year in Public housing and more in the community
- There is a Spanish version that Upstate runs as well, when requested

Walk with a Doc (*NEW this Spring):*

- Free Community Walking Program led by Upstate Physicians
- Monthly walking program where participants get exercise and learn about current health topics

Thank you!

Questions/Comments?

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Section 3 and M/WBE Participation Report - July 1 2025 – June 30, 2026

Submitted by: Reggie Seigler
To: Jalyn Clifford, Acting Executive Director, & SHA Board of Commissioners
Date: 2026-10-19

SECTION 3 PARTICIPATION

Aggregate Contractor and SHA worker hours

385,543 Total hours worked

146,210 Total Section 3 worker hours

38% Percentage of total hours performed by Section 3 workers

06% Percent total hrs by targeted Section 3 workers (actual .0564) (12 workers x 36.25 x50)

SHA Hours July 1, 2025 - June 30, 2026 (Breakdown)

382,438 Total worker hours (211 workers 36.25 hours x 50 weeks)

145,000 Section 3 worker hours (80 workers 36.25 hours x 50 weeks)

38% Percentage of total hours performed Section 3 worker hours

06% Targeted Section 3 Worker hours (actual .0568) (12 workers x36.25 hours x 50 weeks)

Contractor hours July 1, 2025 - June 30, 2026 (Breakdown)

3105 Total hours worked

1210 Total Section 3 worker hours

39% Percentage of total hours performed by Section 3 workers

39% Targeted Section 3 worker percentage *(Due to 75% of worker hours over a 3-month period on the project qualify as section 3 worker hours, the business qualifies as Section 3; hence qualifying the employes as targeted.)*

Below is Copy/Paste from HUD Section 3 Reporting Portal

Benchmark Goal is greater than or equal to 25%
Total Section 3 Worker Labor Hours Percentage: 37.92%
Benchmark Met: ✅

Benchmark Goal is greater than or equal to 5%
Targeted Section 3 Worker Labor Hours Percentage: 5.64%
Benchmark Met: ✅

Workforce trained via partnerships

12, EOC; 2 OCMBOCES

Section 3 workers found employment on SHA Projects

7 Fahey Cout Windows

M/BE PARTICIPATION

Aggregate M/WBE Participation

MBE Participation 382,431

WBE Participation 544, 214

- 267,311 Hours MBE Participation Fahey Court Windows
- 530,400 Hours WBE Participation Fahey Court Windows
- 115,120 Hours MBE Participation Toomey Abbot Elevator Repair (electrical)
- 13,814 Hours WBE Participation Toomey Abbott Elevator Repair (electrical)

VERBAL DISCUSSION

TAB 4

DEVELOPMENT REPORT

Eastwood Heights Rehabilitation

- 53 Units
- Project closing completed February 26, 2026
- Cohorts A – H; resident returns completed
- Cohort I to return November 9th after elevator modernization completion
- Community Room Completed
- Entrance work is progressing. Side entrance is being used, and mailboxes have been relocated temporarily
- Elevator repair started Monday October 12, 2026, and is expected to be completed Monday November 9, 2026
- SHA has updated Eastwood Heights waitlist
- Residents were offered relocation options during the elevator modernization project:
  - **20%**: Temporary Relocated to Candlewood Suites Hotel.
  - **34%**: Temporary Relocated with friends/family and received a stipend.
  - **46%:** Remaining in unit during elevator renovations.

Almus Olver Tower (RAD Rehabilitation)

- B-Wing finalized August 26, 2026
- C-Wing is completely vacant, and demolition is underway and near completion
- Hueber-Breuer anticipates project completion in June 2027

East Adams Phase 1 - McKinney Manor, Angelou Terrace - 132 Units

- Financial Closing: 10.28.2025
- Construction
- Vertical is in progress- approximately 26% complete, targeting Q4 2027 completion

East Adams Phase 2 - State & Burt Senior Housing - 125 Units

- Financial Closing: 12.18.2025
- Groundbreaking occurred on 09.29.2026
- Construction

- Vertical is in progress- approaching 20% complete, groundbreaking great success, targeting Q1 2028 completion

East Adams Phase 3 - McKinney Manor, Chavez Terrace - 147 Units

- Financial Closing Anticipated: End of 2026
- Subcontractor bids received, MWBE Utilization Plan underway to be shared in late November
- Targeting HUD evidentiary submission, HCR Credit Committee Approval, and Investor Credit Committee approval, all by end of month

East Adams Resident Support

- Project team sponsored two OSHA 10 training sessions, 15 SHA clients received their certifications, 45 total received their certifications opening construction job opportunities at East Adams and beyond; more training opportunities to be scheduled over next few months

Resident Relocation & Construction Impacts

- SHA continues to identify and strengthen partnerships with housing providers outside of its portfolio to expand relocation options for residents during current and future relocation efforts. Ongoing coordination includes TKE, CHIMES, Housing Visions, and Christopher Community, with resident referrals underway to support housing placement opportunities.
- USI & SHA are engaging with phase 4 & 6 households to prepare for relocation June 2027 -September 2027
- Phase 4: 87 households, 86 enrolled with USI
- Phase 6: 71 households, 61 enrolled with USI
- I-81 Early Relocation: 11 families voluntarily relocated with Housing Choice Vouchers.

TAB 5

Syracuse Housing Authority
August 2026 Dash Board

	Total	Occupied	Vacancies	Aug Occ %	Jul Occupied	Occ %
Public Housing Occupancy	2,077	1,900	177	91.5%	1,897	91.3%
Pioneer Homes ***	609	539	70	88.5%	540	88.7%
Central Village	183	167	16	91.3%	165	90.2%
Toomey Abbott	308	279	29	90.6%	277	89.9%
James Geddes	477	451	26	94.5%	452	94.8%
Vinette	153	144	9	94.1%	143	93.5%
Fahey	30	25	5	83.3%	24	80.0%
Benderson	56	55	1	98.2%	55	98.2%
Scattered Sites	101	94	7	93.1%	93	92.1%
Ross	160	146	14	91.3%	148	92.5%

Other Developments

	Total	Occupied	Vacancies	Occ %	Occupied	
Eastwood I *	49	36	13	73.5%	36	73.5%
Eastwood Homes **	134	123	11	91.8%	123	91.8%
Leonard Building **	47	41	6	87.2%	49	104.3%
Homes of Syracuse	50	48	2	96.0%	41	82.0%
Freedom Commons	54	49	5	90.7%	48	88.9%
All Developments	2,411	2,197	214	91.1%	2,194	91.0%

* Pending redevelopment
** units held for relocation
*** Units held for redevelopment and Rt 81 relocation

	Month	Fiscal YTD		
Public Housing Rent Billed August	774,345	1,553,180	Section 8 HAP received August	3,313,217
Public Housing Rent Collected August	645,402	1,135,528	Section 8 HAP paid August	2,333,362
Percent Collected	83.3%	73.1%	Excess (Deficit)	979,855
Other Developments Rent Billed August	161,421			
Other Developments Rent Collected August	98,496		Section 8 HAP received July	3,398,993
Percent Collected	61.0%		Section 8 HAP paid July	2,267,332
			Excess (Deficit)	1,131,661
HUD Subsidy August	977,844	1,890,000		
HUD Subsidy Received August 2025	909,094	1,818,188		
Difference	68,750	71,812		
Lost rent if 95% collection	145,080	339,993		

SHA OPERATING RESULTS
JULY 1, 2026 - JUNE 30, 2027
Unaudited

() = unfavorable

Central Office Cost Center	Proposed Annual Budget FY 2027	Budget YTD August	% of Annual	Actual YTD August	% of Annual	Variance		FY 2026 Actual YTD August
Mgt. & Bookkeeping Fees	4,303,918	588,171	13.7%	534,313	12.4%	(53,858)	1	540,244
Other Income	3,767,951	13,996	0.4%	4,205	0.1%	(9,790)		56,108
Total Income	**8,071,868**	**602,167**	**7.5%**	**538,518**	**6.7%**	**(63,649)**		**596,351**
EXPENDITURES								
Administration	3,357,818	527,290	15.7%	698,594	20.8%	(171,305)	2	407,359
Utilities	81,750	7,521	9.2%	16,584	20.3%	(9,063)		14,760
Maintenance	601,350	95,132	15.8%	152,201	25.3%	(57,070)	3	82,414
Protective Services	73,581	11,338	15.4%	20,892	28.4%	(9,553)		12,543
General Expense	1,693,049	282,175	16.7%	260,444	15.4%	21,730		248,572
OPERATING RECEIPTS								
Total Expenditures	**5,807,548**	**923,455**	**15.9%**	**1,148,716**	**19.8%**	**(225,260)**		**765,648**
NET INCOME	**2,264,321**	**(321,289)**		**(610,198)**		**(288,909)**		**(169,297)**
Previously Reported Numbers	***0***	***0***		***0***		***0***		***0***

Summary of Activity

	YTD Budget	YTD income	Variance
COCC	(321,289)	(610,198)	(288,909)
Section 8 (unrestricted)	21,581	(5,434)	(27,015)
Public Housing	194,507	119,791	(74,716)
Total	(105,201)	(495,841)	(390,640)

F'27 Year To Date August Public Housing

Pioneer Homes

	YTD Bud	YTD Act	Var.	FY 2026 YTD Act
Rental Income	388,669	450,442	61,773	390,152
HUD Subsidy	570,534	506,396	(64,138)	422,096
Other Income	46,417	33,082	(13,335)	66,495
Total Income	**1,005,619**	**989,920**	**(15,699)**	**878,744**
Expenses	**971,522**	**855,201**	**116,321**	**954,464**
Net Income	**34,097**	**134,719**	**100,622**	(75,721)
Previously Reported Numbers	***0***	***0***	***0***	***0***

Central Village

Rental Income	137,500	179,735	42,235	169,489
HUD Subsidy	173,561	311,977	138,416	324,107
Other Income	42,621	39,899	(2,722)	50,494
Total Income	**353,682**	**531,611**	**177,929**	**544,090**
Expenses	**516,794**	**529,844**	(13,050)	**568,672**
Net Income	(163,112)	**1,767**	**164,879**	(24,582)
Previously Reported Numbers	***0***	***0***	***0***	***0***

	YTD Bud	YTD Act	Var.	YTD Act
Toomey Abbott				
Rental Income	184,800	171,311	(13,489)	181,295
HUD Subsidy	528,586	306,454	(222,132)	448,824
Other Income	31,982	14,566	(17,416)	46,032
Total Income	**745,369**	**492,331**	**(253,038)**	**676,151**
Expenses	**500,330**	**442,609**	**57,721**	**457,266**
Net Income	**245,038**	**49,722**	(195,316)	**218,885**
Previously Reported Numbers	*0*	*0*	*0*	*0*
James Geddes				
Rental Income	322,429	311,774	(10,655)	324,897
HUD Subsidy	453,706	411,367	(42,339)	620,519
Other Income	83,500	27,030	(56,470)	54,566
Total Income	**859,635**	**750,171**	**(109,464)**	**999,982**
Expenses	**842,462**	**820,574**	**21,888**	**740,706**
Net Income	**17,173**	(70,403)	**(87,576)**	**259,276**
Previously Reported Numbers	*0*	*0*	*0*	*0*
Vinette Tower/Fahey Court				
Rental Income	121,210	118,853	(2,357)	119,027
HUD Subsidy	175,951	115,988	(59,963)	119,216
Other Income	34,968	9,085	(25,883)	37,043
Total Income	**332,130**	**243,926**	(88,203)	**275,286**
Expenses	**355,894**	**347,352**	**8,542**	**296,519**
Net Income	(23,764)	(103,426)	(79,661)	(21,233)
Previously Reported Numbers	*0*	*0*	*0*	*0*

	YTD Bud	YTD Act	Var.	YTD Act
Benderson Heigts/Scattered Site				
Rental Income	129,518	147,371	17,853	129,210
HUD Subsidy	159,773	144,439	(15,334)	121,001
Other Income	13,494	15,765	2,271	30,104
Total Income	**302,785**	**307,575**	**4,790**	**280,315**
Expenses	**231,414**	**190,690**	**40,724**	**208,711**
Net Income	**71,370**	**116,885**	**45,515**	**71,604**
Previously Reported Numbers	*0*	*0*	*0*	*0*
Ross Towers				
Rental Income	102,583	92,584	(9,999)	99,993
HUD Subsidy	105,815	106,392	577	94,261
Other Income	15,353	7,364	(7,988)	19,217
Total Income	**223,750**	**206,340**	(17,410)	**213,471**
Expenses	**210,045**	**215,813**	(5,768)	**172,254**
Net Income	**13,705**	(9,473)	(23,178)	**41,217**
Previously Reported Numbers	*0*	*0*	*0*	*0*

Year To Date August 2026 - Other SHA Developments (Unaudited)

Eastwood Heights

	FY 2027 YTD Bud	FY 2027 YTD Act	FY 2026 Var.
INCOME			
Rental Income	50,833	32,165	(18,668)
Sec. 8 Subsidy	33,333	41,916	8,582
Other	2,583	4,655	2,072
Total Income	86,750	78,736	(8,014)
TOTAL EXPENSES	56,409	71,669	(15,260)
NET INCOME	**30,341**	**7,067**	(23,275)

Previously Reported Numbers

Leonard Buildings

	FY 2027 YTD Bud	FY 2027 YTD Act	FY 2027 Var.
INCOME			
Rental Income	32,966	36,076	3,110
Sec. 8 Subsidy	27,284	35,727	8,443
Other	99	563	463
Total Income	60,349	72,366	12,016
TOTAL EXPENSES	58,529	55,204	3,326
NET INCOME	**1,820**	**17,162**	**15,342**

Previously Reported Numbers

Eastwood Homes

	FY 2026 YTD Bud	FY 2026 YTD Act	FY 2026 Var.
INCOME			
Rental Income	91,667	128,755	37,088
Sec. 8 Subsidy	70,833	90,345	19,512
Other	833	1,702	869
Total Income	163,333	220,802	57,469
TOTAL EXPENSES	158,993	180,880	(21,888)
NET INCOME	**4,341**	**39,922**	**35,581**

Previously Reported Numbers

Homes of Syracuse

	FY 2026 YTD Bud	FY 2026 YTD Act	FY 2026 Var.
INCOME			
Rental Income	223,250	296,328	73,078
Sec. 8 Subsidy	168,417	155,381	(13,036)
Other	2,667	3,112	445
Total Income	394,333	454,821	60,488
TOTAL EXPENSES	338,467	348,994	(10,527)
NET INCOME	**55,867**	**105,827**	**49,960**

Previously Reported Numbers

Freedom Commons

	FY 2026 YTD Bud	FY 2026 YTD Act	FY 2026 Var.
INCOME			
Rental Income	191,171	191,352	181
Sec. 8 Subsidy	149,677	182,786	33,109
Other	19,467	5,083	(14,384)
Total Income	360,314	379,221	18,907
TOTAL EXPENSES	327,412	303,733	23,679
NET INCOME	**32,902**	**75,488**	**42,586**

Previously Reported Numbers

TAB 6

Resolution to Approve Financial Statements

Whereas, the financial statements through August 2026 were reviewed and put forth to the Finance Committee on October 20, 2026

Now therefore be it resolved, that the Financials through August 2026 be approved.

_____

Ricky Brown - Chair

October 22, 2026

RESOLUTIONS OF THE SYRACUSE HOUSING AUTHORITY AUTHORIZING PARTICIPATION IN THE PHASE III FINANCIAL CLOSING OF THE EAST ADAMS REDEVELOPMENT PROJECT

At a Regular Meeting of the Board of Commissioners of the Syracuse Housing Authority (the "**Authority**"), duly called and held on October 26, 2026, with a quorum present, the following resolutions were duly adopted:

WHEREAS, the Authority is a public body corporate and politic organized under the laws of New York and is the owner of certain real property located within the East Adams neighborhood in Syracuse, New York (the "Property"), including the site of the former McKinney Manor development, which is the subject of the first phase of redevelopment under the Choice Neighborhoods Initiative ("**CNI**");

WHEREAS, the Property will be conveyed by a long-term ground lease from the Authority to East Adams Phase III, L. P., a New York limited partnership (the "**Owner**") and East Adams I Housing Development Fund Corporation, a New York not-for-profit corporation (the "**HDFC**"), pursuant to that certain Ground Lease Agreement ("Ground Lease Agreement") for a capitalized ground lease price of up to Two Million Nine Hundred Thousand Dollars ($2,900,000) ("**Lease Payment**") to be paid to the Authority by the Owner at closing;

WHEREAS, the Owner will develop and construct on the Property a one hundred forty-seven (147) unit affordable housing project (the "**Project**"), consisting of the following: (i) twenty-nine (29) market rate units and (ii) one hundred eighteen (118) units occupied by tenants who qualify under the Low Income Housing Tax Credit ("**LIHTC**") program as defined in Section 42 of the Code (as defined below). Of the one hundred eighteen (118) LIHTC units, seventy-two (72) units will be public housing replacement units under the Choice Neighborhood Implementation Grant Program ("**CNI**") and will be converted from public housing, with sixty (60) of the units ("**PBV Units**") subsidized under a Section 8 Project-Based Voucher Rental Assistance Contract, and twelve (12) units (the "**RAD Units**") under a Converted Awaiting Transfer ("**CAT**") agreement pursuant to the Rental Assistance Demonstration ("**RAD**") program (the "**RAD Program**"), which commits subsidies on behalf of U.S. Department of Housing and Urban Development ("**HUD**") and which subsidies will be provided by the Authority pursuant to that certain RAD Section 8 Housing Assistance Payment Contract to be entered into by and between the Authority, as contract administrator, and the Owner, as the owner (the "**RAD PBV HAP Contract**"); and

WHEREAS, in addition to the RAD PBV HAP Contract, the Owner is obtaining certain loans from the Authority from the following sources: (i) a loan of CNI grant funds in the original principal amount of $6,320,487.00 for housing construction (the "**CNI Loan**") and (ii) a loan funded with City of Syracuse (the "**City**") bond proceeds in the original principal amount of $1,700,000 for certain public infrastructure improvements (the "**City Loan**" and along with the CNI Loan, the "**SHA Subordinate Loans**"), and the SHA Subordinate Loans

shall be made pursuant to a Loan Agreement by and between Authority and Owner (the "**SHA Loan Agreement**") secured by that certain Leasehold Mortgage, Assignment of Leases and Rents, Security Agreement and Fixture Filing (the "**SHA Subordinate Mortgage**") and evidenced by those certain Promissory Notes from the Owner to the Authority (the "**SHA Loan Notes"**); and

WHEREAS, in addition to the Equity Contribution, the SLIHC Partner will make an equity contribution in the approximate amount of $11,250,000 (the "**SLIHC Contribution**") based on the sale of New York state low-income housing credits, which SLIHC Contribution will be made pursuant to the terms of that certain Purchase and Sale Agreement ("**SLIHC Purchase Agreement**") by and among SLIHC Partner, Neighborhood Innovations, Inc., and a third party purchaser (the "**SLIHC Purchaser**"), and Authority, as project guarantor, and will be secured by a state tax credit guaranty agreement from the Authority to the SLIHC Purchaser (the "**SLIHC Purchaser Guaranty**") and by that guaranty agreement from the Authority to New York State Division of Housing and Community Renewal ("**DHCR**") (the "**SLIHC DHCR Guaranty")**;

WHEREAS, finally the Project will be primarily financed with a construction loan from the New York State Housing Finance Agency ("**HFA**") in the approximate amount of $46,000,000 (the "**Bond Loan**") funded with the proceeds from its Affordable Housing Revenue Bonds, 2026 Series K (the "**Bonds**") issued by the HFA and evidenced by that certain promissory note in the principal amount of the Bond Loan (the "**Bond Note**") and made pursuant to that certain Loan and Building Agreement ("**Senior Loan Agreement**"), and the Bond Loan shall be secured in part by the issuance of an irrevocable letter of credit (the "**Letter of Credit**") issued by M&T Bank (the "**Bank**") and secured by a Leasehold Mortgage, Assignment of Leases and Rents and Security Agreement ("**Senior Mortgage**") and in connection with the Letter of Credit, the Corporation, Owner, SHA GP and SLIHC Partner shall execute and deliver all agreements, documents an instruments necessary to induce the Bank to issue the Letter of Credit (collectively, the "**LOC Documents**"); and

WHEREAS, the Owner will also obtain from HFA: (i) a subordinate loan from HFA's New Construction program in the approximate amount of $62,000,000 (the "**NSP Loan**") evidenced by that certain Subsidy Leasehold Note in the principal amount of the NSP Loan (the "**NSP Note**", and along with the NSP Loan the "**Subordinate HFA Loan**"), (the Bond Loan and the NSP Loan are collectively, the "**HFA Loans**") which HFA Loans will be secured in part by that certain Non-Recourse Carve-Out Guaranty signed by the Authority, MBS and MBA Properties, Inc. in favor of HFA (the "**HFA Guaranty**") and an Assignment of HAP Contract ("**HAP Assignment**") and Collateral Assignment and Pledge of Developer Fees and Security Agreement ("**Developer Fee Pledge**"); and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Authority hereby:

1. Approves the Equity Contribution and Delegation Agreement
Authorizes the Authority's participation in the low-income housing tax credit ("**LIHTC**") financing of the Project, including execution by the Executive Director of:

- Partnership Agreement;
- Development Agreement ;
- Guaranty;
- Equity contribution agreements and side letters with the Limited Partners; and
- Any other agreements necessary to effectuate the Equity Contribution and LIHTC transaction structure.

In addition, the Board of Commissioners authorizes the Authority to enter into that certain Delegation Agreement by and among Authority, MBS, General Partner, and Owner delegating certain control rights related to the development and operation of the Project to MBS in exchange for MBS to indemnify Authority against liability under the Partnership Agreement, Unconditional Guaranty, SLHIC Guaranty and guaranties required by HFA.

2. Approves SLIHC Financing Structure

Authorizes the Authority's participation in the SLIHC Contribution to the Project, including execution by the Executive Director of:

- the SLIHC Purchase Agreement;
- the SLIHC Purchaser Guaranty ;
- the SLIHC DHCR Guaranty;
- the New York State Low-Income Housing Tax Credit Transfer and Approval Statement by and among the SLIHC Partner, Neighborhood Innovations, Inc., the SLIHC Purchaser, the Authority and DHCR; and
- Any other agreements necessary to effectuate the SLIHC Contribution and SLIHC financing structure.

3. Authorizes the RAD PBV Housing Assistance Payments (HAP) Contract and CNI Documents
Approves Authority's commitment to provide project-based subsidy for RAD units in East Adams Phase I, and authorizes the Executive Director to enter into and execute the RAD Conversion Commitment (RCC), RAD Use Agreement, and RAD PBV HAP Contract, and any other HUD forms or documents required to implement the RAD subsidy.

Authorizes and approves Authority to make the CNI Loans and for the Executive Director to enter into the CNI documents including that certain Declaration of Restrictive Covenants, Program Income Certification, and CNI Loan documents

4. Approves the Ground Lease Agreement
Approves the execution and delivery of the Ground Lease, and approves the Authority accepting the Lease Payment.

5. Authorizes Execution of All Required Closing Documents
Authorizes the Executive Director and Chairman of the Authority, and any other authorized officer or staff member, to execute and deliver any and all documents, agreements, instruments, and certificates necessary to complete the financial closing of East Adams Phase III, and including but not limited to any related agreements, consents, estoppels, and certificates that the Executive Director and Chairman of the Board of Commissioners deems necessary or advisable to effectuate the SHA Subordinate Loans, Equity Contribution, SLIHC Contribution, HFA Loans, RAD Documents and the CNI Documents.

6. Ratifies Prior Acts
Ratifies and confirms any prior acts taken by the Authority, its officers, or staff in connection with the planning, structuring, and negotiation of the East Adams Phase III development and financing.

7. Authorizes Further Action
Authorizes the proper officers of the Authority to take such further action as they deem necessary or appropriate to carry out the intent of these resolutions and to effectuate the successful closing and implementation of the Project.

[Signature to Follow]

IN WITNESS WHEREOF, the undersigned has executed this Resolution as Chairperson of the Board of Commissioners of the Syracuse Housing Authority.

_____

RESOLUTIONS OF THE SYRACUSE HOUSING AUTHORITY

APPROVING THE USE OF UP TO $395,000 IN CNI GRANT FUNDS

FOR THE TAYLOR STREET MURALS PROJECT

At a Regular Meeting of the Board of Commissioners (the "**Commissioners**") of the Syracuse Housing Authority (the "**Authority**"), duly called and held on October 22, 2026 with a quorum present, the following resolutions were duly adopted:

Recitals

WHEREAS, the Authority is a public body corporate and politic organized under the laws of New York and is the owner of certain real property improved with a public housing project located within the East Adams neighborhood in Syracuse, New York (the "**Property**"), which is the subject of redevelopment under the Choice Neighborhoods Initiative ("**CNI**");

WHEREAS, in 2024 the U.S. Department of Housing and Urban Development ("**HUD**") awarded the Authority and the City of Syracuse (the "**City**") a $50,000,000 CNI Implementation Grant ("**CNI Grant**") to support implementation of the East Adams Redevelopment Plan; and

WHEREAS, the City, as the Neighborhood lead, and the Authority entered into that certain Syracuse Choice Neighborhoods Grant: Neighborhood Plan (the "**CNI Neighborhood Plan**") which identifies a series of critical community improvements, and whereas the City has committed to leverage CNI funds with funding through its Department of Neighborhood and Business Development; and

WHEREAS, one of the critical community improvement projects is the Taylor Street Murals Project (the "**Project**"), which Project will be a large-scale public mural gallery designed by local artists selected by residents, schools and community organizations to be placed along the north-facing wall of the elevated New York, Susquehanna and Western Railway corridor along East Taylor Street; and

WHEREAS, the budget for the Project is $430,000 (the "Mural Budget"), with (i) up to $395,000 of the Mural Budget to be paid with CNI Grant funds, and (ii) $35,000 of the Mural Budget to paid by the City pursuant to its Capital Improvement Program funds, which will serve as the required local match; and

WHEREAS, the Board of Commissioners finds that the Project advances the goals of the CNI Grant and the East Adams Redevelopment Plan and benefits SHA residents and the surrounding neighborhood.

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Syracuse Housing Authority as follows:

Section 1. Approval of CNI funds. The Commissioners approve the use of up to $395,000 in CNI Grant funds for the Taylor Street Murals Project, subject to HUD's prior approval of the CNI budget, including any budget revision needed to fund the Project. No CNI Grant funds shall be

obligated or disbursed for the Project before the Authority has received such approval, and CNI Grant funds shall only be expended to reimburse eligible CNI costs for the Project as shown on approved invoices.

Section 2. City leverage required. The CNI Grant funds shall be leveraged by, and shall not be committed or disbursed until the City has committed no less than $35,000 in City funds for the Project, including the Syracuse Common Council's authorization of those funds.

Section 3. Authorization. The Acting Executive Director or the Acting Executive Director's designee, is authorized to submit any CNI budget or budget revision to HUD for approval, to enter into any agreement with the City needed to carry out the Project, and to take all other actions and sign all other documents necessary to implement this resolution, consistent with the CNI Grant Agreement, CNI Neighborhood Plan, and all applicable HUD requirements.

Section 4. Ratify; Effective date. The Commissioners ratify and confirm any prior acts taken by the Authority, its officers, or staff in connection with the Project. This resolution takes effect immediately.

IN WITNESS WHEREOF, the undersigned has executed this Resolution as Chairperson of the Board of Commissioners of the Syracuse Housing Authority.

_____

Rickey Brown

October 22, 2026

SYRACUSE CHOICE NEIGHBORHOODS GRANT
East Adams Neighborhood

NEIGHBORHOOD LEAD: City of Syracuse
Department of Neighborhood and Business Development
Cimone Jordan
Director, Housing & Neighborhood Planning
cjordan@syr.gov

GRANTEE: Syracuse Housing Authority
Shadia Taylor
CNI Program Manager
staylor@syrhousing.org

CO-GRANTEE: City of Syracuse
Sharon Owens
Deputy Mayor
sowens@syr.gov

NEIGHBORHOOD PLAN SUBMISSION DATE
July 16, 2025 – V1
October 2, 2025 – V2
October 31, 2025 – V3

GRANT TERM
Grant Term: July 17, 2024, through September 30, 2033

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Neighborhood Plan

Part I: Neighborhood Introduction and Plan

Brief introduction to the neighborhood, providing context, discussing assets and challenges.

The East Adams neighborhood is bounded by East Adams Street to the north, Midland Avenue to the west, Colvin Street to the south, and both sides of Interstate-81 (I-81) to the east. These boundaries reflect historic neighborhood definitions, natural geographic boundaries, and landmarks. The neighborhood features a mix of urban density and industrial buildings, with few parks or green spaces. Despite the neighborhood's proximity to downtown and other economic generators (like University Hill), I-81 and East Adams Street are hard barriers, rarely crossed by non-residents. Today, most East Adams residents are Black; the median household income is $16,304, nearly $45,000 lower than the county; the number and percentage of residents receiving SNAP benefits are the highest in the region; and the poverty rate is 56%. Attendant issues present in other neighborhoods of disinvestment also are predominant in the East Adams neighborhood, including high crime rates, inadequate childcare, under-performing schools, and diminished access to fresh foods. In 2022, New York State issued a decision to remove the I-81 bridge that currently bisects Pioneer Homes and replace it with a community grid, at-grade street. This massive infrastructure development will facilitate better interactions between housing, business, community services, and multi-modal transportation for residents and visitors and is a major catalyst for comprehensive redevelopment of the entire area.

East Adams Neighborhood Assets:

- I-81 bridge will be deconstructed in 2027 and replaced with an at-grade street in 2028
- Proximity to Downtown and University Hill (Upstate Hospital and Medical College, Crouse Hospital, Syracuse University, the VA, SUNY College of Environmental Science and Forestry)
- Proximity to CENTRO Transportation Hub
- Greenspaces (Wilson Park, Rosler Park, Libba Cotten Grove)
- Recent investments along S. Salina Street (JMA HQ and campus, health center campus, etc.)
- Vacant nodes ripe for commercial activity with potential to anchor businesses
- Education Corridor: Dr. King Elementary School, Institute of Technology at Syracuse Central High School, new Regional STEAM High School (first cohort begins Fall 2025)
- Churches and religious institutions, including Refugee Tabernacle Church of God, GRACE Ministries, Tucker Missionary Baptist, Brotherly Love COGIC, Hopps Memorial CME Church
- Blueprint 15, community quarterback agency, with mission to support neighborhood development efforts and increase economic vitality for residents

East Adams Neighborhood Challenges:

- Residential vacancies (structures and lots) in footprint pockets
- Blighted economic and residential structures throughout the neighborhood
- I-81 removal + street construction; proximity to residences; coordination with housing project
- Economic drain of businesses within the neighborhood
- Lack of east to west connectivity with limited pedestrian friendly infrastructure
- Crime rates and safety

Description and discussion of neighborhood goals and objectives identified through an extensive resident and community engagement process.

After a decade of formal and informal planning and engagement, alike, the City, Syracuse Housing Authority, Blueprint 15, and many other key partners developed the following goals and objectives.

The East Adams neighborhood is a healthy, connected, thriving community for people of all ages who wish to flourish, learn, and grow. In pursuit of this overall goal, partners focus on the following:

1. Build a durable residential foundation with safe, high-quality housing for all incomes.

2. Create a comprehensive pathway from early learning to college and job training that prepare and connect East Adams Residents to Syracuse's growing economic generators.
3. Promote a strong commercial core and re-establishment of Black-owned businesses in the neighborhood.
4. Prioritize community wellness by ensuring full access to physical and behavioral healthcare, healthy food and community spaces, art, culture and green areas that promote belonging.

This neighborhood plan is the culmination of input from dozens of stakeholders who have met and refined the content over 24+ months of continuous work; it also builds upon master planning and extensive community engagement efforts dating back to 2020. The Plan includes an overview of the proposed Critical Community Improvements (CCIs), seeking CNI Funding, as well as information about other investments and large-scale activities planned in the Target Neighborhood. The following objectives guide the City's overall commitment to the transformation of East Adams.

1. Disperse concentrated poverty with new mixed-income housing
    a. Build replacement, new affordable/workforce, and market rate housing
    b. Cultivate pathways to homeownership
    c. Renovate housing across the neighborhood
2. Transform the East Adams neighborhood into an area with thriving business districts and multiple pathways to good jobs
    a. Invest in a best-in-class education corridor
    b. Intensify commitment to workforce development and training programs
    c. Improve conditions for developers, entrepreneurs, and businesses in the neighborhood
    d. Restore sense of place and confidence among entrepreneurs
3. Decrease the violent crime rate and improve public safety
    a. Expand community policing
    b. Strengthen programming and partnerships
    c. Improve public infrastructure and implement CPTED projects
4. Correct the neighborhood's status as a food desert
    a. Discuss incentives or development opportunities with grocery willing to open retail site
    b. Coordinate, partner and collaborate with other food distribution and buying programs
    c. Support residents advocating for new grocer
5. Install abundant recreational options for all ages
    a. Build and connect a new Linear Park to two existing parks
    b. Improve three existing parks and develop new walkways to connect residents to broader neighborhood with new and expanded recreational programs
    c. Increase neighborhood tree canopy to 30%

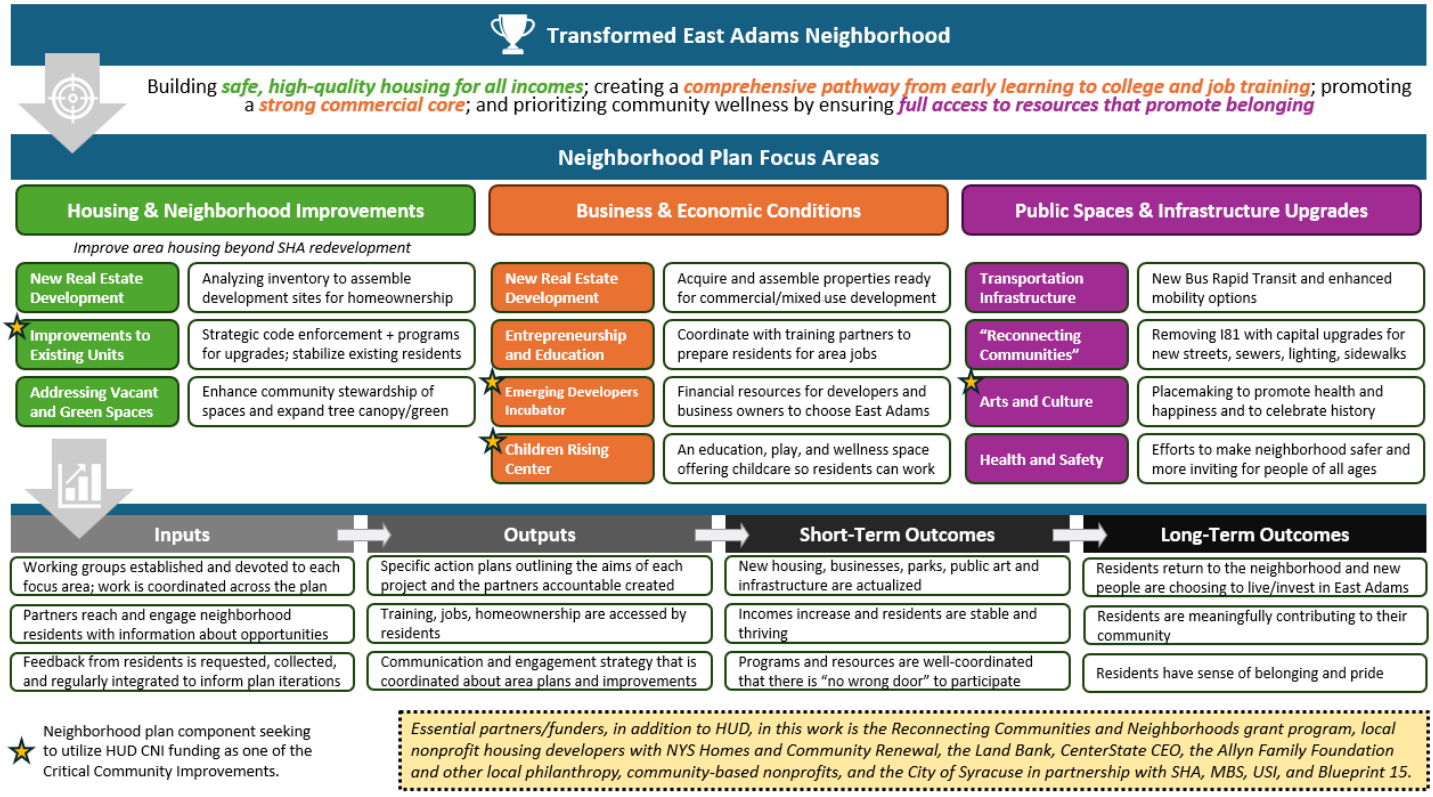
Brief, high-level summary of any large-scale activities or important strategies that are critical to the success of your Neighborhood Plan.

In addition to the *East Adams Neighborhood Transformation Plan*, the City leverages two other key frameworks to guide the strategy for neighborhood plan implementation. One is the Purpose Built Communities model for holistic neighborhood development driven by the voices and vision of residents. The other is the "Proud Places Project," an initiative of the City of Syracuse in partnership with residents, to address neighborhood health and property conditions through coordinated investments. Blueprint 15 (BP15) is an essential implementing partner for both frameworks.

- BP15 is the "Community Quarterback Organization" executing the Purpose Built model; they effectively collaborate with neighborhood residents, transformation plan partners, and other nonprofit organizations to support neighborhood prosperity and growth. The organization is led by neighborhood navigators, residents of the target housing. This team plays a critical role in developing projects, delivering programs, and advocating with and behalf of their neighbors.
- The Proud Places Project (PPP) campaign is designed to supplement this historic transformation with a purposeful community engagement initiative addressing neighborhood needs. Co-led by

the City, BP15, and resident champions, the campaign not only seeks to facilitate resident-identified improvement projects but the resourcing of clean-ups, block parties, and other, smaller demonstration projects to build momentum for neighborhood change while creating opportunities for meaningful participation. Previous campaigns in Syracuse have resulted in trash and debris clean up days, new murals, CPTED (Crime Prevention Through Environmental Design) initiatives, and strategic code enforcement efforts.

To achieve the overall neighborhood goal: "The East Adams neighborhood is a healthy, connected, thriving community for people of all ages who wish to flourish, learn, and grow," the City coordinates partners across three primary focus areas using these frameworks. The visual below aims to articulate the comprehensive Neighborhood Plan (beyond CCIs) with activities and measurable outputs and outcomes.



The work illustrated above is coordinated by the City of Syracuse's Department of Neighborhood and Business Development, in partnership with CNI Grantee Implementation Entities. The City's Director of East Adams Neighborhood Redevelopment and Director, Housing & Neighborhood Planning leads and facilitates two multi-stakeholder taskforces, spearheading CCI programming and implementation: Housing and Economic Development. The taskforces ensure critical project partners and residents are included in the planning and decision-making processes and consider the key overlap of public spaces and infrastructure upgrades in both areas. The PPP campaigns create regular opportunities for neighborhood participation and cultivate recurring feedback loops for residents and businesses to help the city and its partners refine and refresh the strategy. The taskforces are outlined below:

- **Housing Taskforce:** Consists of three subcommittees focusing on 1) new housing development, 2) existing residential units, and 3) green/vacant space management
    - New Housing Development: Discuss potential sites, acquisition/purchase strategies, assemble strategic ownership; develop housing plans focused on diverse typologies for mixed incomes; specifically identify pathways for homeownership for SHA/neighborhood residents.

    - Existing Residential Units: Support renters access affordable, quality housing options and support owners in repairing/maintaining their properties; specifically stabilize current residents amidst the transformation to mitigate pressured displacement
    - Green/vacant Space Management: Identify and coordinate projects to repurpose vacant or abandoned lots; increase community stewardship; increase tree canopy to reduce heat island effects.
- **Economic Development Taskforce:** Consists of three subcommittees focusing on 1) real estate development, 2) entrepreneurship and education, and 3) arts and culture; critically the *"Emerging Developers Incubator"* CCI (which will be detailed later in this plan) sits at the nexus of real estate and entrepreneurship
    - Real Estate: Identify commercial spaces (vacant lots or structures) to become move-in ready for new entrepreneurs and land assemblages ripe for emerging developers
    - Entrepreneurship & Education: Support capacity building for new and established business owners; develop programming for aspiring developers/property owners; build a launch a Children Rising Center amenity serving the neighborhood and broader public
    - Arts, Placemaking, and Culture: Visually represent the history, resilience, and identity of the neighborhood through public space intervention; highlight intergenerational stories and create a living archive of community voices

In addition to the work generated and produced by these subcommittees (action plans, new jobs, housing, properties for development, businesses, trainings, and engagement opportunities), there are other major initiatives the City, County, State and regional partners are undertaking in East Adams to complement SHA's transformation plan.

1. **Renovation of local facilities to support educational growth**: The STEAM High School and SUNY Educational Opportunity Center (EOC) renovations are currently underway.
    a. STEAM High School will open for the first cohort of students Fall 2025
    b. SUNY EOC renovations will be completed in Fall 2026
2. **Reconnecting Communities and Neighborhoods (RCN):** Capital investments to improve public infrastructure. The City of Syracuse has also committed Capital Improvement Program (CIP) funds to bond for public infrastructure in the existing public right-of-way.
    a. RCN planning is underway (final recommendations by December 2025) to provide suggestions for improved east-west connectivity strategies along five primary corridors in the neighborhood: East Adams Street, East Taylor Street, the Linear Park, MLK Street, and Colvin Street
    b. RCN capital preliminary design for the Linear Park is underway (working toward design approval by September 2026). Initially, the City received a $30M grant as part of the Neighborhood Access and Equity program, but in July 2025, $29.7M of unspent funds have been recaptured in the One Big Beautiful Bill Act. The City is working to identify alternate sources of funding to refill the public infrastructure gap including a source of funds through New York State's Consolidated Funding Application process submitted July 2025.
3. **Governor Hochul's development of One Network for Regional Advanced Manufacturing Partnerships (ON-RAMP) program**: A $200 million investment in four new workforce development centers, including a flagship facility in Syracuse on South Salina Street.
4. **Housing Assessment**: Funded by Purpose Built Communities and executed by Blueprint 15, the assessment will analyze potential sites and typologies' feasibility for new housing development in the neighborhood (estimated completion by December 2025).

Functionally, leaders from the organizations affiliated with these initiatives sit on the taskforces, and the Director of East Adams Neighborhood Redevelopment – in partnership with the Mayor and City's Senior Leadership team – coordinate activities, goals, and outcomes across broader neighborhood projects. An example is the City's Director of East Adams co-chaired a Real Estate Committee for the

Governor's ON-RAMP initiative; in March 2025, a vacant building in East Adams (former Sears Department Store) was selected as the future site for the flagship education and training facility.

Summary of key changes to the neighborhood plan and CCIs since last submission on October 2, 2025.

The most significant change since the last neighborhood plan submission is the revision of the Neighborhood Placemaking Critical Community Improvement. Improvements outlined in this document are a direct response to HUD's desire to see placemaking items that better support economic activity and growth within the neighborhood.

The prior Placemaking category outlined a 700 sq ft museum space within the Syracuse Housing Authority's Headquarters, that would celebrate the historic 15th ward and commemorate Pioneer Homes as one of the older Public Housing schemes within New York State. Understanding the complex history of the 15th Ward, we recognize that past and current residents desire and deserve a more curated space with full build-out and design closer to a full museum. As a result, this CCI has been altered to be a fuller scale exhibit space housed in Phase 5 of the larger East Adams Housing Redevelopment. As a ground-floor exhibit space with full curation, it will provide the neighborhood with a third space that is openly accessible to the public, provides employment opportunities and generate economic activity within the neighborhood.

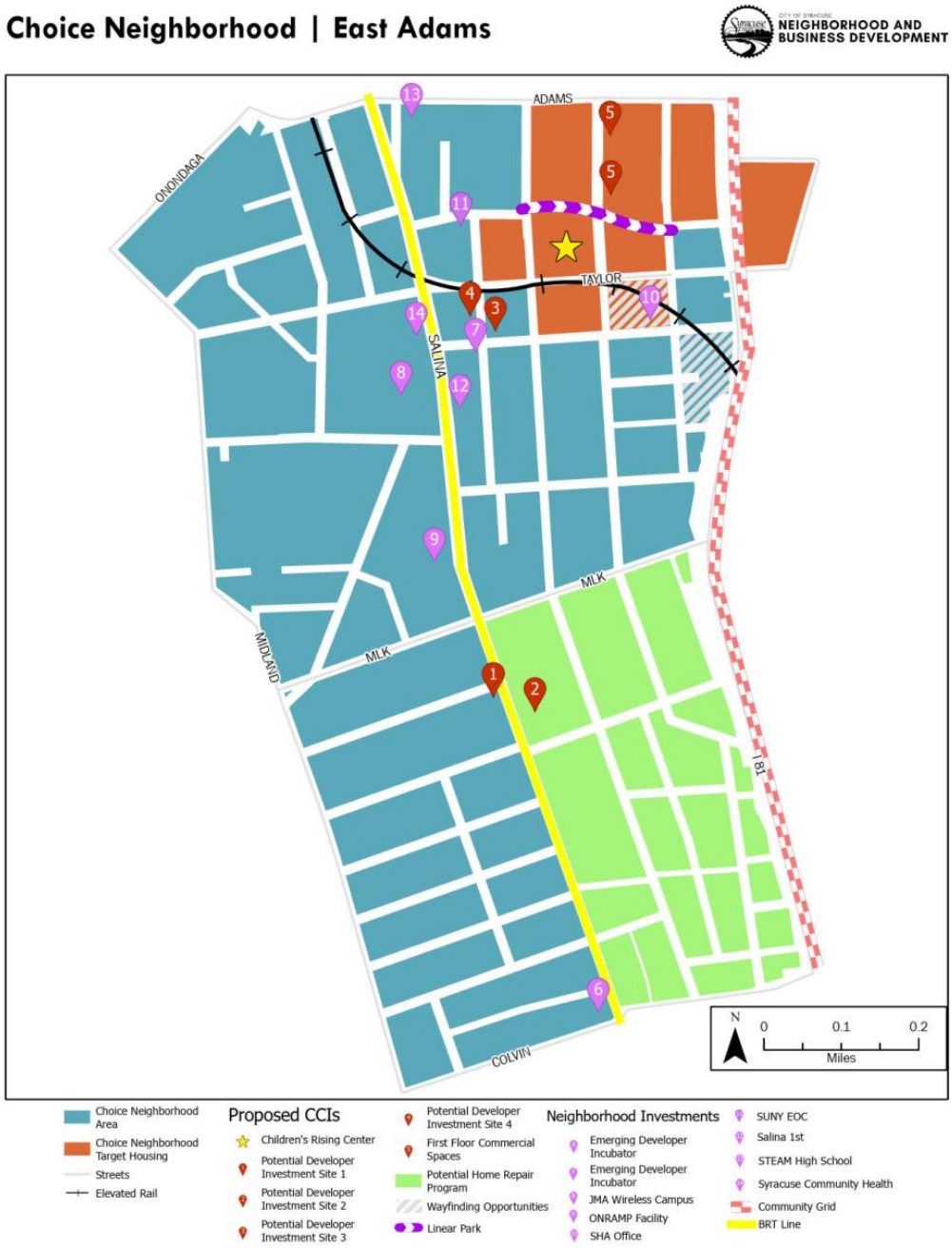
Since the last submission, these changes reflect critical feedback and demonstrate an evolution of Critical Community Improvements.

Part II: Critical Community Improvements (CCI) Overview

The neighborhood plan seeks to achieve the overall goal and vision for a transformed East Adams neighborhood by facilitating work in three primary areas: Housing, Economic, and Public Space improvements. The four proposed CCIs are below, and the following sections answer HUD's "Part A: Activity Description" questions for each CCI. The full program budget with CNI CCI costs also follows.

1. Home Repair Program
2. Emerging Developers Incubator
3. Children Rising Center
4. Neighborhood Placemaking (Linear Park, Historic Exhibit, and Public Space Improvements)

Neighborhood Investment Map with 1) proposed CCIs; 2) CNI target housing site, 3) planned investments.



	ACTIVITY NAME	SOURCES OF FUNDS	AMOUNT	USES OF FUNDS
1	**Home Repair Program**			
		CNI CCI Fund Request	**$500,000**	• Exterior and façade improvement costs
		Project Leverage	$213,000	• Interior improvements (blight busting, emergency repairs) • Proud Places Project funds • In-kind program admin
		Home Repair Program	**$713,000**	
		Neighborhood Leverage (non-CCI)	$7,212,000	• New infill development • 2025 SHARP grants
		Total Investment	**$7,925,000**	
2	**Emerging Developers (ED) Incubator**			
		CNI CCI Fund Request	**$2,500,000**	• Real estate loan funds ($1.1k) • Leasehold improvement funds ($750k) • Capital grants ($650k)
		Project Leverage	$535,000	• Additional loan/grant funds from SEDCO • Technical Assistance Pilot
		ED Incubator	**$3,035,000**	
		Neighborhood Leverage (non-CCI)	$101,782,500	• ON-RAMP Training Center Facility Construction • TDC of commercial projects on S. Salina St. • Land Bank property development/management
		Total Investment	**$104,817,500**	
3	**Children Rising Center**			
		CNI CCI Fund Request	**$3,250,000**	• Capital construction costs
		Project Leverage	$28,250,000	• Capital (hard/soft) construction costs
		Children Rising Center	**$31,500,000**	
		Neighborhood Leverage (non-CCI)	$0	• N/A all program-specific
		Total Investment	**$31,500,000**	
4	**Neighborhood Placemaking**			
		CNI CCI Fund Request	$1,250,000	• Items and associated budgets to be determined
		Project Leverage	$1,676,250	• Linear Park design/ construction • Mural and CPTED Implementation • Historic Gallery Curation
		Neighborhood Placemaking	$2,926,250	• Linear Park Construction • Historic Exhibit • Murals Signage, Construction Costs
		Neighborhood Leverage (non CCI)	$4,454,727	• City & State funded park/ street enhancements • Branding costs
		Total Investment	**$7,380,977**	
Syracuse Neighborhood Plan		**Total CNI CCI Funds**	**$7,500,000**	
		Total All Other Funds	**$151,623,477**	
		Total Investment	**$159,123,477**	

Part III: Critical Community Improvements Activity

I) HOME REPAIR PROGRAM

The City of Syracuse and its partners will work to mitigate the potentially negative impacts of the redevelopment project on existing residents and properties adjacent to target housing. Residents have reasonably expressed concerns of getting priced out of their neighborhood when land and property values increase post-redevelopment. While Syracuse is an objectively affordable city, the depth and breadth of its poverty means that many of its households are too poor to afford even the lowest-cost housing available in the region (like existing units in the East Adams neighborhood). As reported in the 2023 Syracuse Housing Study, 25,000 households had annual incomes lower than $35,000. Among these households, 71% (18,118) spend more than 30% of their income on housing, i.e., are cost burdened. Therefore, affording rent, let alone maintaining and updating property conditions, is of great difficulty.



1. Provide a general description of the CCI activity:

To address this existing and evolving need, the Home Repair Program will provide property owners with a funding resource to address exterior façade improvements for residential units adjacent to the CNI Target Housing Site. The improvements may include repairs/replacements for windows, doors, porches, siding, fencing, and landscaping (tree and shrub pruning/ removal, flowers, etc.).

In 2022, the City of Syracuse completed a "windshield survey," evaluating exterior quality conditions for every residential property; of all 28 city neighborhoods, the Southside (directly adjacent to the CNI Target Housing) ranked worst where 70% of all properties show major signs of decline and distress. The Home Repair Program will not only support existing residents keep pace with other area improvements by addressing physical issues on the exterior of their properties, but it will also address the concentration of blight which currently deters public and private investments to the neighborhood.

The program is loosely modeled off a long-time, successful program operated by Home HeadQuarter's Inc. (HHQ), a non-profit housing development organization and certified CDFI. Their "SHARP" Grants, (Syracuse Homeowner Assistance & Repair Program) funded with Community Development Block Grant (CDBG) funding, provide income-eligible homeowners with grants for exterior and/or interior emergency home repairs. The program is oversubscribed with grant funds exhausted hours after applications open. By being more geographically narrow and specific with eligibility and program requirements, this CCI will be targeted toward properties adjacent to the CNI Target Housing Area. Specifically, blocks that have seen recent infill housing development for first-time homebuyers will be prioritized to compound stabilization efforts (e.g., Woodland, Baker, Garfield, State, Kennedy Streets).

Unlike SHARP, funds will be available for homeowners and renters, pending active engagement with landlords who agree to maintaining affordability; it will also prioritize smaller, local landlords in the program (it is essential to hedge against displacement by ensuring repairs do not inadvertently get passed to renters as increased rent). Additionally, these funds will only be available for exterior improvements,

and there will not be an income requirement, maximizing impact for families/households who sometimes fall just beyond the traditional 80% AMI eligibility thresholds. While there is intentionally not an income cap for the program, critical feedback from the Housing Taskforce indicated the program should still prioritize getting funds to property owners with financial need. Homeowners will be required to attend at least one session with the Volunteer Lawyers Project (VLP), a non-profit legal aid organization, to discuss legacy planning (like estate management). The Department of Neighborhood and Business Development supports the city's tax foreclosure process by conducting foreclosure prevention outreach. As department staff engage with families, there's been a high concentration of properties where the owner has passed without a formal estate plan. This has served as a barrier for entry into a Tax Trust, which allows the property owner of record to enter a payment plan agreement for delinquent tax and water bills. In particular, the Southside has seen a higher concentration of properties without proper estate planning, which is why VLP will work with residents to improve this. Other eligibility factors this program seeks to include are:

- Homeowners demonstrate approximately 10% financial or sweat equity within six months of the project's completion (this can include direct financial or time investment in the project, support with program recruitment, volunteering in neighborhood events, or other in-kind activities)
- Landlords agree to maintaining rent limits that support households at 80% area median income from the project's completion (this would mean the monthly rent would not exceed 30% for a family size of one at 80% AMI, or $1,450 per month, for example)
- Landlords certify their property with the City's Rental Registry and address any code violations
- All projects are only completed on tax current properties

Given HHQs long history of administering SHARP grants, the City would work with them as a third-party entity to administer the East Adams Home Repair Program. This would necessitate a Memorandum of Agreement with the City of Syracuse outlining a specific scope of services to be managed by HHQ. Administrative tasks will include:

- Identifying and engaging eligible properties/households using available data
- Administering intake meetings
- Partnering with property owners to develop scopes of work, obtain permits, and select licensed contractors (use existing data to develop comprehensive scopes of work)
- Ensuring scopes of work are completed on budget, on time, on spec
- Deploying funds and managing the program budget
- Co-monitor program factors with City NBD staff

The program will permit property owners to apply for up to $15,000, which will fund at least seven (7) properties over a four-year program timeframe. The $15,000 cap will maximize the physical impact in the neighborhood, but the team will work with as many households as the budget can handle after the first seven properties have been assessed/completed. While the program is eligible for homeowners and renters, the program will prioritize existing homeowners who have had long-standing commitment in the neighborhood with a programmatic split of ~60% / 40%. This breaks down to supporting approximately ~4 homeowners and ~3 renters. A proposed budget is below:

Budget Item	CNI Funds	Years	Other Funds	Other Description	Total
Exterior Repairs	$112,000	4	$50,000	City's Blight Busting Program funds to address exterior improvements to meet codes	$498,000
Interior Repairs	-	-	$50,000	City's Emergency Repair Program funds to address	$50,000

				interior improvements to meet codes	
Engagement costs	-	-	$5,000	Proud Places Project funds	$5,000
Administration Costs	$13,000	4	$108,000	In-kind HHQ staff costs for program administration	$160,000
	$125,000 ($500,000)	4	**$213,000**		**$713,000**

2. Describe why this specific project was selected and how it is supported by target and community residents.

Master planning for the East Adams Transformation Plan focuses on existing public housing owned by the Syracuse Housing Authority. While it is imperative to replace these SHA units and bring new affordable and market rate options online, attention to the surrounding neighborhood is particularly strategic. At many engagement events, non-SHA residents expressed feeling "left out" of the plan and worry about their long-term place in the neighborhood. Neighbors see this transformation as an extensive gentrification project looking to push out current homeowners and renters. As new developments emerge, the CNI Implementation Team –in coordination with other City housing initiatives– will intentionally support existing residents with repair funding. These offerings support community residents with pathways to repair, maintain, and solidify their assets and stake within the growing neighborhood. This project has been selected because it not only complements the work of the Transformation Plan and SHA but augments the City's other housing investments in the neighborhood. HHQ has been building brand-new single-family homes for first time buyer purchase in the neighborhood for nearly thirty years. Mayor Walsh's Resurgent Neighborhoods Initiative has further supported and funded an additional eighteen new homes to be built in the neighborhood by fall 2025. One of these homes was recently purchased by a resident relocating out of McKinney Manor. Exterior investments will be targeted for properties between the CNI target housing and where HHQ has done extensive community development. The construction of these new housing options adds additional $7.2M of investment in the neighborhood.

3. Describe how this activity relates to the larger Neighborhood Plan and goals/objectives for the target neighborhood.

A critical goal of the Neighborhood Plan is to build a durable residential foundation with safe, high-quality housing for all incomes. To revitalize the neighborhood for people of all incomes, it is imperative that we work with existing property owners, so there are numerous options for people to grow in the neighborhood as their economic situation changes. As indicated by the table below, there is significant cost-burdenedness among residents, whose fixed incomes may prohibit investing in long-overdue repairs and upgrades to stabilize properties and prevent further decline. Past program offerings in Syracuse have only been available to homeowners, but the East Adams Home Repair Program will consider rental units as well, so homes can be stabilized without forcing landlords to raise the costs of rent to compensate for the investments.

Housing Cost Burdened Households by Census Tract ACS 5-Year Estimates - DP04| Selected Housing Characteristics				
	Renter		**Homeowner**	
	Value	**Percent**	**Value**	**Percent**
Census Tract 53	174	51.6%	51	18.1%
Census Tract 54	365	61.9%	91	40.6%
Syracuse	18375	56.4%	4776	19.7%

4. How does this activity achieve one of the Neighborhood Objectives of the Choice Neighborhoods programs? Please see the "Relevant NOFO Sections" at the end of this document to reference the program objectives.

This CCI will support the CNI objective around housing quality and variety. The Transformation Plan focuses on new multi-family and townhome construction, but the other typologies in the area contribute to the unique urban neighborhood. Maintaining an appropriate mix of rental and homeownership options promotes mobility for families from a broad range of incomes. By improving the physical assets adjacent to the target housing area, the CNI project's impact is amplified. Furthermore, housing is one of the most traditional forms for creating, building, and passing generational wealth. A home is only an asset if it is maintained to align or exceed market demands. A fund specifically created for property owners to make repairs and upgrades to their properties will strengthen assessed values, ultimately strengthening their assets. Also, while CNI will not fund new production of affordable units, the repair program will stabilize existing affordable units within the neighborhood's stock.

5. How does this activity enhance the target neighborhood and/or promote economic development?

Façade and exterior work improve property conditions, curb appeal, and overall neighborhood aesthetics. The more this work is concentrated in a specific area, the more it shapes social behaviors within the area. It also creates more exposure of bad actors that are non-code compliant, allowing the City to leverage strategic code enforcement and other policy tools to intervene. Exterior improvements will restore a sense of pride for property owners, while drastically improving the visual study that residents, commuters, and visitors have about the neighborhood on a daily basis. Aesthetic improvements to homes send a signal to the market that people care about their properties and take pride in where they live. Naturally, these improvements may attract other homeowners or investors who are like-minded and see value in the quality of the housing stock. A strong housing stock also sends signals to businesses that the community is worth investing in. This strategy fortifies other efforts to increase commercial activity in the neighborhood, particularly along South Salina Street and in first floor commercial spaces of new CNI-funded multifamily housing. Finally, the exterior improvements themselves promote job opportunities for contractors, of which there is a growing roster of small and MWBE contractors for construction projects working with SHA and MBS.

6. How does this activity relate to the target housing site(s) or other strategic locations such as a key commercial corridor?

We intend to target funds in a critical area semi-adjacent to the CNI target housing (south of Central Village which is slated for redevelopment after McKinney Manor and Pioneer Homes) but within the City's Resurgent Neighborhood Initiative (RNI) area. These areas have seen new infill housing developments and will see further impact when neighboring homes are improved. This whole-block approach supports better property values for new affordable homeowners whose properties often bear the weight of being one of few stable properties along a block. Selected streets also lie within proximity to the Salina Street Business Corridor – the main thoroughfare for commercial activity within the neighborhood.

7. How will CCI funds be used in a manner that is "above and beyond" what the local government or any applicable partner would otherwise fund? Why are CCI funds needed for this activity?

The city and partnering affordable housing development agencies at the state/federal levels lack access to flexible capital that is not tied to income eligibility. A new funding source will open a world of opportunity for those who earn above 80% but are still housing cost-burdened and may not be able to afford the full cost of repairs or improvements. In addition to the CCI dollars, the City will leverage Special Project Funding resources to address non-CNI scopes, including interior repair work, health and safety

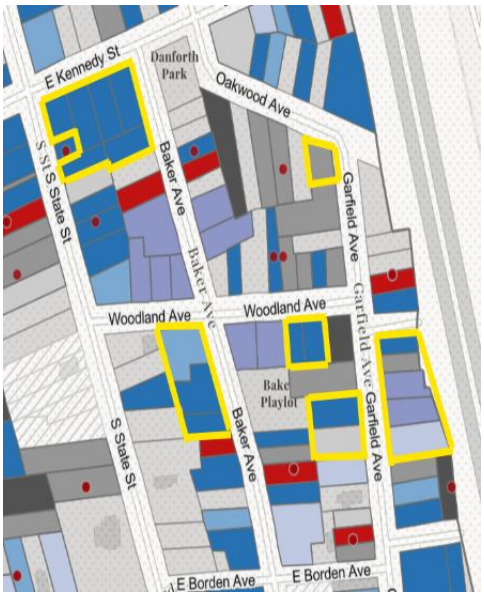
improvements, and codes violations. Estate planning and rental affordability requirements are also very unique and this will be the first time intentional regulations and planning are tied to funding on a local level to have a purposeful impact. HHQ's 2025 SHARP application, funded by CDBG, will contribute four $3,000 grants to homeowners in the footprint, leveraging an additional $12,000 of exterior repair activity in East Adams.

8. Describe a preliminary scope of work for the activity and what CCI funds would be specifically used for (if known). Please note CCI funds should be spent on visible, physical improvements only.

CNI-funded scopes of work will be completed in partnership with housing and community development professionals at HHQ – and will solicit feedback from planners at the City's Department of Neighborhood and Business Development. Below is a proposed scope of work with timeline.

Activity	**Responsible Entity**	**Timeline**
Submit Neighborhood Plan	City of Syracuse	July 2025
Rescore Property Conditions Data in Neighborhood	City of Syracuse	Sept-Oct 2025
Receive HUD Approval	City of Syracuse, HUD	Oct-Nov 2025
Finalize MOU/SOW with HHQ (CCI funds for admin)	City of Syracuse, HHQ	Nov-Dec 2025
Confirm eligibility and develop program application	HHQ, Housing Taskforce	Jan-Feb 2026
Use data to build outreach list, recruit participants	HHQ, Housing Taskforce	Jan-Mar 2026
Applications open, participants meet with HHQ	HHQ	April 2026
Finalize Environmental Review Process	City of Syracuse	April-May 2026
Cohort 1 Accesses Funding/Completes Repairs	HHQ, Participants	May-Dec 2026
Program improvements, applications open, etc.	HHQ	Jan-April 2027
Identify + secure additional funds (potentially CDBG)	Program Partners	Jan-Oct 2027
Cohort 2 Accesses Funding/Completes Repairs	HHQ, Participants	May-Dec 2027
Program improvements, applications open, etc.	HHQ	Jan-April 2028
Cohort 3 Accesses Funding/Completes Repairs	HHQ, Participants	May-Dec 2028
Program improvements, applications open, etc.	HHQ	Jan-April 2029
Cohort 4 Accesses Funding/Completes Repairs	HHQ, Participants	May-Dec 2029

9. Maps or pictures that will assist with the project description.



This image shows potential eligible properties given data in the target program area. It shows nineteen properties (outlined in yellow) that balance a mix of owner-occupied (68%) and renter-occupied (32%); exterior condition scores in the mid-range (i.e., they scored between a 2.5-3.5 out of 5 (best) on property windshield survey), and have no current code violations (marked in a red dot). While this is not the program list, it indicates how participants may be recruited for funds distribution.

II) EMERGING DEVELOPERS' INCUBATOR

The construction of the I-81 viaduct fractured the 15th Ward –displacing both residents and small businesses– and altered a thriving Black enclave into a neighborhood of concentrated poverty. Now, 70 years later, the City of Syracuse, residents, Blueprint 15, SHA, New York State, and other partners, seek to restore the vibrancy of this historic, revered neighborhood. Aligning with the vision to transform the East Adams neighborhood into an area with thriving business districts and multiple pathways to good paying jobs, there are several concurrent strategies the city and its partners will execute. First, East Adams will be home to Governor Hochul's One Network for Regional Advanced Manufacturing Partnerships (ON-RAMP) program, a wraparound training and employment resource to connect residents from East Adams and citywide to good jobs. Additionally, the regional STEAM high school and improvements at the Educational Opportunity Center will better prepare our workforce. The City and partners are also undertaking a data-driven process, led by the Economic Development Taskforce, to develop commercial real estate in the corridor. Detailed in this section are properties that have already been vetted. Critically, though, and embedded in the City's comprehensive strategy to improve business and economic conditions, **this CCI is specifically designed to improve the conditions for emerging developers, entrepreneurs, and businesses to locate economic opportunities in the neighborhood**. While there is essential work to be done to restore the sense of place and confidence among entrepreneurs and business owners, adequately resourcing developers and businesses with financial capital is an essential early step.



1. Provide a general description of the CCI activity.

This CCI will expand access to economic opportunities for emerging developers and small business owners in one of the most historically disinvested neighborhoods in Syracuse. **Through targeted capital investments and place-based selection criteria, this CCI emphasizes the need to identify the barriers which prevent economic inclusion (root causes) and develop actionable strategies to develop a sustainable workforce (end results).** Based on recent work with emerging developers, the City of Syracuse has found the number one barrier to entry for small developers and entrepreneurs is a lack of access to traditional financing. The CCI is proposed for $2,500,000 (33%) of the neighborhood plan's budget, divided across three components (summarized below), which focus entirely on creating financial resources for developers and business owners to choose East Adams for their commercial venture, including 1) revolving loan fund, 2) direct financial assistance, and 3) capital grants. The explicit goal is to put shovels into the ground and create new economic development projects. A proposed budget is below:

Project Component	Uses of Funds: Activities	Administering Entity	CNI Budget Breakdown
Community-Based Real Estate Development Fund (loan funds)	**Revolving loan funds** to finance small-scale real estate development or redevelopment projects that create or expand commercial	Syracuse Economic Development	$1,100,000

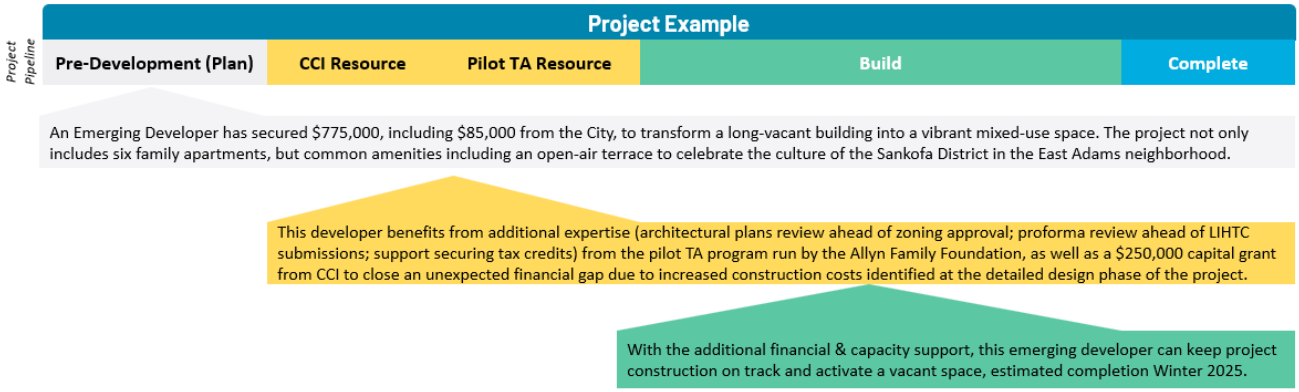
	activity and are community-serving. Eligible uses include: • Acquisition of distressed or under-performing property • Construction or renovation of ground-floor commercial space (interior or exterior) • Building systems and infrastructure upgrades • Site work directly related to development project	Corporation (SEDCO)	
Commercial Leasehold Improvement Program (loan or grant funds)	**Direct financial assistance** for leasehold improvements for private property owners to transform vacant or underutilized commercial spaces into code-compliant and move-in-ready storefronts. This initiative will reduce startup costs for entrepreneurs and micro-enterprises. Eligible uses include: • Build-out and interior renovations (e.g., flooring, ceilings, walls) • Plumbing, HVAC, and electrical system upgrades • ADA/accessibility improvements • Safety and code compliance improvements	SEDCO	$750,000
Capital Grant Program (grant funds)	**Capital grants** for real estate and business development projects led by emerging developers. These grants will support small-scale construction, renovation, and expansion projects of commercial or mixed-use buildings that align with both the City's and neighborhood's comprehensive plan and economic development goals. Eligible uses include: • Structural repairs • Façade upgrades • Exterior lighting and signage • Site enhancements such as landscaping, hardscaping, and accessibility	SEDCO	$650,000

The Syracuse Economic Development Corporation (SEDCO), which is a public authority that acts as the City's revolving loan fund, has a long history of working individually with projects to help them determine the best ways to access capital. While typically SEDCO loans funds, they have the capacity to hold this CCI allocation and distribute funds in whichever way a project needs it most. SEDCO knows these funds cannot be used to refinance current loans and will utilize existing SEDCO guidelines and processes in coordination with its Board of Directors. Additionally, it is worth noting this CCI prioritizes **Emerging Developers**, which are real estate developers (and/or small businesses) who have historically encountered challenges securing capital. These participants may be identified because of the number of projects (fewer than five), or the size of projects (smaller than $3M), or their demographic backgrounds as first-time, minority, woman, and/or Veteran enterprises who are undercapitalized.

The City and its partners have already identified, through extensive engagement and data-driven discussions, a list of parcels, properties, and projects of which any one of the fund sources would accelerate commercial activity. The Economic Development Taskforce, made up of representation among Implementing Partners, has identified that a collaboratively designed Request for Proposals (RFP) process will be designed and executed to make final funding decisions focused on reducing barriers among emerging developers and businesses. Each fund source considers the best use cases, see below:

- Community-Based Real Estate Development Fund – best use case is for the vacant properties identified and detailed in question 2.
- Commercial Leasehold Improvement Program – best use case for first floor commercial space in the SHA Housing Plan and/or for the vacant properties identified and detailed in question 2.
- Capital Grant Program – best use case is for commercial projects that are actively underway, led by Emerging Developers who have expressly identified financial gaps preventing the projects from launching – these projects have already secured $26,775,000 in direct neighborhood investment.
    - Salina 1st–mixed-use building with retail space and mixed income apartments
    - The Castle–multi-use facility for community activities, a lounge, and event space

While accessing financial capital is typically the number one consideration for an emerging developer to be taken seriously in the participation of developing a commercial project, often the abilities to engage are hindered by technical skills and human social capital. These are much more widely available among larger developers who can access traditional financial capital. In addition to the three components listed above, the neighborhood plan will intentionally seek to build out (and resource with non-CNI funds) a complementary technical assistance pilot for emerging developers. This technical assistance may be everything from support in creating a balanced proforma, to leveraging local/personal networks to acquire additional capital, to pro bono support and review of architectural plans, environmental remediation scopes of work, etc. Presently, implementing partners at the Allyn Family Foundation are piloting technical assistance support for emerging developers and will consider formalizing and funding their offerings to projects that are selected for the incubator. The following example illustrates how this technical assistance pilot will augment CNI capital to actualize a new commercial project, which might otherwise struggle to complete.



2. Describe why this specific project was selected and how it is supported by target and community residents.

This specific CCI works to address the concentrated and generational poverty persistent in neighborhoods like East Adams where there are few pathways toward economic opportunity. Over the last decade, there have been several programs developed to address economic development. One of these programs is CenterState CEO's Start It Business Basics Program, a 12-week business development class that connects entrepreneurs to resources, tools, and networking to help their business ideas become reality. Recently, CenterState completed the first ever neighborhood-specific cohort in East Adams in

partnership with Blueprint 15. Recent program graduates emphasized that accessing move-in ready commercial spaces would provide major support given the limits in accessing financial capital. Not having to spend resources on buildouts and infrastructure would help entrepreneurs focus on what they are best at: their business plan! The Emerging Developers Incubator will provide leasehold improvements funding for commercial spaces and a capital grants program for new development projects within the neighborhood. Having a strong partnership with the Land Bank (a quasi-governmental organization working to return vacant, abandoned, underutilized, and tax-delinquent properties to productive use), the goal will be to identify several commercial spaces to prioritize reinvestment and stand them up to be move-in ready by the end of the grant term. Key properties discussed and vetted include:

a. *917 Montgomery Street*, a former auto-body shop with environmental contamination concerns. The Land Bank has received funding from the EPA for Phase I & II site assessments and remediation. The beautiful brick work and small footprint make it an ideal preservation project. Its central location and proximity to CNI Target Housing make it prime for a new business – preferably one that's more of a social gathering space, like a restaurant.
b. *906 Montgomery Street*, vacant land and an underutilized building adjacent to the Syracuse Community Health Center. The lot dimensions are 46 ft by 112 ft making it a smaller parcel for commercial activity unless combined with adjacent parcels for larger site assembly. An anchor business would support north to south connectivity, especially with the elevated rail line as an immovable barrier in the neighborhood. Reactivating this parcel alongside CCI placemaking will have a major impact on the neighborhood.
c. *201-11 Raynor Street*, vacant land assembled through the city's tax foreclosure process. The city has conducted multiple CPTED improvement projects here to deter crime and improve area visibility for the neighborhood. New urban, mixed-use infill in this location will restore the site to productive use. Raynor Street is an entry point into the neighborhood and there are opportunities to collaborate with Jimmy's Super Savor grocer, which recently closed in June 2025 and already didn't sufficiently service the neighborhood's food desert.
d. *1543 South Salina Street*, former Able's Medical Transport, turned vacant blighted property. This property is not owned by the Land Bank, but the current buyer has the structure listed for sale. This property is directly adjacent to Ona-Java Soul Café, a new coffeehouse that opened at the intersection of Salina and Kennedy in 2024. New commercial activity here will support existing businesses and eliminate a vacant structure.
e. *1508 South Salina Street*, former Diva Beauty Nail and Hair Salon has been vacant for a decade. It is located across from 1543 Salina and next to a KFC which receives a high volume of traffic as one of the only food providers in the area. The structure is relatively small but has great parking and is located along the busy Salina St corridor.

Development projects can typically take a lot of money and time to stand up; identifying 2-3 parcels within this list to prioritize and resourcing them for ready development/move-in not only creates opportunities for emerging developers but may spur additional investment for nearby projects.

A major component of the overall Economic Development strategy in the East Adams neighborhood is to take advantage of the new construction of mixed-use facilities being led by SHA and MBS in the Housing Plan. The CNI CCI money is prioritized for projects or parcels that have already been identified and would otherwise not launch. Some CCI money (e.g. leasehold improvements) can be directed toward a business moving into brand new commercial space along South Townsend in Phases 3, 4, 5, or 6, which is where first floor commercial space has been incorporated into the overall housing plan. However, the ultimate strategy and development of those spaces is being driven and led by the Economic Development Taskforce. There is a related plan being generated to identify businesses for those spaces, and not direct CNI funding to them. Current ideas include micro retail space for graduates of the Start It Program, run by CenterState CEO (i.e., clothing retailers, cafes/small eateries, personal product servicers);

light industrial flex space for manufacturers (i.e., bottling space for sauces and other goods produced locally); and other small businesses (or local/national chain retailers) who will locate in the new buildings.

3. Describe how this activity relates to the larger Neighborhood Plan and goals/objectives for the target neighborhood.

Syracuse was once a hub of industrialization – General Motors, Chrysler, Carrier Corporation, Crouse-Hinds, and General Electric all had major operations in the area. Formerly a manufacturing center, Syracuse's economy has faced countless challenges over the past decades as industrial jobs left the area. Syracuse's top employers now are primarily in higher education, research, and health care. For the first time in over 70 years, Syracuse experienced a 2.4% population growth since the 2010 U.S. Census count. Further, Micron Technology plans to spend up to $100 billion constructing a mega-complex of computer chip plants in Syracuse's northern suburbs, which is projected to create 9,000 direct jobs and an additional 40,000 supply-chain/construction jobs over the next 20 years. This kind of investment, alongside the I-81 and East Adams transformation, puts economic and workforce opportunities at the forefront of all planning initiatives. Specifically, in the East Adams neighborhood, partners are working to ensure current residents stand to benefit from the historic investments happening around them.

As such, the neighborhood plan intends to promote a strong commercial core and reestablish the make-up of businesses that were prevalent prior to the removal of the 15th Ward. Most critically, rebuilding pride and confidence needs to be of focus for this work to succeed. That's why access to non-recoverable and/or revolving, low interest loan capital has been strategically designed for this CCI. Financial investment shows emerging developers the City is literally "buying in" to small business development in this neighborhood.

4. How does this activity achieve one of the Neighborhood Objectives of the Choice Neighborhoods programs? Please see the "Relevant NOFO Sections" at the end of this document to reference the program objectives.

This CCI will attract a diverse mix of businesses to create meaningful job opportunities.

a. This CCI will return longstanding vacant lots and structures to the tax roll and local economy while providing much-needed resources and goods for residents. We will prioritize properties within the Land Bank inventory that need extensive renovations. Supporting interior and exterior capital improvements will attract businesses by reducing opening costs. New businesses will provide residents with goods and resources they often need to travel far to access. New businesses within the neighborhood will also create employment opportunities for residents who may benefit from the proximity.
b. This CCI will restore community confidence by reestablishing a sense of economic vibrancy. Businesses will not only serve residents but attract outside consumers, establishing a sense of place and making East Adams a neighborhood to visit. These anchors will help create a sense of purpose within the neighborhood and align very well with the Placemaking CCI, which in part, focuses on a branded identity businesses and residents can be proud of.

5. How does this activity enhance the target neighborhood and/or promote economic development?

Providing capital improvements and returning properties to productive use will support the economic well-being of this neighborhood. New businesses will allow residents and owners to create and distribute value within the neighborhoods through employment and opportunities for local spending. The increase in taxes generated will route back to the city to support infrastructure upgrades, maintenance, and improved service provision. Additionally, the revolving loan fund model has successfully expanded and exponentially increased economic opportunities by permitting the City to invest in an ongoing way. This is the reason the managing entity for the funding is the Syracuse Economic Development Corporation (SEDCO), a public authority that acts as the City's revolving loan fund.

6. How does this activity relate to the target housing site(s) or other strategic locations such as a key commercial corridor?

South Salina Street serves as the main commercial thoroughfare with South Townsend Street and South State Street as the secondary economic nodes. Raynor, Taylor, Burt, and MLK serve as the tertiary streets that provide entrance into neighborhood and east to west connectivity and will especially do so when the I-81 highway comes down and disperses high speed traffic to other parts of the neighborhood. It will be critical to capitalize on projects that fall along these streets. Different locations will draw people in through different entry points within the neighborhood. South Salina is highly prioritized with a new federally qualified health center and the future ON-RAMP site (a $75M physical investment to the neighborhood). These investments will benefit new businesses who can capitalize on existing foot and vehicular traffic. Projects along other streets provide opportunities to encourage outside spenders to enter the neighborhood and provide existing residents with amenities within walking distance.

7. How will CCI funds be used in a manner that is "above and beyond" what the local government or any applicable partner would otherwise fund? Why are CCI funds needed for this activity? '

SEDCO, which has been operating as the City's Revolving Loan Fund since 1979, distributes funds to borrowers who do not typically receive traditional financing through banks. While American Rescue Plan Act (ARPA) funds expanded SEDCOs capacity with an infusion of new funds, $4M has been distributed to more than 50 projects, and those borrowers are in the process of repaying loans. CCI funds are needed to recapitalize SEDCO so that funds are ready and available to be put out the businesses in East Adams specifically. CCI funds will accelerate business growth among borrowers who can be better represented in the vision of the transformed East Adams neighborhood and continue to show proof of concept for this fund to be directly resourced with general funds from the City.

8. Describe a preliminary scope of work for the activity and what CCI funds would be specifically used for (if known). Please note CCI funds should be spent on visible, physical improvements only.

Activity	**Responsible Entity**	**Timeline**
Submit Neighborhood Plan	City of Syracuse	July 2025
Receive HUD Approval	City of Syracuse, HUD	October 2025
Establish funding eligibility/requirements in SEDCO	SEDCO	Oct-Dec 2025
Finalize list of projects for each fund source	City, ED Taskforce	Oct '25-Feb '26
Site Assembly, acquisition, predevelopment	Land Bank, SIDA, City	Oct '25-ongoing
Identification of emerging developers	CenterState, Blueprint 15	Oct '25-ongoing
Develop RFP Process	City, ED Taskforce	Mar 26-May 26
Select projects and navigate development plans	Developers, ED Taskforce	Jun '26-ongoing
Attend ICSC Conference (seek grocer retailers)	City of Syracuse, partners	May 2027

9. Maps or pictures that will assist with the project description.

917 Montgomery, a site owned by the Land Bank (Environmental Testing and early site remediation has been completed), is the kind of project where Implementation Partners in the Economic Development Taskforce will a) identify a commercial use for the space (e.g., restaurant), b) develop an RFP inviting emerging developers to submit proposals for project development, c) refer selected project team to receive Pilot technical assistance as plans are formed, and d) receive specific/tailored CCI funding to bring the commercial project to life - could be pre-development funds (i.e. permitting costs for



grease trap), leasehold improvements (i.e. signage), or capital grants (i.e. nonrecoverable funding to close the proforma and execute the project).

III) CHILDREN RISING CENTER

The Children Rising Center is the signature project of the East Adams Transformation Plan The project concept, design, and implementation is being led by Blueprint 15 and is supported by all CNI Partners.



1. Provide a general description of the CCI Activity:

The Children Rising Center (CRC) will be a new 75,485 sq ft Center that will include three core components: 1) a new Child Care/Early Learning Center that will create 118 best-in-class early childhood education slots for children ages zero to five, operated by the Salvation Army Syracuse Area Services; 2) a parent/child Play Center that will serve 15,000 littles and their parents/caregivers annually with services promoting child development and family cohesion; and 3) a YMCA health and wellness branch that will provide array of youth enrichment, community wellness programs for people of all ages, and new state of the art wellness and exercise equipment. Project developers have a key goal of ensuring equitable access to the new facility by developing an operating budget which will permit current residents free-to-low-cost membership rates.

2. Describe why this specific project was selected and how it is supported by target and community residents.

The concept of the CRC came from an intensive community engagement process within the public housing of the East Adams Neighborhood, in which the poverty rate is 71% and the unemployment rate is 29.8%. The CRC will serve as a catalytic project that will create a total of 41 permanent jobs**.** In partnership with the Salvation Army and the YMCA, we will offer strategic educational interventions for children ages zero to five and youth programing that is intended to incorporate STEM to shape and mold the minds of the next generation. We fully intend to serve as a pipeline to larger educational initiatives like the offerings at STEAM @ Dr. King Elementary School and the neighboring STEAM High School that is currently under construction and slated to open in fall 2025.

3. Describe how this activity relates to the larger neighborhood plan and goals/objectives for the target neighborhood

The most significant obstacle to parents' ability to attend higher education, training programs, and/or gainful employment is access to quality, trusted childcare. The goal is to create educational pathways for residents which will have a lasting impact throughout their lives. This is a critical piece in advancing the nationally recognized Purpose-Built Communities Model; Blueprint 15 is the first and only network member in New York State. The CRC is in the heart of a near $1 Billion neighborhood redevelopment of nearly 700 units of public housing and the creation of a new east-west street grid. The "community grid" street reconfiguration has been jump-started with "Reconnecting Communities" funding to "reconnect" the CNI targeted neighborhood with the surrounding areas.

Blueprint 15 is partnering with the YMCA of Central New York to create a new Health and Wellness facility. The YMCA will provide before and after school care in their space as well as health and wellness

opportunities for youth and adults alike. Key components of this new urban YMCA include fitness rooms, child watch, before and after school childcare, indoor track, as well as a flex space/basketball court and indoor turf field for year-round sports training and programming. We will create low barriers to entry for living wage job opportunities for residents in our footprint. During the development of the building, we estimate the project will generate 104 construction jobs, and our project is prioritizing hiring local MWBE businesses and local residents within the neighborhood.

4. How does this activity achieve one of the Neighborhood Objectives of the Choice Neighborhoods programs? Please see the "Relevant NOFO Sections" at the end of this document to reference the program objectives.

The Early Learning Center will offer early education to children ages zero to five and will serve approximately 145 children per year. The Syracuse Play Space (parent/child engagement center) will see 15,000 visits from 'littles' aged zero to eight and their parents/caregivers annually. The YMCA Health and Wellness component will offer a wide range of programs and services to 3,000 members per year and will include before and after school programming. The CRC is an asset and amenity that is designed to address specific needs of the residents within the footprint and specifically creates economic development opportunities within the neighborhood. While current and future residents are a target population for the Center to reach, members from the wider community will be attracted to the neighborhood through the creation of this new space.

5. How does this activity enhance the target neighborhood and/or promote economic development?

Studies have documented that high quality early childhood education has a powerful influence on children's prospects into adulthood. In partnership with The Salvation Army as our provider, the Early Learning Center is a critical part of creating new pathways to prosperity for children in the neighborhood and allows parents and caregivers the ability to work and/or attend training programs as a result. The YMCA will create health and wellness opportunities for neighbors of all ages that have not existed in this neighborhood, as well as add much needed before/after school programming for elementary, middle and high school children. Between the Y and Early Learning Space, the CRC will provide youth with a safe, constructive environment to learn and develop while staying engaged in positive activities.

The facility will offer a full year-round state-of-the-art fitness center, track, flex field for soccer, lacrosse and more, a wide range of both youth and adult programing, E-Gym, E-Sports and a teen lounge for both social and educational opportunities. We intend to incorporate STEM curriculum and activities to position youth for both educational and employment opportunities within this emerging market. Both child watch and before/afterschool childcare services will be provided at the YMCA as well.

The CRC will create 41 permanent full-time jobs, 36 of which are new positions, 80% of which are accessible without a four-year degree and 100% pay living wages. There is a commitment to hiring residents within the East Adams Neighborhood and are working to design and implement resident recruitment and connection to job training and readiness programs.

6. How does this activity relate to the target housing site(s) or other strategic locations such as a key commercial corridor?

The Children Rising Center is intended to complement the larger housing development. The site that the CRC will be constructed was strategically selected because it is accessible to all of the existing and proposed housing developments within the East Adams footprint, most of which will be within a five-minute walking radius. The CRC will play an integral role in positioning the youth and residents to access health and wellness services, education, and opportunity as a result.

7. How will CCI funds be used in a manner that is "above and beyond" what the local government or any applicable partner would otherwise fund? Why are CCI funds needed for this activity?

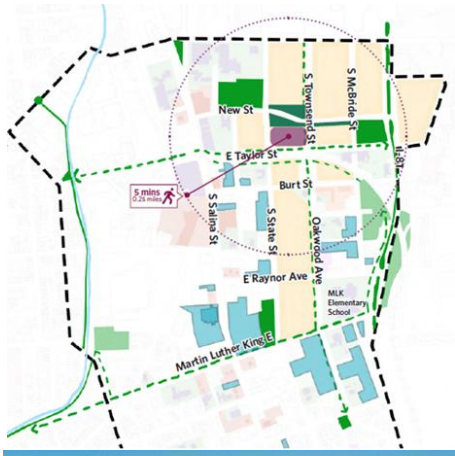
The project intends to develop a best-in-class facility, and CCI funds will position us to do so. With these funds, we can leverage over $28 million dollars of investment from 10 different sources,

including $5 million from New York State (Empire State Development/Upstate Revitalization Initiative), and another $7 million from local government ($5 million from Onondaga County and $2 million from the city of Syracuse). The remaining funds are being provided through local philanthropic and New Market Tax Credit investments.

8. Describe a preliminary scope of work for the activity and what CCI funds would be specifically used for (if known). Please note CCI funds should be spent on visible, physical improvements only.

Initially presented to HUD in December 2024, to receive conditional approval for CNI funds, the project was unable to meet New Markets Tax Credit threshold by April 10, 2025 due to not gaining site control. The partners are continuing to push forward with the development of the Children Rising Center, even though securing NMTC has been paused. The partners have formalized relationships with the YMCA of Central New York and the Salvation Army Syracuse Area Services, through the execution of MOU's and leases. There is completed schematic design and plans for site preparation, including demolition and building construction. It is expected that CCI funds will pay for the physical construction and elements of the project that create jobs and economic opportunity, including the health/wellness space and play space. The city plans to enter a long-term ground lease with Blueprint 15 by December 2025 so that partners can continue momentum paused in 2024. The project team is aware that all other funds need to be fully committed before CNI funding can be allocated. As communicated by HUD in February 2025, there are a list of due diligence items the CRC Team must achieve for HUD approval of a CCI that uses NMTC. This is where efforts will be picked up:

- A structural diagram or organizational chart that identifies the unique NMTC partners (e.g. QALICB, QEI, CDE) and flow of funds.
- An executed copy of the Subgrant Agreement between the Grantee and the Leverage Lender, if applicable.
- A project schedule.
- A final project budget that reflects all sources and uses of funds, including Choice CCI Funds.
- A description of each funding source (including CCI) which shows the amount and general terms & conditions.
- Commitment letters or other evidence acceptable to HUD showing that each source of funding is firmly committed to the project.
- Project rendering and site plan.
- 7-year operating proforma that includes a distribution of any remaining cash flow, which will include a sustainability fund for the building and its operations
- General description of the proposed exit strategy for the Investor at the end of the 7-year NMTC compliance period.
- An operating plan, particularly addressing how Choice target residents will benefit.
- The final approval of the Environmental Assessment, i.e., HUD form 7015.15 (Request for Release of Funds) and HUD form 7015.16 (Authorization to Use Grant Funds).



9. Maps or pictures that will assist with the project description

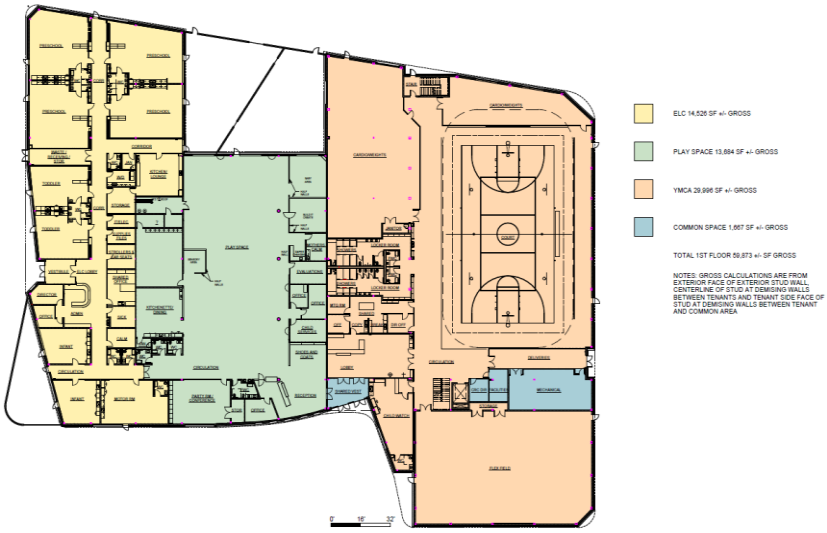
The CRC is located immediately within the Target Housing Sites, and as the graphic to the right indicates, the intent is that the Center is no more than a five-minute walk from where residents live. While other investments fall outside of the Target Housing Sites, but within the Target Neighborhood, you can see the Children Rising Center is a connector to other neighborhood assets, such as Wilson Park (current), Linear Park (future), and SCSD schools (current).



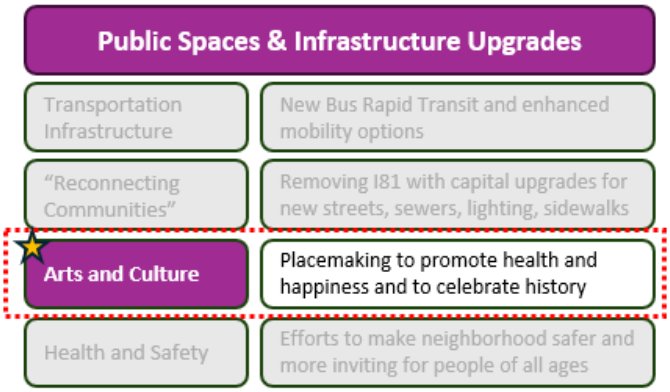
Children Rising Center, project rendering



Project renderings of the YMCA entrance and the play space (above) and Floor Plan (below)



IV) NEIGHBORHOOD PLACEMAKING



1. Provide a general description of the CCI activity.

The proposed CCI is part of a neighborhood-scale arts and culture placemaking strategy in East Adams. The activities in this CCI have been developed by an Arts & Culture subcommittee of the Economic Development Taskforce, aimed to visually uplift and physically transform the neighborhood through permanent, community-driven art installations (like murals) historic storytelling and celebration (like the museum), and creative streetscape improvements (like trees and landscaping). The CCI has three components and honor, preserve, and enhance East Adams as historically significant for having the first public housing in New York State and as a revered Black neighborhood prior to the installation of Interstate 81 (the 15th Ward).

I) Linear Park
II) Historical Exhibit and Neighborhood "Walking Museum"
III) Public Space Improvements

Linear Park: A concept developed during Master Planning; residents articulated a strong desire for recreational spaces for all ages as part of the overall transformation. The concept for a Linear Park (instead of a "Central Park") was developed to connect existing public assets of Wilson and Roesler Parks to create a combined public gathering and green space for play, exercise, and neighborhood celebrations.

Additionally, the Park will evoke additional streetscape enhancements to slow vehicular traffic around the proposed Children Rising Center at the corner of S. Townsend and E. Taylor Streets.
The Linear Park will:

- Focus on east-west pedestrian connectivity building an intentional route between Roesler Park (currently being transformed to an athletic complex serving students at ITC High School and the future STEAM High School) to Wilson Park Community Center (will receive enhancements as part of New York State Department of Transportation's commitment with I-81 viaduct removal).
- Share a boundary with the future Children Rising Center, expanding recreational and learning opportunities for youth and their families.
- Be managed and maintained by the City of Syracuse Department of Parks and Recreation.
- Integrate thoughtfully designed green space and recreational opportunities for residents, as well as becoming a destination of the neighborhood for visitors.

Preliminary design work for the Linear Park is underway to achieve design approval by July 2026; this design work is funded by USDOT Reconnecting Communities and the City of Syracuse's Capital Improvement Plan (CIP). The first draft of renderings were completed by EDR in October 2025 and received City feedback on long-term management and infrastructure. The next step will be for EDR to engage residents on November 12th and 13th at the local Beauchamp Library and Housing Authority Community Coffee House to weigh in on designs and amenities (lighting, benches, signage, sculptures, etc.) CCI funds will be used to support a portion of the construction costs (paired with city CIP funds) articulated in these designs.

Historical Exhibit and Neighborhood "Walking Museum": Phase 5 of the redevelopment will house a professionally curated exhibit celebrating the Historic 15th Ward and Pioneer Homes' historic role in public housing, curated with input from residents and local historians and the Onondaga Historic Association. Residents have vocalized the need to not only revitalize the community, but to commemorate its history by sharing stories, reflections, and artifacts. The ground floor space will be one stop of several throughout East Adams celebrating the significance of the neighborhood. Ultimately, the City in partnership with MBS, in partnership with the Onondaga Historical Association, Blueprint 15 and former/current residents, will seek to curate intergenerational stories that are often unheard, to create a living archive/cultural experience of community voices.

This space will also serve to satisfy the State Historic Preservation Office's preservation requirements as the Pioneer Homes is eligible for the National Register of Historic Places as one of the first public Housing complexes within New York State. To complete the National Environmental Policy Act Environmental Review, partners will need to demonstrate that the rich history of the neighborhood is publicly documented in the way that pays respects to past residents, businesses, and architectural styles of the 1920s. A historic exhibit seemed that the most dynamic, creative way to do so.

Onondaga Historical Association (OHA) proposed a scope of work where costs will directly contribute to build-out of an exhibit highlighting the rich histories of the historic 15th Ward including its systematic destruction, the SHA, Pioneer Homes, and the lives of the thousands of families who have lived in public housing here in Syracuse since the creation of the SHA in 1935. Overall, the space will offer residents and visitors the opportunity to learn about the complex history of public housing by sharing archival materials culled from museum collections and members of the community. OHA proposes a layout that is topical/thematic as opposed to a strict chronological setup, and CNI funds will be to pay for the gathering of historical images, assorted ephemera (clippings, advertisements, maps, architectural renderings, artwork, letters, diary entries, etc.) as well as actual artifacts whenever possible. Major topics include:

- **History of the 15th Ward before the creation of the SHA in 1935**. A recounting of immigration patterns, neighborhood growth, "Jewtown," as the area was referred to by locals for decades

because of the Jewish community's deep roots in the area. This will also provide a bit of overarching city history as well.

- **Syracuse Housing Authority.** Contextualized within the creation of the Federal Housing Authority and the concomitant legislation from the New Deal. Information about the evolution of SHA over the last 90 years, its governing structure, past leadership, and the numerous SHA properties throughout the city of Syracuse will be included.
- **Pioneer Homes.** Completed in 1938, Pioneer Homes was the first project undertaken by the SHA and is the oldest extant public housing project in New York State, and one of the first nationally. Generations of folks have grown up in these aging properties, and they are central to any museum devoted to the history of the SHA. Exhibits will cover the properties' construction, evolution, and community organizations.
- **Triumphs and Challenges.** While an honest accounting of history requires a certain level of engagement with hot-button issues like redlining etc., it is important that this space and the narratives it presents not fall into a symphony of negativity. The CORE and NAACP protests of the 1960s against housing and employment discrimination, as well as the impacts of the construction of Interstate 81 will be included. It is crucial that the joy of families who have called these buildings home for decades is also shared. Archives showing celebrations, significant achievements of residents, block parties, anniversaries, sports, and music are as important to the story we need to tell.
- **A Hall of Fame/Extraordinary Contributors.** Considering the vast number of people who have lived in this area over the 200 years since the incorporation of the village of Syracuse, this section of the museum would highlight the extraordinary journeys of our fellow Syracusans, both born here and/or devoted themselves to the cause of affordable public housing in the city. This section will be educational, aspirational, and inspirational for patrons.

In addition to the space within Phase 5, there are other components of the "Walking Museum" that will be promoted in this CCI, and featured as wayfinding/points of interest in the neighborhood, including:

- QR codes that link to documentary production, audio/visual clips, or essays promoting the historical and cultural significance of the 15th Ward
- Murals/sculptures or other permanent installations (i.e. fruit trees/plaques) to honor 15th Ward and/or SHA families
- Gardens and signage from the existing Pioneer Homes area to be preserved to and through redevelopment
- An online archive of photos/stories hosted on the eastadams.org website
- Banners or neighborhood flags honoring the East Adams branding and logo
- Community sessions designed to teach interviewing, recording, editing for neighborhood youth to develop skills and create content (i.e. podcast, film series, magazine)

Each of these will help visually represent the history, resilience, and identity of the neighborhood and productively enhance and uplift public spaces throughout the redevelopment area. Project partners are working together to identify ways for this CCI to promote economic development; the goal is to celebrate and support current residents of East Adams as well as attract new residents and visitors with connections to and interest in the neighborhood throughout the region. We imagine the exhibit to serve as a third space within the neighborhood that will generate outside interest and provide another amenity that can provide employment for residents and improve money circulation within the neighborhood positively contributing to the existing wealth gap. Having a space with ongoing curation and evolving

content will also open opportunities to partner with local organizations to engage youth in internship opportunities.

Public Space Improvements: There are numerous places in the CNI neighborhood that will benefit from planning and implementation of activities to improve the quality and quantity of public spaces.

1. **Parks, Playgrounds, and Street Improvements**
    - I) Roesler Park – currently undergoing a major renovation to become an Athletic Complex serving ITC and STEAM High Schools. There will also be a portion of the park open to the public with a playground.
    - II) Wilson Park – will receive upgrades funded by the New York State Department of Transportation as part of their investment along the Business Loop 81 corridor.
    - III) Libba Cotten Grove – currently slated in the City of Syracuse's Capital Improvement Plan to receive park improvements.
    - IV) Dunbar Park – located at The Dunbar Association, one of many African American settlement houses serving neighborhoods across the US, is currently slated in the City of Syracuse's Capital Improvement Plan to have improvements completed next year

Additionally, a Federal Reconnecting Communities and Neighborhoods Planning Grant will fund the development of five "concept plans" for street improvements valued at $327,177.

2. **Murals and Art**
    - I) Demonstration Project #1) Mural at Dr. King Elementary School – Funded by a Reconnecting Communities Planning Grant, the City has contracted with Stantec to provide recommendations that improve east-west connectivity post I-81 deconstruction. As part of the planning grant, Stantec will create two demonstration projects that ignite positive transformation in the neighborhood. The first project is a street mural (designed and painted by students) outside Dr. King Elementary School. The mural was completed on July 9, 2025.
    - II) Demonstration Project #2) at S. Townsend and S. State Street Intersection – The second demonstration project for the abovementioned planning grant effort is new curbing, painting, and lighting at a key intersection across from the proposed Children Rising Center project, that will incorporate on-street and below-rail bridge enhancements to improve public safety and overall neighborhood satisfaction. This project was completed on September 15th.
    - III) Elevated Rail Line Mural Project – The City, in partnership with the New York, Susquehanna & Western Railway (NYSW), will lead a community art project to transform the 400-foot-long concrete wall elevating the active rail line that runs along East Taylor Street and divides the housing in the CNI Target Housing area. The City's Public Arts Coordinator will facilitate an RFP process inviting local, multi-generational artists, to submit designs for different segments of the wall. The City will look to area organizations and businesses to sponsor mural sections and artists will be compensated for their designs. The City has already budgeted costs in the CIP.
    - IV) Tactical Urbanism Placemaking (Scattered Site) – As mentioned in the "Walking Museum" portion above, public art will be prioritized that commemorates and celebrates legacy families, businesses, and events from the neighborhood. CNI funds are proposed to resource elements scattered throughout the neighborhood (i.e., trees with plaques, sculptures, or signage, or installations of banners/flags with the symbols celebrating East Adams.)

The proposed budget breakdown is below:

Budget Item	CNI Funds	% of CNI	Other Funds	Source of Other	Total
Linear Park (Capital)	$715,000	57%	$1,150,000	City of Syracuse CIP, RCN Capital	$1,865,000
Historic Exhibit (Neighborhood)	$130,000	10%	$500,000	Vertical construction sources from MBS	$630,000
Parks Improvements	-	0%	$4,102,250	City CIP and NYSDOT	$4,102,250
Street Improvements	-	0%	$327,177	RCN Planning	$327,177
Website Rollout/Branding	-	0%	$22,300	Syracuse Housing Authority	$22,300
Placemaking [Tactical Urbanism]	$10,000	33%	$3,000	RCN Planning	$13,000
Elevated Rail Line **Mural Project**	$395,000		$25,000	City of Syracuse CIP	$420,000
CPTED Project (ID'd by Proud Places Project)	-	0%	$10,000	City of Syracuse	$10,000
	$1,250,000	100%	$6,139,727		**$7,389,727**

Workplan for the Elevated Rail Line Mural Project:

Activity	Responsible Entity	Timeline
Secure approval from property owner	City of Syracuse; NYSW	October 2025
Form core planning team	City of Syracuse; partners	October 2025
Design community engagement plan	City of Syracuse; partners	December 2025
Finalize artistic plan/concept (use previous feedback)	City of Syracuse; partners	December 2025
Finalize artistic outreach plan (open call for artists)	City of Syracuse	December 2025
Develop sponsorship materials	Blueprint 15	December 2025
Hold feedback sessions	City of Syracuse; partners	March 2026
Select Artists	City of Syracuse; partners	April 2026
Authorize CIP bond and secure all funds	City of Syracuse	May 2026
Organize event, volunteers, etc.	City of Syracuse; partners	September 2026
Document, share, and evaluate	All partners	Oct-Dec 2026

2. Describe why this specific project was selected and how it is supported by target and community residents.

These placemaking projects have been selected due to their alignment with both the historical legacy and future vision of the Syracuse community. The revitalization effort honors the legacy of the Historic 15th Ward, a culturally significant neighborhood that was home to generations of Black families prior to urban renewal and recognizes Pioneer Homes as the first public housing development in New York State. Pioneer Homes is now on the State and National Register for Historic Places. During the planning phase, robust community engagement sessions revealed strong resident support for preserving

and sharing this history, particularly through the creation of a exhibit/ gallery space. The exhibit, curated in collaboration with local historians and directly shaped by resident input, ensures community voice is central to both the planning and execution of the activity. Additionally, through a series of neighborhood planning walks and a collaborative arts and culture subcommittee composed of residents, city staff, Blueprint 15, and Syracuse Housing Authority partners, there was an expressed desire for visible investments that reflect their history, highlight neighborhood pride, and contribute to a more vibrant and safer public spaces.

3. Describe how this activity relates to the larger Neighborhood Plan and goals/objectives for the target neighborhood.

This placemaking strategy supports the broader goals of the Neighborhood Plan by contributing to both the physical transformation and cultural revitalization of the East Adams neighborhood. One unique component of this neighborhood plan is the role the I-81 highway plays in overall revitalization and redevelopment of the area. Partially funded with a Reconnecting Communities and Neighborhoods grant, the I-81 Connecting Syracuse project is specifically fortifying community-oriented aspects of the larger Community Grid effort – integrating streetscape designs/features between the housing and infrastructure work in the East Adams neighborhood. The City has set aside significant resources to bond for new infrastructure and is highly focused on work to truly reconnect the street grid and make getting around the neighborhood to key resources/amenities easier. Further, as the Neighborhood Plan emphasizes not only physical redevelopment but also social and cultural cohesion, the museum serves as a key strategy to strengthen community bonds and civic pride. It complements the 11-phase redevelopment effort by adding a cultural anchor that reinforces historical context and community continuity, even as physical infrastructure transforms.

4. How does this activity achieve one of the Neighborhood Objectives of the Choice Neighborhoods programs? Please see the "Relevant NOFO Sections" at the end of this document to reference the program objectives.

Specifically, this CCI activity advances the Choice Neighborhoods Community Confidence objective by visibly improving the built environment, promoting neighborhood pride, and celebrating the area's rich history. By transforming underutilized spaces with placemaking projects, this CCI will enhance the overall neighborhood area and enliven the built environment surrounding the new housing. It also contributes to Community Assets and Amenities by including murals, storytelling signage, and public art, which are typically found in higher opportunity areas. Notably, the museum is more than a historical exhibit—it is a living community asset that connects past, present, and future generations, and directly results from meaningful resident participation and input.

5. How does this activity enhance the target neighborhood and/or promote economic development?

This project will create destination amenities serving the region – Central New York is known for revered history of the abolitionist and social activism movements represented in the East Adams story including the resting place of Harriet Tubman (Auburn, NY), the publication of Frederick Douglass' abolitionist newspaper, *The North Star* (Rochester, NY), and the former home of Elizabeth "Libba" Cotten, a Grammy Award winning American folk and blues musician with Syracuse roots (Syracuse, NY). There is a significant opportunity to leverage the neighborhood as not only the site of the oldest public housing in New York State, but also as one of the few sites around the country that is actively dismantling a highway and reconnecting the community with a mixed-income, mixed-use neighborhood. The exhibit will serve as a cultural and educational destination, attracting visitors and creating opportunities for local economic activity, including jobs in museum staffing, educational programming, and cultural tourism. It is expected to enhance the neighborhood's identity, making it more attractive for mixed-use investment and community engagement initiatives.

6. How does this activity relate to the target housing site(s) or other strategic locations such as a key commercial corridor?

This work is directly within/adjacent to the Target Housing site; the Linear Park will connect housing phases to existing assets; the museum will be within/around the CNI Target Housing; the placemaking is embedded on physical structures in the right-of-way next to housing. Locating the exhibit within Phase 5 reinforces its relevance, makes it accessible to existing residents, and positions it within walking distance of the Children's Rising Center, Linear Park and other redeveloped housing units. This placement increases foot traffic and supports surrounding redevelopment goals, including improvements to key commercial and transit corridors near the site.

7. How will CCI funds be used in a manner that is "above and beyond" what the local government or any applicable partner would otherwise fund? Why are CCI funds needed for this activity?

Over the last several years, the City has taken on the responsibility of securing funds for capital costs associated with rebuilding and reconnecting public infrastructure. However, the kinds of projects that honor and celebrate place/history are often not well resourced – or typically need catalytic funds to create the kind of impact we want to see at scale. This strategy is designed to fully support the construction of brand new amenities (Linear Park and exhibit) and immediately enhance the area visually with key placemaking projects. The strategy in and of itself will become a foundation for additional fund development – partners on the taskforce envision fully engaging philanthropy (National and local), business sponsorship, and the local universities to more directly participate and fund aspects that evolve as neighbors/residents grow more involved.

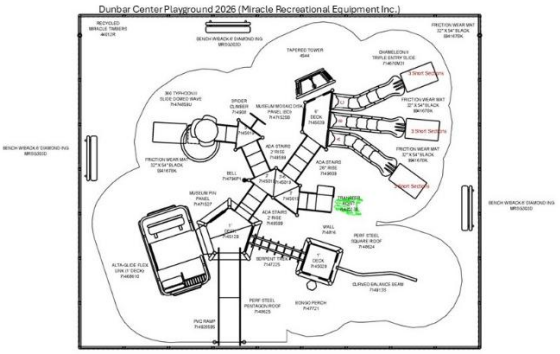
The use of CCI funds for the exhibit represents a unique investment that would not be possible through traditional local government or developer funding streams. While local partners support the concept, their budgets are constrained and typically directed toward core housing or infrastructure needs. This funding will ensure resident engagement in the curation process, allow for professional exhibit design, and provide for educational programming that goes beyond basic historical displays truly making this a transformative and inclusive community asset.

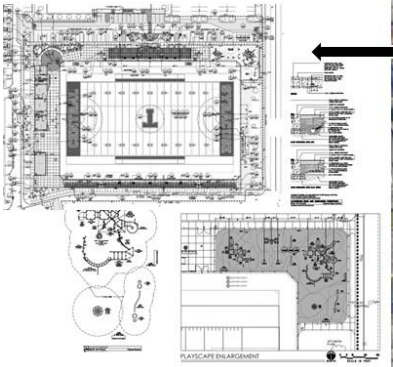
8. Describe a preliminary scope of work for the activity and what CCI funds would be specifically used for (if known). Please note CCI funds should be spent on visible, physical improvements only.

Timelines are unique for each project; CNI funding will be used for Capital Construction costs of the Linear Park (estimated completion 2027), permanent fixtures and finishes such as display walls, seating, cases, curation for the historic exhibit and visual improvements to surrounding public areas, including landscaping and murals (rolling projects between 2026-2030). The Economic Development Taskforce arts and culture group are committed to mapping out the specific tactical urbanism projects and mural timeline; the construction of Linear Park (currently undergoing design) and exhibit space will require additional concept development and fundraising, respectively.

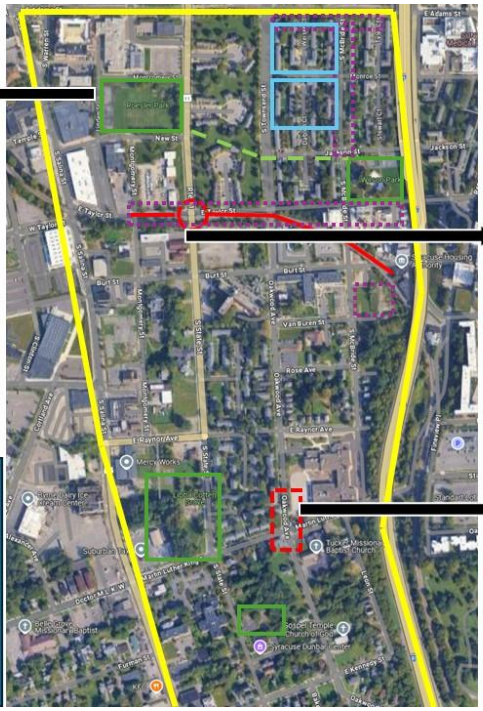
9. Maps or pictures that will assist with the project description.

Historic exhibit space has been identified. Images to follow show conceptual/actual plans for the other Neighborhood Placemaking Components, including the rail line mural and parks improvements.





Current Renderings for Roesler Park Improvements





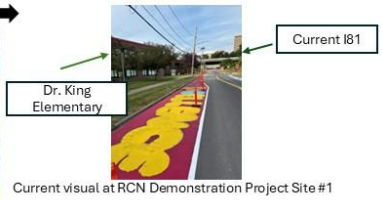
Current visual at RCN Demonstration Project Site #2



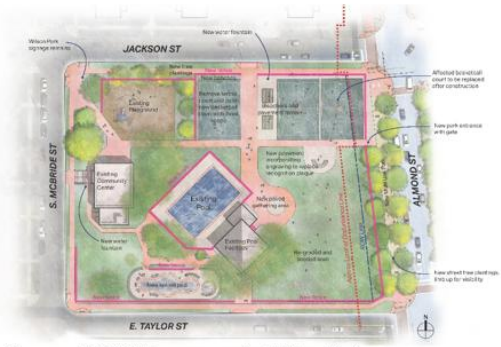


Potential plans for art along Elevated Rail Line

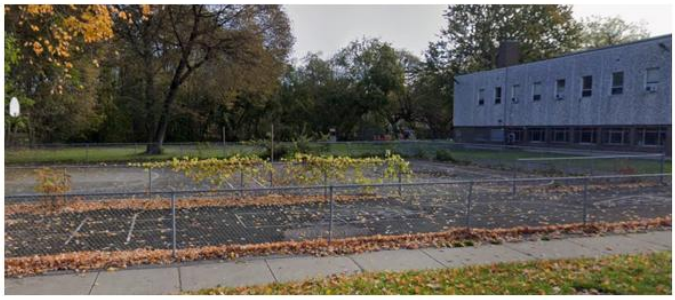
Potential plans for art along Elevated Rail Line



Current visual at RCN Demonstration Project Site #1



Proposed NYSDOT Improvements at Wilson Park



Current visual at Dunbar Park at the Dunbar Center

Design Charrettes for Almond/Wilson Park area by SUNY ESF Students



Design Charrettes for Linear Park by SUNY ESF Students



Part B: Project Management:

Who is the responsible entity for administering all aspects of the activity?

The City of Syracuse's Department of Business Development is the responsible entity; however, each CCI has its own project management structure/partners to ensure project delivery. The Director of East Adams Neighborhood Redevelopment and Director of Housing and Neighborhood Planning will work collaboratively with SHA's CNI Program Manager to ensure each CCI is achieving its intended milestones so the Neighborhood Plan can be fully actualized and implemented. The city chairs/leads the Housing and Economic Development Taskforces and manages the ~30 unique total agencies/individuals who participate in each. The City is also currently a recipient of HUD's Thriving Communities Technical Assistance (TCTA) Program and receives additional project management capacity and support through HUD-funded consultants.

- For the **Home Repair Program**, Home HeadQuarters Inc will primarily administer the program and will execute an MOU with the City of Syracuse. They have long administered HUD funded programs, including their SHARP Grant, which is funded by CDBG.
- For the **Emerging Developers Incubator**, the Syracuse Economic Development Corporation (SEDCO), a public authority that acts as the City's revolving loan fund, will administer the funds using a structure that already has the capacity to administer revolving loan funds. SEDCO has operated since 1979 and currently has 150 borrowers/projects in its portfolio. There is in-house capacity of 2.5 FTE staff and an independent Board that does not need additional City Common

Council legislative approval to distribute funds. Board members are very mission-minded and work to create as flexible of terms as possible to spur the maximum number of new businesses.

- Additionally, the **Emerging Developers Incubator** will lean heavily on the Economic Development Taskforce, which is made up of more than 10 partner agencies with varying expertise and connections in business development, property management, and real estate. Representation includes individuals from CenterState CEO (who run "UpStart" class), Urban Jobs Taskforce, the City's Division of Purchasing and Contracts, and other economic development professionals from foundations and private consulting firms.
- For the **Children Rising Center** project, Blueprint 15 and the Allyn Family Foundation have been leading its implementation, which includes managing the General Contractor, Construction Manager, Architect, and New Market Tax Credit Investors/consultants.
- For the Arts, Placemaking and Culture, the **art mural project and smaller tactical urbanism projects** will be managed by the City's Neighborhood Planning team in addition to staff from Business Development and the Division of Equity Compliance and Social Impact and the Parks Department.
- **Linear Park** will be managed by city staff across Neighborhood and Business Development and Parks with a very close partnership with Blueprint 15 who has been coordinating ongoing meetings with EDR.
- For the **Neighborhood Placemaking (Historic Exhibit)**, the Onondaga Historical Association (OHA) will serve as the third-party partner supporting the development and curation of the museum located within the new Syracuse Housing Authority Headquarters. OHA has extensive experience in museum development, historical preservation, and community-focused exhibitions. Founded in 1863, OHA operates multiple museums and historic sites throughout Onondaga County, including the Onondaga Historical Museum, Skä·noñh - Great Law of Peace Center, and specialty exhibits in collaboration with government, academic, and community institutions. As this project will be integrated into Phase 5 of housing redevelopment and a ground floor public-facing space, MBS will also be a close partner in providing support through vertical construction and coordination with their Cultural Resources team and other specialized architectural consultants.
- **Part C: Project Budget:** Provide the total budget for the proposed CCI activities – see next page.

	ACTIVITY NAME	SOURCES OF FUNDS	AMOUNT	USES OF FUNDS
1	**Home Repair Program**			
		CNI CCI Fund Request	**$500,000**	• Exterior and façade improvement costs
		Project Leverage	$213,000	• Interior improvements (blight busting, emergency repairs) • Proud Places Project funds • In-kind program admin
		Home Repair Program	**$713,000**	
		Neighborhood Leverage (non-CCI)	$7,212,000	• New infill development • 2025 SHARP grants
		Total Investment	**$7,925,000**	
2	**Emerging Developers (ED) Incubator**			
		CNI CCI Fund Request	**$2,500,000**	• Real estate loan funds ($1.1k) • Leasehold improvement funds ($750k) • Capital grants ($650k)
		Project Leverage	$535,000	• Additional loan/grant funds from SEDCO • Technical Assistance Pilot
		ED Incubator	**$3,035,000**	

	Neighborhood Leverage (non-CCI)	$101,782,500	• ON-RAMP Training Center Facility Construction • TDC of commercial projects on S. Salina St. • Land Bank property development/management
	Total Investment	**$104,817,500**	
3	**Children Rising Center**		
	CNI CCI Fund Request	**$3,250,000**	• Capital construction costs
	Project Leverage	$28,250,000	• Capital (hard/soft) construction costs
	Children Rising Center	**$31,500,000**	
	Neighborhood Leverage (non-CCI)	$0	• N/A all program-specific
	Total Investment	**$31,500,000**	
4	**Neighborhood Placemaking**		
	CNI CCI Fund Request	$1,250,000	• Linear Park Construction ($715k) • Historic Exhibit ($130k) • Murals Signage, Construction Costs ($405k)
	Project Leverage	$1,676,250	• Linear Park design/ construction • Mural and CPTED implementation • Historic Exhibit (leveraging all Phase 5 vertical construction costs)
	N'hood Placemaking	**$2,926,250**	
	Neighborhood Leverage (non-CCI)	$4,454,727	• City & state funded park/ street enhancements • Branding Costs
	Total Investment	**$7,380,977**	
Syracuse Neighborhood Plan	**Total CNI CCI Funds**	**$7,500,000**	
	Total All Other Funds	**$151,623,477**	
	Total Investment	**$159,123,477**	

Part D: Project Schedule: A project schedule indicates what needs to be done and when the project is due, including key milestones. Complete the chart below based on your knowledge of the project at this planning stage.

Within each CCI proposed in Part A, there is a unique project scope of work, however, the following are global benchmarks for projects to be completed. The specific timeline for the CRC is dependent on their ability to re-pick up the project once Site Control has been garnered (this is a decision of the project manager and has been communicated to project partners).

Neighborhood Economic Development Projects	Start	End
Emerging Developers Incubator	Oct. 2024	Sept. 2033
Site Assembly, acquisition, and predev	Oct. 2024	Apr. 2027
Identification of emerging developers	Oct. 2024	Aug. 2032
Commercial planning/implementation	Jul. 2025	Sept. 2032
New Business construction and openings	May 2027	Sept. 2032
Façade/Exterior Home Improvements	Aug. 2025	Apr. 2032
Program Development and Outreach	Aug. 2025	Apr. 2026
Program Implementation	May. 2026	Apr. 2032

Please note the Children Rising Schedule will need to be revised with the plan once Site Control of Latimer Terrace has been issued from SHA to the City; this is contingent on the Phase I closing and the City's ability to enter a land lease for the parcel with Blueprint 15.

Part E: Measurable Outcomes: Identify any measurable outcomes expected to result from this CCI activity.

Outcome Measure	Metric /Goal
Residents return to the neighborhood and new people are choosing to live/invest in East Adams	New housing, businesses, parks, public art and infrastructure are actualized
Residents are meaningfully contributing to their community	Incomes increase and residents are stable and thriving
Residents have sense of belonging and pride	Programs and resources are well-coordinated that there is "no wrong door" to participate