



South Avenue Corridor

Economic Development Feasibility Study

Prepared for the South Avenue
Collaborative and the City of Syracuse
Industrial Development Agency

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Process and Methods

The City of Syracuse IDA and the South Avenue Collaborative commissioned Camoin Associates to conduct an Economic Development Feasibility Study (“the Study”) for the South Avenue Corridor of Syracuse, NY. Recent investments into the neighborhood and ongoing redevelopment plans have catalyzed discussions on how best to leverage South Avenue’s strengths and align public and private-sector resources on transformative projects. Building off recently completed community and economic development programs, like Main Street grants for façade improvements and a city-wide rezoning update, the Study builds on momentum within the corridor, and seeks to strategically manage existing resources to implement recommendations.

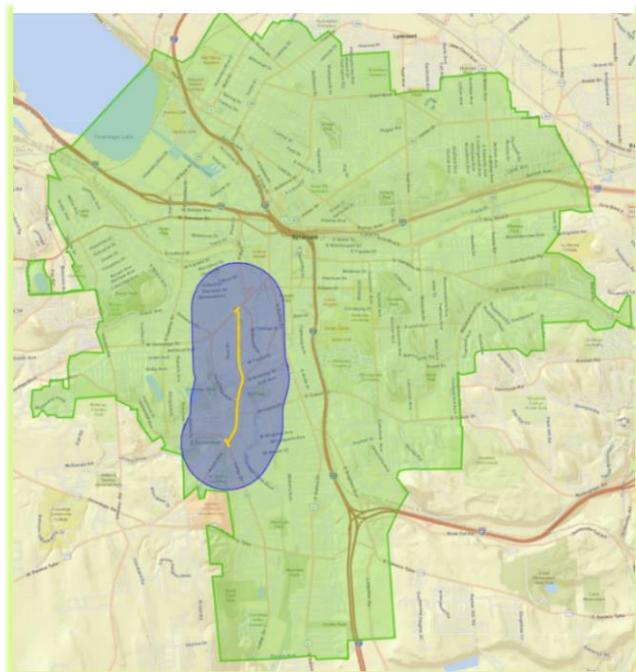
This Study is comprised of both primary and secondary data. Our analysis seeks to identify market trends at the regional level that are impacting real estate development, as well as trends at the local and site level that may impact development opportunities on the South Avenue Corridor. Our analysis takes into account market trends but also physical aspects of the corridor that will practically impact where development best suited.

The findings from the market analysis, together with consideration of neighborhood context, site capacity, environmental constraints, property ownership, zoning requirements, and input from the community, were used to ultimately select four high priority development sites.

Study Area

The primary study area is demonstrated in the figure to the right. The study area consists of the area contained within a ½-mile buffer surrounding a 1.5-mile stretch of road along South Avenue from West Onondaga Street to the north to Glenwood Avenue/Valley Drive to the south (See Figure 1). Additional comparison geographies were analyzed in other components of this study and are identified in relation to the South Avenue Corridor in the attached Appendices.

CITY OF SYRACUSE (GREEN) WITH THE SOUTH AVENUE CORRIDOR (BLUE) AND SOUTH AVENUE (YELLOW)



The study consists of three major components:

- **Baseline Assessment** –Historical and current demographic, housing, and retail trends on the South Avenue Corridor were assessed in the baseline assessment. The information provides important context for additional planning elements and determining development potential on South Avenue.
- **Infrastructure Assessment** – Bergmann Associates completed an infrastructure assessment of South Avenue and its surrounding environs. This component includes documentation of utility connections throughout the corridor, pedestrian amenities, transportation routes, parking, traffic volumes, and other physical elements pertinent to understanding where development in best suited on South Avenue.
- **Action Plan Matrix** – The Action Plan Matrix is the road map forward for South Avenue. It is meant to be used as an implementation tool that will guide short-term and long-term plans. The contents of the Action Plan Matrix offer precise recommendations on how to best position South Avenue in terms of market viability, attracting developers, and capitalizing on the strengths of the community.



Community Engagement

From the beginning, the process for this study was intended to be community-forward. Through the combined efforts of the South Avenue Collaborative, who acted as the Steering Committee for the project, in addition to the South Avenue residents that participated in public meetings, the recommendations balance market realities facing South Avenue with the desires of the community. The study also sought the support of local policy makers and community leaders who will play a vital role in implementing the recommendations set forth in the Action Plan Matrix.



A comprehensive outline of the community engagement process is listed in Appendix A.

Market Analysis Findings

Based on the analysis of the baseline assessment and real estate market analysis for the South Avenue Corridor and its surrounding regions, the following strengths to leverage and hurdles to overcome have been identified. The information below reflects findings as of spring 2018.

Strengths to Leverage

Ongoing projects present more options to the neighborhood. Development activity is on the rise on South Avenue. Throughout the planning process, there were at least six ongoing projects slated for development, with even more ideas generated through productive conversations between residents, businesses, and local stakeholders at the South Avenue Open House. The development projects range from recreation assets like the Creekwalk to entertainment options like the banquet hall development, to community driven development projects bringing mixed-use commercial activity to the neighborhood. While seeing development through conception to completion can be a tedious process, the number of projects in progress demonstrate the imminent potential to diversify commercial activity and bring back density to the corridor. Developing strong partnerships and clear business plans for each development will ensure continued progress.

Changing perceptions. While the perception of high crime and loss of businesses was something discussed during interviews, it was clear from speaking with current residents and businesses of South Avenue that the corridor is in the process of a transformative shift. With the arrival of Price Rite in 2017, the resiliency of the long-standing business community, and momentum of ongoing projects, perceptions about South Avenue are shifting.

Connectivity to downtown. South Avenue is in a position to capture traffic flowing north-south and east-west across the city. Traffic counts are slightly lower than other commercial corridors in the city, however, there are strategic intersections where development could be utilized to attract additional travelers.

Institutional anchors. Onondaga Community College (OCC) and Upstate University Hospital both have campuses less than five minutes from the South Avenue Corridor. These institutions are major employment hubs; institutional anchors on the Southside could partner with other South Avenue

Ongoing Development on South Avenue Corridor:

There are several development projects already in the concept and pre-development stages. The upcoming projects include residential, recreational, entertainment, and commercial uses. Select projects are highlighted below.

- **510 W Onondaga St** – A Pathfinder Bank branch is slated for development at the intersection of West Onondaga and South Avenue. The bank hopes to open in late 2018.
- **310 South Avenue** – The former B&B Lounge will be renovated to a full-service restaurant on the ground floor, run by a local entrepreneur, with second story residential units.
- **600 Block of South Avenue** – A series of parcels across from Price Rite are part of a development collaborative that brings together local private and public partners.
- **1711 South Avenue** – Now vacant land, this property is slated for development of a banquet hall and second floor residential units.

Collaborative organizations to invest in off-campus housing, offices, flex space, or other community driven spaces that would create a stronger connection between the corridor and these institutions.

Strong market demand for food options. Throughout interviews, discussions at public meetings, and the community survey, it was clear that there is a demand for more food options on South Avenue. The retail leakage analysis demonstrated that food and beverage stores was a retail category that could be supported by local demand. Attractive food offerings would serve the local population and draw in additional clientele from the rest of the city, establishing South Avenue as a destination.

Active community leaders. The South Avenue Collaborative, which helped to facilitate the market analysis and Action Plan Matrix, was comprised of local community organizations that have a longstanding history of economic and community development on South Avenue. There are additional business owners and residents that spoke about their dedication to South Avenue and the vision that they have for the future. Harnessing the strengths of each community organization and individual expertise will help to concentrate resources and progress development.

Physical recreational assets. The South Avenue Corridor intersects with Onondaga Park and Kirk Park just south of West Kennedy Street. These parks form a key green space in the City of Syracuse, with multiple walking trails, swimming pools, and playgrounds. Easy access to these parks helps residents maintain active lifestyles.

Rezoning efforts. The rezoning project will enable greater flexibility for self-employed individuals, mixed-use development, and generally encourage development patterns that are more suited to build commercial density.

Hurdles to Overcome

Diminished retail demand. A decline in population over the last decade and limited disposable income present challenges for attracting retail to the South Avenue Corridor. However, the South Avenue Corridor already has unique, ethnic offerings that could draw of city dwellers and begin to build a concentration of stores that reflect the diverse backgrounds of the residents of South Avenue.

Instances of crime. The relatively high crime rate on South Avenue was an issue acknowledged by community participants, as well as quantified in data collection. According FBI statistics, the Total Crime Indices for South Avenue was 55% higher than the national average. Yet, in the corridor Competitiveness Assessment, South Avenue's overall crime index was not as high as Geddes Street, which is home to a variety of commercial activity.

Perception of South Avenue. Instances of crime in the area have led to a negative perception of the business climate on South Avenue. However, there are many grassroots efforts to challenge these perceptions and shift the narrative. As development projects advance in the corridor, the internal and external messaging around development activity will be critical to supporting new business development and the existing commercial base.

Environmental constraints. While the Creekwalk is a recreational attribute for the South Avenue Corridor, the presence of Onondaga Creek and its activity places portions of the study area in the FEMA designated 100- and 500-year Flood Plains. However, the flood plain spans a relatively small portion of developable land and there are strategies to mitigate potential damage. There are a variety of ways to integrate these parcels into productive uses that will compliment development on the corridor, including community gardens or other natural uses to alleviate potential flood hazards.

Vision

To guide goals, objectives, and actions for revitalization, a vision statement was created for the South Avenue Corridor. This vision is based on extensive outreach and engagement with the Steering Committee and the public. It reads as follows:

South Avenue is a vibrant corridor with a diverse mix of uses that supports the sustainability of the local community, neighborhood business owners, as well as long-time and new residents.

Goals

To achieve this vision, the following goal areas were developed. Together, the elements of these goals will lay the foundation to support and attract commercial businesses, generate economic activity, and create a high quality of life for residents and businesses. Additional details on partners driving the Action Plan and specific tasks, timelines, and resources for each task can be found in Appendix A: Action Plan Matrix.

1



Neighborhood Development

Encourage a mix of developments that will enhance community and support established businesses.

2



Corridor Character

Enhance streetscape elements along the South Avenue Corridor.

3



Quality of Life

Provide enhanced services and amenities to residents to ensure healthy and holistic living.

Goal 1 – Neighborhood Development

Encourage a mix of development that will enhance community and support established businesses.

1. **Encourage Mixed-Use Development** – Mixed-use developments that offer a range of residential options with ground floor commercial will generate additional economic activity on South Avenue. Increasing residential options will diversify the customer base for businesses and provide additional retail offerings for local residents. Some existing buildings have the structure to achieve this mix, while new building developments should also consider this model. Possible new businesses for ground floor retail include fast-casual restaurants, local clothing stores, and retail offerings that reflect the diversity of the corridor. Other businesses like gas stations would help create a one-stop shop along the corridor for residents to live, work, and explore.
2. **Restore and Redevelop Blighted Properties** – The City should partner with NBD (Neighborhood Businesses Development) and Code Enforcement to develop initiatives to encourage more proactive code enforcement. Available funding sources to support this work include:
 - a. CDBG
 - b. EPA assessment grant
 - c. Restore NY
 - d. National Grid
 - e. Main Street/Commercial District Revitalization
3. **Partner with Key Organizations and Agencies** – The City should maintain continued outreach with key institutions and organizations, like Onondaga Community College and Upstate Medical University.
4. **Market Catalytic Sites** – The City and local partners should continue efforts to determine priority parcels for attracting development. This includes marketing assembled parcels to the regional development community. Four sites were identified to have the highest development potential. The parcels are listed below, and the following pages indicate their current status and potential by site.

Site 1.	133-135 South Avenue
Site 2.	900 South Avenue
Site 3.	1525, 1531 South Avenue
Site 4.	10 Valley Drive

133 -135 South Avenue

- **Current zoning:** Residential district
- **Expected zoning:** R5, high density residential development
- **Existing uses:** Vacant land
- **Neighboring uses:** Residential, multi-family, and single family
- **Current Ownership:** Land Bank
- **Development potential:** Residential infill
- **Next steps:** Processed through Land Bank, market and put out to RFP by Land Bank

Benefits of Development

- ✓ Provides additional housing options for residents
- ✓ Adds customer base for South Avenue businesses
- ✓ Puts vacant property to productive use

Current Use



Potential Multi-Family Use



900 South Avenue

- **Current zoning:** Local business district
- **Expected zoning:** MX-1, low to medium density residential, low impact non-residential uses
- **Existing uses:** Vacant land
- **Neighboring uses:** Corner property, residential, and commercial
- **Current Ownership:** Privately owned
- **Development potential:** Gas station with convenience store, possibly highlighting local goods
- **Next steps:** Gain site control, site investigation through EPA funds

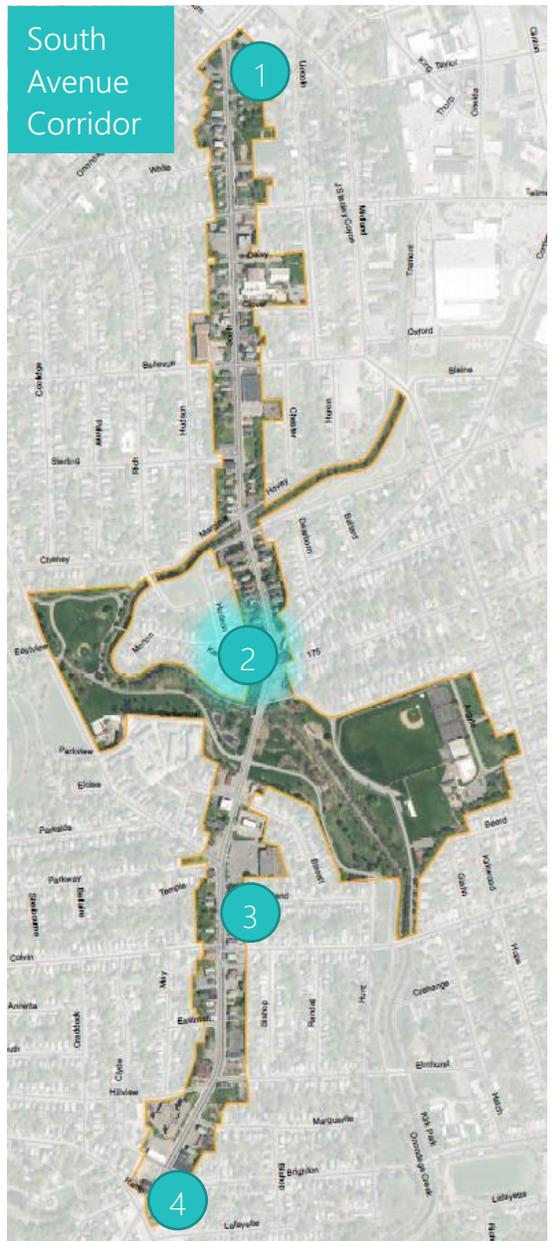
Benefits of development

- ✓ Fills market demand
- ✓ Captures traffic traveling on South Avenue
- ✓ Puts vacant property to use
- ✓ Generates property tax

Current Use



Potential Gas Station Use



1525, 1531 South Avenue

- **Current zoning:** Residential district
- **Expected zoning:** MX-2, low density residential with small-scale non-residential
- **Existing uses:** Vacant land
- **Neighboring uses:** Residential, multi-family, and single family
- **Current Ownership:** Land Bank
- **Development Potential:** Commercial infill
- **Next steps:** Processed through Land Bank, market and put out to RFP by Land Bank

Current Use



Potential Commercial Infill



Benefits of Development

- ✓ Puts vacant or underutilized space to productive use
- ✓ Creates opportunity to meet market demand
- ✓ Continues to diversify commercial offerings
- ✓ Builds South Avenue as a destination



Goal 2 – Corridor Character

Enhance streetscape elements along the South Avenue Corridor.

The South Avenue Corridor has a vibrant community presence and strong neighborhood pride. However, the current conditions of the corridor do not reflect this thriving community, which flourishes with long-time neighborhood residents and established businesses. Enhancing streetscape elements will help to improve the perception of the area and attract additional visitors.

1. **Intersection Improvements** – Intersections as they currently exist are barren and leave pedestrian users feeling unsafe. Existing street intersections are automobile oriented and lack designated crosswalks and other pedestrian amenities. Enhancement of these intersections, through visible crosswalk striping and bump-outs, will enhance pedestrian safety and encourage increased walkability along the corridor for all users.

An example of potential intersection enhancements is provided below for South Avenue and Clover Street, adjacent to the Southwest Community Center. Since the community center is a high activity node in the corridor, enhancements to visually improve this intersection should be implemented. Additional street trees and bump-outs will improve safety for pedestrians and bicyclists and could incorporate green infrastructure to reduce stormwater runoff.



2. **Pedestrian Amenities** – Amenities for pedestrians and bicyclists along South Avenue are minimal; only two bus shelters, two bike racks, and one bench are present. In order to encourage walkability and increased activity on the street, additional pedestrian amenities are recommended. Additional amenities along the entire length of the corridor, such as resting benches, trash cans, planters, bicycle racks, and bus shelters should be installed.

These amenities also present an opportunity for South Avenue Corridor “branded” items to be installed on the corridor. Branded amenities on this corridor, especially concentrated in the central portion of the corridor will help identify South Avenue as a unique neighborhood to visitors. A walkable neighborhood that is aesthetically pleasing and cohesive throughout will enhance the attractiveness of the corridor for residents and visitors.

Enhancing a Pedestrian-Friendly Community

South Avenue has the basic ingredients to create an enhanced walkable experience for users. Not many neighborhoods are equipped with fully accessible sidewalks and abundant park space, like South Avenue contains.

Walkability improvements will be supported by the Onondaga Creekwalk, existing businesses, and recreational assets.



BUS SHELTERS



TRASH RECEPTACLES



BIKE RACKS



BENCHES



PLANTERS

3. **Street Trees** – Often overlooked, street trees are an important aspect of the urban streetscape. Street trees provide shade and visually enhance the corridor by adding aesthetic value to the street. They frame visual walls and provide distinct edges so motorists can better distinguish between the roadway and the sidewalk, which can result in a natural reduction in traffic speeds. When planning street trees on this corridor, collaboration with the City of Syracuse Arborist must take place to ensure proper placement and sustainability standards.

Choosing the Right Street Tree

All street trees are not made equal. Street tree planting within the Northeastern United States requires attention to detail in terms of placement and species type. All planned street trees on the South Avenue Corridor must go through review with the City's Department of Public Works and City Arborist.

The following street trees are appropriate for the corridor and provide color and shade.



Robin Hill Serviceberry
Height: 15-25'
Width: 12-15'
Growth: Medium



Freeman Maple
Height: 40-70'
Width: 20-40'
Growth: Fast



Eastern Redbud
Height: 20-30'
Width: 25-35'
Growth: Medium



Skyline Honeylocust
Height: 35-45'
Width: 30-40'
Growth: Fast

4. **Gateway Enhancements** - Gateways introduce tourists and visitors to the corridor and represents the “first impression” one gets of the corridor. Two primary gateways exist; West Onondaga Street/South Avenue and Glenwood Avenue/South Avenue. Visitors should be welcomed and directed to where they need to go as they pass through one of these gateways. This could include a gateway sign, banners, landscaping, and public art.

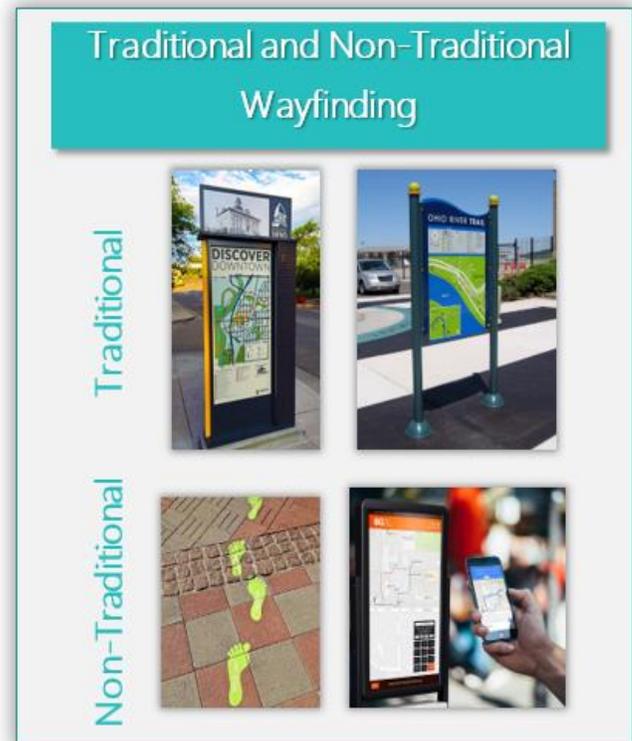
The graphic below shows potential enhancements to the West Onondaga Street/South Avenue intersection.



5. **Wayfinding Signage** – Wayfinding helps guide people through the physical environment and enhances their understanding and experience of their surroundings. With properly implemented wayfinding, users will be able to determine where they are and how to get to the next destination. Comprehensive wayfinding systems often combine signage, maps, symbols, and colors. More and more often wayfinding integrates mobile applications and digital displays.

Signage should facilitate travel, identify pertinent destinations, as well as guide visitors, both pedestrian and vehicular users, to their destinations.

Particular locations and nodes to highlight within the South Avenue Corridor include the Onondaga Creekwalk, Southwest Community Center, Lower Onondaga Park, Kirk Park, restaurants, and local businesses.



6. **Public Art** – A relatively inexpensive way to improve the representation of dilapidated buildings, boost community unity, and display local creativeness is to display local art within public spaces. Since the South Avenue Corridor is a lively and active community, these types of installations will help reflect vibrancy and community pride. These art displays can be implemented by encouraging residents to participate in painting murals and local art competitions. We recommended an art installation in Spirit of Jubilee Park, an active node within the corridor.
7. **Branding and Marketing** – The South Avenue Corridor already has an established community presence with the leadership of the Southwest Community Center. However, additional branding and identity opportunities for the corridor exist. The creation of a cohesive identity to promote South Avenue as a neighborhood, with unique destinations and offerings will both improve the neighborhood fabric and visitor experience.
8. **Infrastructure Improvements** - The upkeep of infrastructure is an important aspect of the public realm that ensures new development is feasible and will be supported. Since sewer infrastructure in the corridor is older and near capacity, future large-scale developments may

need to upgrade portions of the sewer network. The utilization of Community Development Block Grant (CDBG) funds can be used for infrastructure improvements.

9. **Green Infrastructure Techniques** – The Onondaga Creek presents flood hazards through the corridor. However, flood hazards can be mitigated through the implementation of green infrastructure techniques.

We recommend converting undevelopable Syracuse Land Bank property to public greenspace to mitigate flood hazards and improve quality of life. Funding for these types of projects are available from the City of Syracuse Green Improvement Fund (GIF).

What is Green Infrastructure?

Green infrastructure can help protect water quality and reduce stormwater runoff by using vegetation, soils, and natural processes to manage and treat stormwater. A site outfitted with green infrastructure can mimic nature by soaking up and storing water. Green infrastructure elements can be easily incorporated into parking lot designs to help mitigate the effects of stormwater runoff.



BIOSWALES



TREE FILTERS



PARKING LOT DESIGN

Goal 3 – Quality of Life

Provide enhanced services and amenities to residents to ensure healthy and holistic living.

1. **Public Safety** – High crime rates are a potential deterrent to new development in the South Avenue Corridor. While additional funding or new police resources may not readily be available, reallocating existing public safety resources to increase the visibility of police presence at strategic locations could be beneficial. This could mean switching from car patrols to foot or bicycle patrols around parks, special events, or community resources. Partnering with law enforcement on formalizing a Neighborhood Watch Program could also serve the residents.
2. **Event Programming** – The Spirit of Jubilee Park is an ideal location for outdoor events that help bring together community members. Suitable events could include concerts, yoga or Zumba classes, a food market or food trucks, or art festivals. Promoting local musical acts and partnering with public and private organizations to put on events that are branded towards the corridor will help it further develop as a destination for great music, entertainment, and unique food offerings. Constructing a permanent stage for acts in the park would cut down on day-off costs for organizations like Jubilee Homes and Joined Artists, Musicians & Singers, Inc. (JAMS) and provide a home for local musical acts.



3. **Partner on Youth Programming** – Feedback from multiple community engagement meetings made it clear that there was a need for increased youth programming in the neighborhood. Incorporating youth programming and workforce development into these or other economic development efforts will be critical to success.
4. **Grow Community Initiatives** – Organizations like Syracuse Grows aim to foster a love of urban agriculture through building and maintaining city gardens. The sense of community and self-sufficiency that accompanies maintaining community gardens would be substantial in promoting local sense of place. Utilizing parcels of land that are in the flood plain or that are otherwise undevelopable can also help avoid blighted properties.

Action Plan Leaders

Implementing the tasks in the Action Plan Matrix will require a collaborative effort among public, private, and non-profit stakeholders along South Avenue. Meeting regularly to outline roles and responsibilities as progress is made on the Goal Areas will be necessary to keep stakeholders up to date and productive. It is anticipated that the Steering Committee will meet on a quarterly basis, with more frequent meetings if required for a certain project.

The following partners are those that were heavily involved throughout this process and are intimately involved in development potential for South Avenue. However, this is not an extensive list and the goal should be to exponentially expand the partners. Drawing on local communal resources will help focus efforts and generate economic activity from within the corridor.

Jubilee Homes	Home Headquarters	SWCC
CHC Group, Inc.	Land Bank	Allyn Foundation
Existing Businesses	SIDA	City of Syracuse

Next Steps

While the timeframe expectations by task are listed out below in the Action Plan Matrix, the South Avenue Collaborative should focus on two specific priority actions over the next 6 months:

1. Identify additional funding opportunities necessary to implement actions in the Action Plan Matrix. This is especially pertinent for Round 8 of the Consolidated Funding Application session, which opens in early May 2018 and will close on July 27, 2018. Align individuals or organizations who are seeking funding with materials composed for this Study to help advance development projects.
2. Address actions that require attention in the short-term. These actions will create a solid neighborhood environment that will attract further development prospects and improve quality of life for residents. Partnering with the local police force to improve the visibility of public safety and addressing blighted properties will be crucial to encouraging economic development activities.

Goal 1: Neighborhood Development - Encourage a mix of development that will enhance community and support established businesses.

Target Area	Action	Timeframe	Partners	Resources
Mixed Use Development	Encourage mixed-use development that meets local retail demand and attracts additional residential options.	Mid-term and ongoing	City of Syracuse, Planning Department, Greater Syracuse Land Bank, Jubilee Homes, SWCC, CHC Group, HHQ	City staff time, Land Bank staff time, Production of marketing materials for available sites Resources for addressing blighted properties include: CDBG, EPA assessment grants, RESTORE NY, National Grid
Blighted properties	Partner with NBD and Code Enforcement to develop initiatives to encourage more proactive code enforcement.	Short-term and ongoing	Dept. of Neighborhood and Business Development, Code Enforcement, property owners	
Catalytic sites	Assemble catalytic parcels into contiguous properties that can be sold as a unit to a potential developer. Market assembled sites to the regional development community.	Mid-term and ongoing	City of Syracuse, Planning Department, Greater Syracuse Land Bank, Jubilee Homes, SWCC, CHC Group, HHQ	
Key Organizations	Continue engagement strategy with surrounding institutions like OCC and Upstate Medical to determine their potential off-site needs that could be accommodated by available sites or buildings.	Long-term and ongoing	City of Syracuse, Planning Department, Greater Syracuse Land Bank, Jubilee Homes, SWCC, CHC Group, HHQ	

Timeframe Legend

Short-term: 0- 6 Months **Mid-term:** 6 months – 1 year **Long-term:** 1-3 years

Measures for Progress and Success: Number of sites processed by Greater Syracuse Land Bank; number of sites on South Avenue that are assembled and marketed; number of sites that are put out to RFP by the Greater Syracuse Land Bank; dollar amount of investments in catalytic sites

Goal 2: Corridor Character- Enhance streetscape elements along the South Avenue Corridor.

Target Area	Action	Timeframe	Partners	Resources
Intersection Improvements	Design and install improvements on needed intersections.	Engineering Design – Mid-term; Installation – Long-term	City of Syracuse Department of Public Works	Transportation Alternative Program (TAP)
Pedestrian Amenities	Install street furniture including, but not limited to, benches, bicycle racks, bus shelters throughout the corridor, prioritizing key intersections.	Midterm	City of Syracuse, SWCC, City Engineering Department, SWCC, Southside TNT	TAP
Street Trees	Plan and install street trees throughout the South Avenue Corridor.	Midterm	City of Syracuse, City of Syracuse Arborist, City of Syracuse Department of Public Works	Transportation Enhancement Program (TEP)
Gateway Improvements	Apply for funding and install gateway enhancements on West Onondaga Street and Glenwood Avenue.	Funding App. – Midterm; Installation – Long-term	City of Syracuse, Southside TNT, Department of Public Works	TAP
Wayfinding Signage	Design and install wayfinding signage to attract and retain visitors.	Design – Short-term; Install – Long-term	City of Syracuse, City of Syracuse Department of Public Works, Southside TNT	Surface Transportation Block Grant Program, TEP, TAP
Public Art	Host design competition for public art display and install.	Design Competition – Short-term; Installation – Mid-term	City of Syracuse, SWCC, Jubilee Homes	SWCC

Branding and Marketing	Create logo and utilize in promotional materials, including webpage development, brochures and street banners.	Logo Development – Midterm; Promotional Materials Development – Long-term	City of Syracuse, Jubilee Homes, SWCC, Southside TNT	Market New York
Infrastructure Improvements	Utilize CDBG funds to implement sewer infrastructure updates, if necessary.	Long-term	City of Syracuse, City of Syracuse Engineering Department	CDBG Funds, City of Syracuse, Onondaga County
Green Infrastructure Techniques	Implement green infrastructure techniques, such as bioswales, tree filters, pervious pavements, parking lot designs, etc.	Mid-term	City of Syracuse Engineering Department, Southside TNT, SWCC, Syracuse Land Bank	City of Syracuse Green Improvement Fund, Green Innovations Grant Program (GIGP)

Timeframe Legend

Short-term: 0- 6 Months **Mid-term:** 6 months – 1 year **Long-term:** 1-3 years

Measures for Progress and Success: Number and dollar amount of grants obtained for gateway improvements, number of pedestrian amenities added to corridor, creation and usage of logo

Goal 3: Quality of Life - Provide enhanced services and amenities to residents to ensure healthy and holistic living.

Target Area	Action	Timeframe	Partners	Resources
Public safety	Partner with law enforcement to determine appropriate tactics to increase visibility of public safety measures. This could include getting more “feet on the street” or increasing community policing efforts.	Short-term	City of Syracuse, Police Department, SWCC, Jubilee Homes	City of Syracuse, Police Department
Event programming	Continue to build existing events in the Spirit of Jubilee Park and expand range of events.	Long-term	Jubilee Homes, City of Syracuse, Joined Artists, Musicians, Inc., local businesses	City of Syracuse, SWCC, Allyn Foundation
Youth programming	Partner with city agencies and local institutions to target youth	Mid-term	City of Syracuse, SWCC, OCC	City of Syracuse, SWCC, OCC, CNY Works

	programming initiatives that will engage young adults in community building activities.			
Community Gardens	Capitalize on vacant or underused parcels on the corridor for community garden or other natural beautification activities. Include elements of public art that highlight the corridor’s history and future. This could potentially partner with Youth Programming.	Long-term	City of Syracuse, SWCC, Syracuse Grows	Cornell Cooperative Extension

Timeframe Legend

Short-term: 0- 6 Months **Mid-term:** 6 months – 1 year **Long-term:** 1-3 years

Measures for Progress and Success: Number of events held in Spirit of Jubilee Park and other recreation assets on South Avenue, attendance at local events, number of beautification and/or community garden projects on the corridor

Appendix A: Community Engagement Summary

Attachments

Attachment A – Meeting Summaries

Summary of Community Engagement

Community engagement and support is an important means to ensure successful community ownership, planning and implementation of a specified action plan. Providing opportunities for residents to contribute feedback and ideas encourages investment in the future direction of the community and long-term support for the plan itself. The planning process for the South Avenue Corridor Economic Development Feasibility Study included various techniques including a steering committee, public workshops and visioning exercises, stakeholder interviews, a community survey and Facebook Page. The purpose of the community engagement strategy is to solicit valuable and valid public input to produce a community-based economic development plan for the South Avenue Corridor, which informed plan direction and recommendations.

Meeting summaries from all steering committee, stakeholder and public meetings can be found in Attachment 1 – Meeting Summaries.

Steering Committee

At the beginning of the planning process, a steering committee was convened to guide the study, provide expertise about the study area and community desires, and offer a variety of perspectives on issues and opportunities.

The Steering Committee was comprised of representatives from the City of Syracuse, local organizations, business owners and individuals from the community at large. The Committee was involved in identifying key stakeholders, communicating and notifying the community about opportunities for engagement, development of priority goals and objectives, and identifying key issues to be addressed. The steering committee met a total of five times over the course of the planning process.

The Steering Committee included the following members:

Name	Organization
Carolyn Evans-Dean	Economic Development Consultant
Cleveland Hughes	CHC Group, Inc.
Crystal Cosentino	Home HeadQuarters
Desaree Dixie	Jubilee Homes of Syracuse
Dominic Robinson	CenterState CEO
Eric Ennis	City of Syracuse, NBD
Judy DeLaney	City of Syracuse, NBD
Larry Williams	Southwest Community Center
Maarten Jacobs	Allyn Family Foundation
Nora Spillane	City of Syracuse, Department of Neighborhood and Business Development (NBD)
Sharon Owens	Southwest Community Center
Stephanie Pasquale	City of Syracuse, NBD
Susan Stearns	Southwest Community Center
Walter Dixie	Jubilee Homes of Syracuse

Stakeholders

Both one-on-one and small group interviews were conducted with key stakeholders early in the planning process to gather feedback about specific needs and opportunities within the South Avenue Corridor. Stakeholders were identified with assistance from the steering committee and included a wide variety of backgrounds, expertise and interests in and around the South Avenue Corridor. Stakeholders were asked about the strengths, weaknesses, and opportunities they believed existed for the South Avenue Corridor based on their unique tie to the community.

Key stakeholders interviewed for this study included the following:

Name	Affiliation
Ben Bunting	Owner, Tippin-In-Lounge
Beverly Fair-Brooks	Vice President, Regional Community Reinvestment Officer, M&T Bank
Bill Britton	Director, Real Estate/H.R. at PriceRite
Bob Dougherty	Former City of Syracuse Common Councilor
Cali Khakoo and Eric Ennis	Staff, Department of Neighborhood and Business Development
Calvin Corriders	Regional President, Pathfinder Bank
Cory LaDuke	Real Estate Broker, Cushman & Wakefield
David Nutting	Chairman and CEO, VIP Structures, Price Rite Developer
Dennis Bachman	Manager, Price Rite Real Estate, Wakefern Food Corporation
Ed Riley	Manager Member, Brine Wells Companies, local developer
Katelyn Wright	Executive Director, Greater Syracuse Land Bank
Kerry Quaglia	Chief Executive Officer, Home Headquarters Inc.
Linda Veit	Director of Community Relations, Upstate Medical University
Mario Colone	Program Manager, Syracuse Metropolitan Transportation Council
Michael Metzger	Associate VP of Economic & Workforce Development, Onondaga Community College
Owen Kerney and Neil Burke	Assistance Director, Division of City Planning & Transportation Planner
Richard Breland	Community Advocate
Rob Bucklin	President, West Onondaga Street Association
Shirley Goddard	Executive Director, H.O.M.E. Inc.
Susan Boyle, Joe Driscoll, Helen Hudson	City of Syracuse Common Councilors

Engagement Methods

Various methods for public outreach were implemented, including public visioning meetings and online engagement. A brief overview of these meetings is presented below with full descriptions provided in Attachment 1 – Meeting Summaries.

Public Visioning Sessions

Community-wide meetings were convened to provide residents an opportunity to learn about the goals and objectives of the study as well as provide feedback and ideas.

- **Public Visioning Workshop Highlights**

Approximately 65 community members attended the kick-off meeting, which took place at the Southwest Community Center on January 24th, 2018. The purpose of this meeting was to introduce the study and project team to the community as well as obtain the community's needs and desires through an interactive public visioning exercise.



Participants engaged in a visioning session to share their thoughts about the South Avenue Corridor.

- **Public Design Workshop Highlights**

Approximately 25 community members attended this meeting, which took place at the Southwest Community Center on March 1st, 2018. The purpose of this meeting was to engage the community in an interactive design workshop. This workshop allowed the participants to brainstorm ideas and projects for the South Avenue Corridor they believe would benefit their community. Participants utilized large maps of the corridor to select priority development sites and identify potential future uses.



Community members used large maps to select high-priority sites and potential developments for their community.

- Final Public Workshop Highlights

The final workshop was held on April 18th, 2018 and included two events; an open house and a formal presentation. Held in the Southwest Community Center, the open house showcased several tables of major stakeholders within the South Avenue Corridor. Participants included Price Rite, Cooperative Federal, M&T Bank, Pathfinder Bank, Syracuse Metropolitan Transportation Council and the Syracuse Land Bank. Community members were invited to speak with representatives one-on-one to discuss upcoming project slated for the corridor.



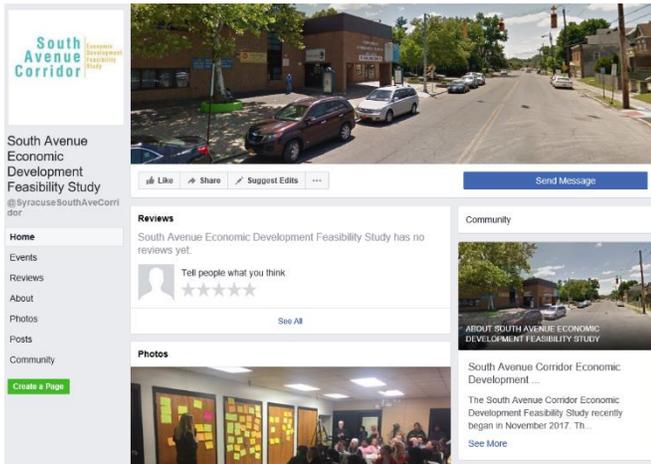
Participants engage with major stakeholders at the South Avenue Open House.

The presentation portion of the workshop allowed community members the opportunity to learn about the draft recommendations derived from the study analysis. The presentation was supplemented with a question and comment period to discuss the specific recommendations for the corridor’s revitalization.



Mayor Walsh providing opening remarks at the Final Public Workshop.

Online Engagement



The project team utilized two online methods to keep residents and interested parties engaged. This included the development of a South Avenue Corridor Economic Development Feasibility Study Facebook page as well as an online survey.

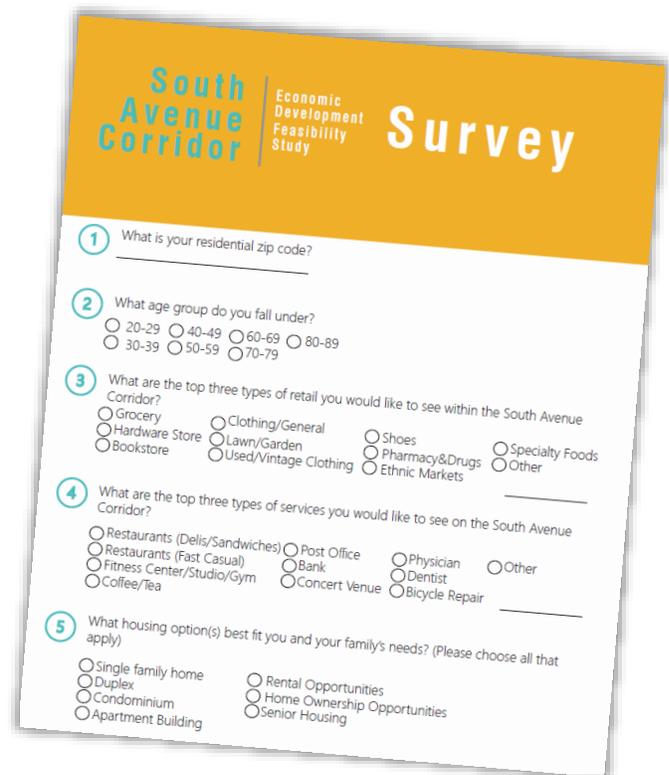
The Facebook Page was regularly updated throughout the process to inform residents of upcoming public meetings. The Facebook Page also provided a platform for South Avenue presentation materials to be accessed and viewed by residents and interested parties.

Community Survey

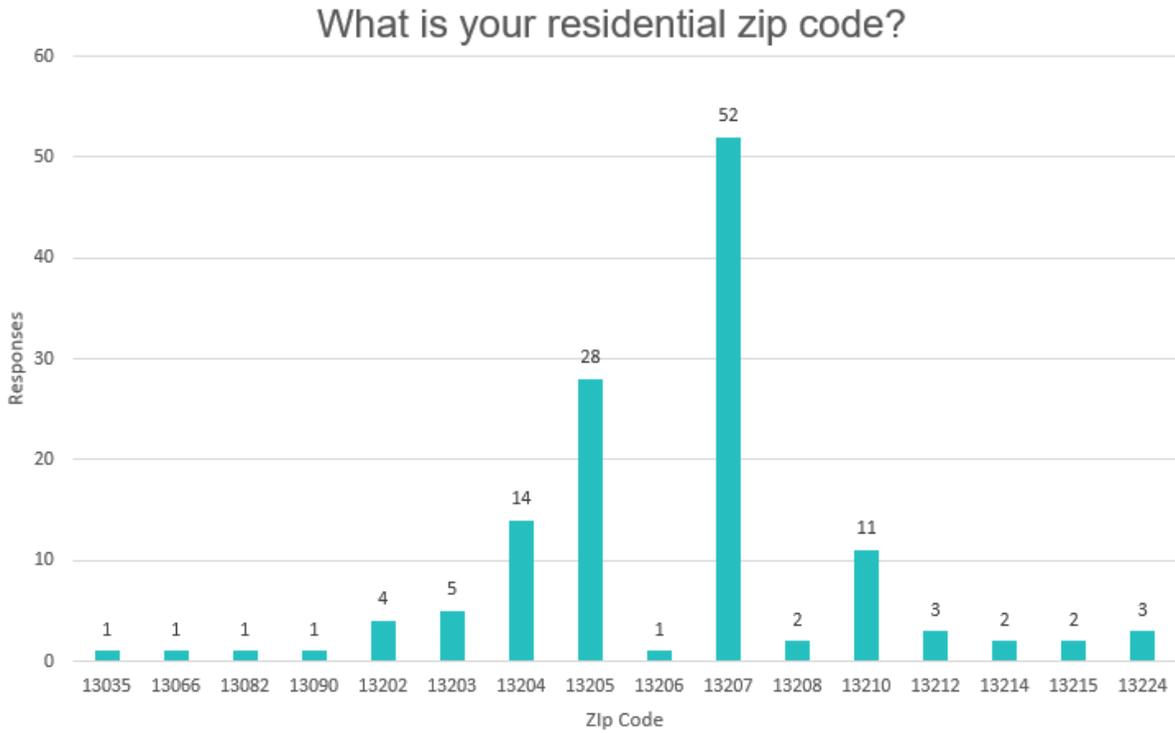
A short survey was created at the beginning of the public engagement process, which was accessible one of two ways; online and in hard copy. A hard copy version of this survey was provided at the Southwest Community Center during the first and second public meetings.

This survey gauged participant's current needs and future desires for the South Avenue Corridor and provided a quantified method of gathering data for the project team. The project team received over 130 survey responses throughout the duration of the study.

A summary of survey results is provided below. The entirety of responses is provided in Attachment 2 – Survey Responses.

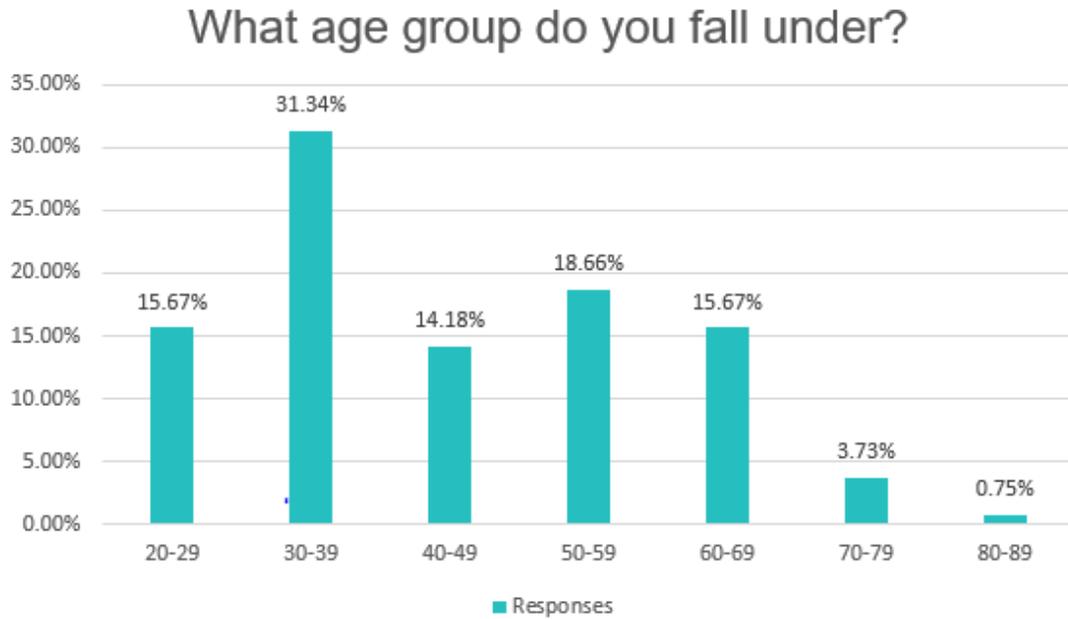


Question 1 -



Survey respondents included community residents spread across the City of Syracuse. The majority of survey respondents were from zip code 13207, which encompasses the majority of the South Avenue Corridor. Along South Avenue, this zip code extends from Bellevue Avenue to Dorwin Avenue, which comprises the western portion of the corridor. Additionally, a large percentage of respondents live in zip code 13205, which encompasses the eastern portion of the South Avenue neighborhood.

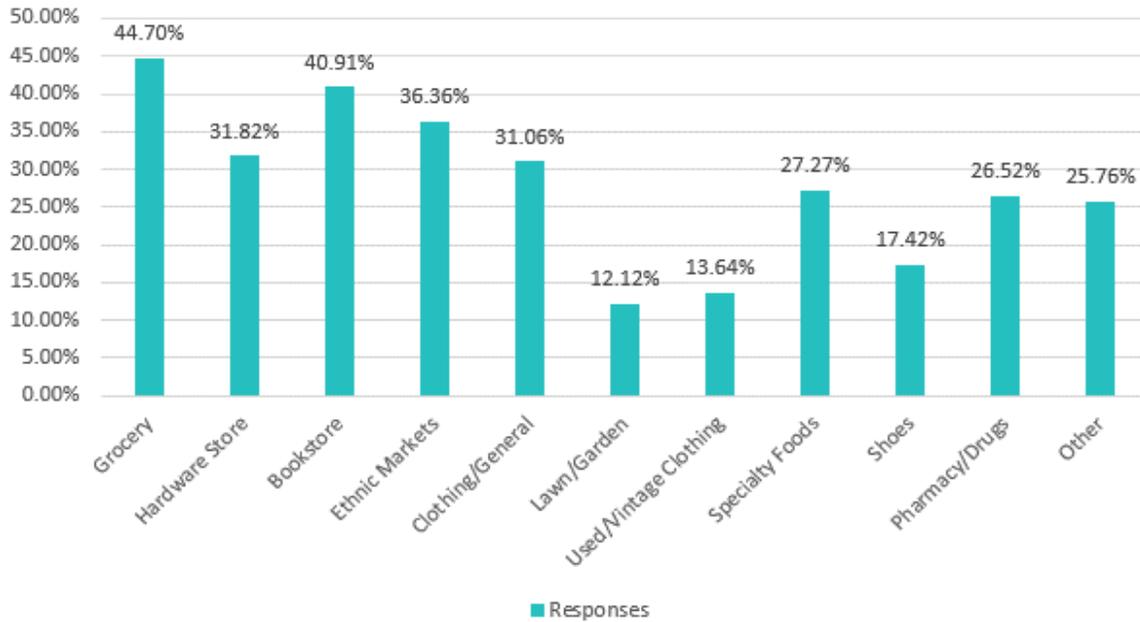
Question 2 –



The survey respondents spanned a wide age range. The majority of survey respondents were between the ages of 30-39. This is generally in line with the Baseline Assessment findings, which found that the South Avenue neighborhood is a young neighborhood with a median age of 29. This is an important age group to capitalize upon since young people are active in the community, starting families and may be looking to purchase homes.

Question 3 –

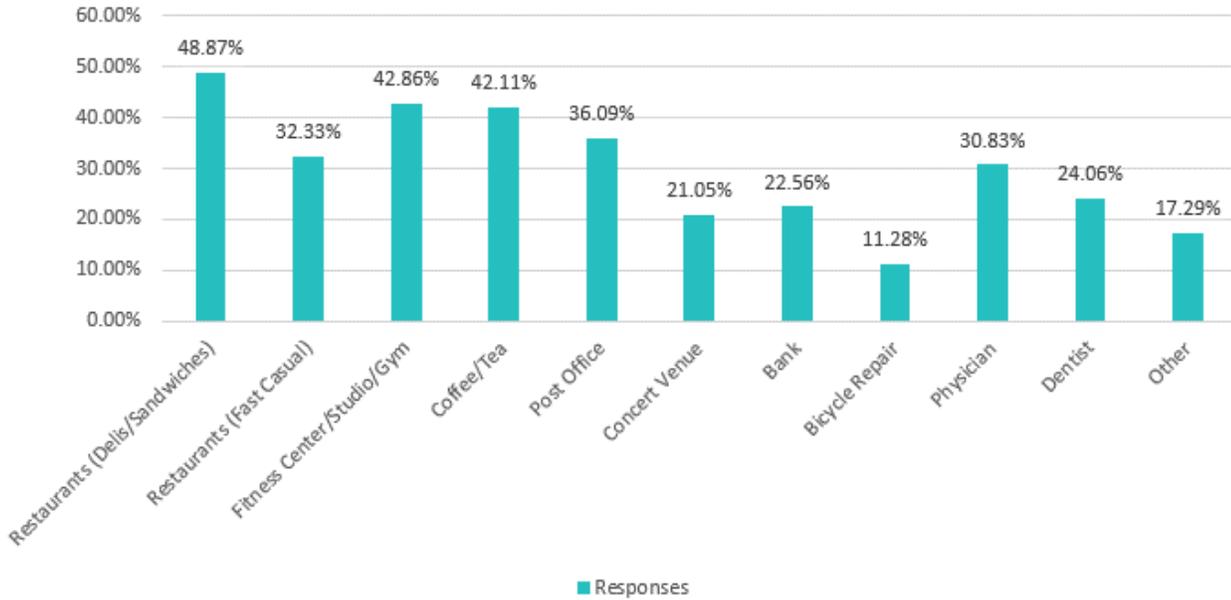
What are the top three types of retail you would like to see within the South Avenue Corridor?



For this survey question, it can be seen that the community desires a wide range of retail types within the South Avenue Corridor. Among the top choices, the community would like to see a grocery store, a bookstore and ethnic market stores. These results aligned with the community discussion during Public Workshop #2 where residents expressed the desire for more authentic, ethnic food markets and restaurants along to the South Avenue Corridor to reflect the neighborhood culture.

Question 4 –

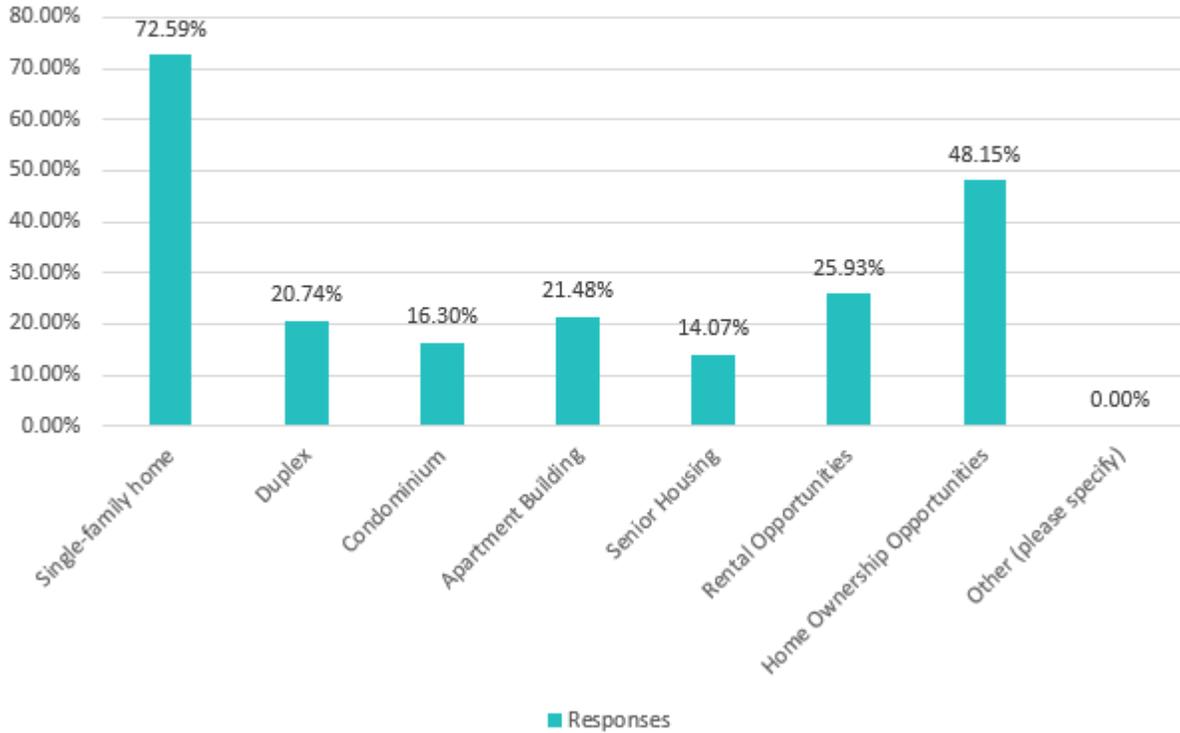
What are the top three types of services you would like to see on the South Avenue Corridor?



Similar to the responses to Question 3, a specific type of service did not overwhelm the choice selection for the community. According to this survey, respondents desire additional restaurants (such as deli and sandwich shops), a fitness center, and a coffee shop.

Question 5 –

What housing option(s) best fit you and your family's needs? (Please choose all that apply)



This question was geared toward determining what type of housing is in demand by South Avenue residents. According to this response, the majority of survey respondents live or would like to live in a single-family home. Additional home opportunities were also expressed by the community, indicating a strong desire for more resources to assist with achieving home ownership.

Question 6 –

If you had one million dollars, what type of transformative project would you choose for the South Avenue Corridor?

Since this was an open-ended question the following provides a summary of common themes and ideas for the corridor presented by respondents:

- Increased greenspace
- Redevelopment of vacant and abandoned properties
- After school programs and a recreational center for youth
- Increased rental housing options
- Entertainment and learning center

Question 7 –

Are there any other ideas/comments/information you would like to share with us about the South Avenue Corridor?

Since this was an open-ended question the following provides a summary of common themes and ideas for the corridor presented by respondents:

- Increased recreational options to improve activity of the neighborhood
- Enhanced lighting is needed along the street
- Increased public transportation options
- Rehabilitation of homes
- Mixed-use development inclusive for all
- Gas station needed in the corridor
- Removal of corner stores
- Connection to downtown is key for revitalization

A decorative graphic in the top left corner consisting of several overlapping teal-colored triangles of varying shades, creating a dynamic, abstract shape.

Attachment A: Meeting Summaries

COMMITTEE MEETING #2 JANUARY 24, 2018 @ 9:30 AM

Meeting Summary

Alexandra Tranmer (Camoin Associates) welcomed attendees and started the meeting. She introduced the project team and began with an explanation of the upcoming schedule for the day. A list of all meeting attendees is attached.

Presentation

Ms. Tranmer introduced Tom Dworetsky (Camoin Associates) whom briefed the committee on the draft baseline assessment completed thus far. This discussion was supplemented with a PowerPoint presentation (please see attached for additional detail), highlighting the following within the South Avenue Corridor:

- Demographic Information
- Housing Characteristics
- Commuting Patterns
- Retail Leakage Analysis and Trends

Ted Liddell and Sam Herberger (Bergmann) led a discussion highlighting conclusions drawn from the physical analysis of the South Avenue Corridor. The topics discussed included the following:

- On-going Initiatives within the Corridor
- Land Use/Zoning/Floodplains
- Infrastructure/Transportation Analysis
- Utility Analysis
- Pedestrian Analysis

Ms. Tranmer then provided an overview of key findings of known information about the Corridor, presented preliminary potential development sites currently owned by the Syracuse Land Bank, and outlined next steps for the remainder of the study.

The project team is tentatively scheduling a public visioning workshop and an additional steering committee meeting in March.

Committee Comments

Throughout the presentation, committee members shared insights and feedback for consideration. Key themes from the discussion are summarized below:

- Proposed development on the southern portion of the South Avenue Corridor
 - Banquet hall with 16 market rate apartments
- A market study was recently completed for a supermarket within the Corridor. Walt Dixon to send copy to project team
- Nora Spillane explained that the City of Syracuse hopes to have ReZone voted on and implemented by the end of the year
- Committee suggested looking at traffic counts in other City commercial corridors to compare volumes
- Committee suggested looking at crime and lighting data
- The City's lighting system is very cost inefficient
 - Incorporation of solar power may be an option to drive down costs
 - Solvay (bordering municipality) has a self-owned power facility which provides residents a cheaper utility cost
- While there is ample open space within the Corridor, Committee stressed that the public will only utilize it if they feel safe
 - Crime and drug dealing in the City has been a cause for concern recently. In the past, the City removed benches from the parks since they were thought to draw unwanted visitors into the area
- Possibility for land assembly to support future development of Syracuse Land Bank-owned parcels between Bellevue and Sterling avenues

Next Steps

The meeting concluded at approximately 10:30 AM. Ms. Tranmer noted that throughout the month of February the project team will be working diligently to complete a heavy marketing analysis and data compilation. The project team is also tentatively scheduling a public workshop in March. Future timeline includes a final meeting and report in April to ensure the report is prepared in time for Consolidating Funding Applications in early May.

COMMITTEE MEETING #3 MARCH 1, 2018 @ 3:00 PM

Meeting Summary

Samantha Herberger (Bergmann) welcomed attendees and started the meeting. She introduced the project team and began with an explanation of the upcoming schedule for the day. A list of all meeting attendees and the meeting PowerPoint presentation are attached.

Presentation

Ms. Herberger briefed the committee on the preliminary results of the community survey conducted with South Avenue neighborhood residents. Ms. Herberger explained that the project team obtained over 120 responses for this survey. The results showed that there was not one specific type of retail or service the community desired, but that a plethora of services and retail would be accepted by the community. Ms. Herberger also discussed the visioning results from the first public engagement workshop in late January.

Alex Tranmer and Michael N'dolo (Camoin Associates) led a discussion highlighting conclusions drawn from market analysis of the South Avenue Corridor. The topics discussed included the following:

- Baseline assessment findings;
- Comparison corridors (North/South Geddes Avenue, Grant Boulevard, and James Street)
 - These corridors were used to compare traffic volumes and business sectors to South Avenue
- Market Opportunities
- South Avenue Challenges and Advantages
- South Avenue Recommendations

Mr. N'dolo briefed the committee on preliminary recommendations for revitalization along the South Avenue Corridor. Mr. N'dolo stressed the importance of starting redevelopment with 'low-hanging fruits' such as addressing blight, targeted development on the ends of the corridor, increase of residential use, streetscaping and potential complementary uses for the Onondaga CreekWalk.

Design Workshop

Kimberly Baptiste (Bergmann) introduced the design workshop to the committee. Ms. Baptiste explained that the workshop in the public meeting to be held in the evening would mirror the exercise they were about to complete.

This workshop consisted of four parts:

- Brainstorming activity;
- Identification of targeted properties for development and preferred end uses;
- Selection of top three sites;
- Summary recap.

The committee was divided into two groups, each with a large, blank parcel map and smaller reference maps. These reference maps consisted of physical and legal conditions on the corridor to consider when selecting specific development sites along the corridor, including land use, existing and future zoning, natural resources, vacant sites, parcel ownership, and traffic and transportation.

The committee was asked to brainstorm for ten minutes about any development they would like to see on the South Avenue Corridor. Using the large parcel map, the committee was asked to work with group members to select priority sites and uses for development. The marked up maps from this exercise are attached.

The committee chose the following sites and uses during this exercise:

- Crescent Avenue/South Avenue
 - Gas Station
 - Wawa
 - Full service/retail offerings
- Cleveland Avenue/South Avenue
 - Mixed Use Block Project
- Hovey Street/South Avenue
 - Capture Creekwalk users and draw toward Price-Rite
- Elmwood School
 - Mixed Use/Multi-family
- 1525-39 South Avenue
 - Mixed Use/Retail (Pedestrian Friendly)

[Next Steps](#)

The meeting concluded at approximately 5:00 PM. Ms. Tranmer outlined next steps for the remainder of the study. The project team explained that the public meeting will be held later in the evening in the Southwest Community Center. Additional committee meetings and a final public meeting will be conducted throughout the remainder of the study.

PUBLIC WORKSHOP #1

JANUARY 24, 2018 @ 6:00 PM

Meeting Summary

Nora Spillane (City of Syracuse) welcomed the public to the meeting. She introduced the project team and turned the meeting over to Kimberly Baptiste (Bergmann). See attached sign in sheet for full list of meeting attendees.

Presentation

Kimberly began the presentation by thanking the community players involved with the project including Jubilee Homes of Syracuse and the Southwest Community Center. She stressed the importance of community involvement in the project and how the communities input is critical to the success of the project. Kimberly continued with the following topics in the presentation (please see attached for additional detail):

- Role of the project steering committee
- Explanation of the project limits
- Goals and objectives of the project
- Items to be analyzed as part of the real estate market analysis
- Items to be inventoried and analyzed including existing land use, zoning, natural resources and transportation infrastructure

- Physical infrastructure to be inventoried and analyzed including utilities, site amenities, sidewalk and intersection conditions.

Kimberly introduced Tom Dworetzky (Camoin Associates) whom briefed the meeting attendees on the draft baseline assessment completed thus far. This discussion was supplemented with a PowerPoint presentation (please see attached for additional detail), highlighting the following within the South Avenue Corridor:

- Demographic Information
- Housing Characteristics
- Commuting Patterns
- Retail Leakage Analysis and Trends

Tom introduced Ted Liddell (Bergmann) whom led a discussion highlighting conclusions drawn from the physical analysis of the South Avenue Corridor. The topics discussed included the following:

- On-going Initiatives within the Corridor
- Land Use/Zoning/Floodplains
- Infrastructure/Transportation Analysis
- Utility Analysis
- Pedestrian Analysis

Kimberly began the community participation portion of the evening by informing the participants of the online survey that is open for everyone to take. Of the surveys received to date, some of the common themes included:

- Greenspace
- Job opportunities
- Small Businesses
- Façade improvements
- Pedestrian enhancements
- Doctor/dental services
- Trees

Kimberly then led the group in a visioning exercise which asked participants to answer three questions about the study area, but only in one word. The three questions included:

- In a word, how would you describe the South Avenue Corridor today?
- In a word, what are you most proud of about the South Avenue Corridor?
- In a word, how would you like to be able to describe the South Avenue Corridor in 5 years?

Participants were give large post-it notes to write their one word answers on. The results are listed below.

1. In a word, how would you describe the South Avenue Corridor today?



Hit and miss	Not good	Historic
Patchwork	Dying	Noisy
Gapped	Dark	Giving
Traveled	Disaster	Dangerous
Home (x2)	Uninviting	Unsafe
Underserved	Forgotten (x3)	Potential (x2)
Overlooked	Lifeless	Unknown
Busy	Undeveloped	Upcoming
Progress	Neglected	Near
Active	Help	Improving
Abandoned	Unsafe	Potential
Opportunities	Dilapidated	Ripe
Senior Citizens	Outdated	Connected
Limping	Barren	
	Challenged	
	Gray	
	Old	
	Lifeless	
	Limited (x2)	
	Inadequate	
	Bare	
	Unproductive	

2. In a word, what are you most proud of about the South Avenue Corridor?

Price Rite (x4)	Culture (x2)	Opportunity
Store	Homes (x3)	Potential (x2)
Tonight	Progress	History (x2)
Walt	Upcoming (x2)	Neighborhoods
Pedals to possibilities at Brady Faith Center	Evolution	Teamwork
Southwest Community Center (x6)	Growth	Spirit
Parks (x3)	Improvements	People
Work	Diversity	Resiliency (2)
Legacy	Experiences	Endurance
	Money maker	Community (x2)
	Longevity	Family
		Familiar

3. In a word, how would you like to be able to describe the South Avenue Corridor in 5 years?

Jewel	Happy	Safe
Vibrant (x8)	Fun (x2)	City hall
Revitalized	Awesome	Homeowner
Thriving (x3)	Hotspot	Community Owned-Hub
Bustling	Connected	Destination (x2)
Growth	Broad Band	Hip Hop
Booming	Soul	Prosperity (x2)
Flourishing	Innovation (x2)	Valuable
Rebuffed	Progressive (x2)	
	Community (x5)	

Next Steps

The meeting concluded at approximately 7:30 PM. Kimberly noted that throughout the month of February the project team will be working to complete a heavy marketing analysis and data compilation. The project team is also tentatively scheduling a public workshop in March. Future timeline includes a final meeting and report in April to ensure the report is prepared in time for Consolidating Funding Applications in early May.

PUBLIC WORKSHOP #2 MARCH 1, 2018 @ 6:00 PM

Meeting Summary

Samantha Herberger (Bergmann) welcomed attendees and started the meeting. She introduced the project team and began with an explanation of the upcoming schedule for the night. A list of all meeting attendees and the meeting PowerPoint presentation are attached.

Presentation

Ms. Herberger briefed the committee on project details. Ms. Herberger also explained the community engagement activities utilized throughout the study thus far and preliminary results of the community survey conducted with South Avenue neighborhood residents. Ms. Herberger explained that the project team obtained over 120 responses for this survey. The results showed that there was not one specific type of retail or service the community desired, but that a plethora of services and retail would be accepted by the community. Ms. Herberger also discussed the visioning results from the first public engagement workshop in late January.

Alex Tranmer and Michael N’dolo (Camoin Associates) led a discussion highlighting conclusions drawn from market analysis of the South Avenue Corridor. The topics discussed included the following:

- Baseline assessment findings;

- Comparison corridors (North/South Geddes Avenue, Grant Boulevard, and James Street)
 - These corridors were used to compare traffic volumes and business sectors to South Avenue
- Market Opportunities
- South Avenue Challenges and Advantages
- South Avenue Recommendations

Mr. N’dolo briefed the committee on preliminary recommendations for revitalization along the South Avenue Corridor. Mr. N’dolo stressed the importance of starting redevelopment with ‘low-hanging fruits’ such as addressing blight, targeted development on the ends of the corridor, increase of residential use, streetscaping and potential complementary uses for the Onondaga CreekWalk.

Design Workshop

Kimberly Baptiste (Bergmann) introduced the design workshop to the community. Ms. Baptiste explained that the participants would be split into groups at small tables to conduct the exercise.

This workshop consisted of four parts:

- Brainstorming activity;
- Identification of targeted properties for development and preferred end uses;
- Selection of top three sites;
- Summary recap.

The participants were divided into small groups, each with a large, blank parcel map and smaller reference maps. These reference maps consisted of physical and legal conditions on the corridor to consider when selecting specific development sites along the corridor, including land use, existing and future zoning, natural resources, vacant sites, parcel ownership, and traffic and transportation.

The participants were asked to brainstorm for ten minutes about any development they would like to see on the South Avenue Corridor. The responses are summarized below and are also attached.

Group	Response
Group #1	<ul style="list-style-type: none"> ■ Recreational/Learning Center ■ Improvement of Spirit of Jubilee Park ■ Panera at the base of Onondaga Hill ■ Aesthetically pleasing, covered bus stops
Group #2	<ul style="list-style-type: none"> ■ Ethnic eatery/breakfast place ■ Entertainment venue/urban pottery art space ■ More garbage cans/benches ■ Lawn care options ■ Community-based buy-ins
Group #3	<ul style="list-style-type: none"> ■ Bike lanes ■ Community-ownership of properties

	<ul style="list-style-type: none"> ■ Multi-use entertainment space ■ Food/restaurants ■ Facelift for SWCC ■ Condos/townhouses ■ Clothing/boutiques
Group #4	<ul style="list-style-type: none"> ■ Beautification ■ Street doesn't reflect current vibrancy of the community ■ Programming for youth
Group #5	<ul style="list-style-type: none"> ■ Potentially widening of the street ■ Redevelopment of Family Dollar Plaza ■ Enhanced street lights ■ Repurposing of Elmwood School and 7/11 ■ Greenspace and gardens
Group #6	<ul style="list-style-type: none"> ■ Make neighborhood more inviting with signs and greenspace ■ More employment opportunities ■ Programs for youth ■ Recreation/bowling alley ■ Event space

The committee was then asked to work with group members to select priority sites and uses for development. The marked-up maps from this exercise are attached.

The committee chose the following sites and uses during this exercise:

- Glenwood Avenue/South Avenue
 - Panera/Food options
 - Wawa
 - Café/gym/apartments
- Elmwood School
 - Commercial Use
 - Tire/McDonald's
- Onondaga Avenue/South Avenue
 - Panera
- Cortland Avenue/South Avenue
 - Gas Station
 - Beautification
- Bissell Street/South Avenue
 - Beautification
- Lower Onondaga Park
 - Skate Park
 - Playground
 - City bikes
 - Rollerblade rental
- Creekwalk Sites

- Recreation for youth
- Trash cans
- Programming
- Family Dollar Plaza
 - New Stores (ex. Panera)
 - Hardware store
 - Recreation (ex. Bowling alley)
- Across from Price-Rite
 - Work-readiness program (language classes, military recruitment)
 - “Provisions-style” Bakery Café
 - Eateries
 - Mixed Use (Apartments and bus stop)
- Southwest Community Center
 - Facelift
 - Hip hop architecture

Next Steps

The meeting concluded at approximately 8:00 PM. Ms. Baptiste outlined next steps for the remainder of the study. Additional committee meetings and a final public meeting will be conducted throughout the remainder of the study.

PUBLIC WORKSHOP #3

APRIL 18, 2018 @ 6:00 PM

Meeting Summary

Open House

The public workshop began with an open house located in the Southwest Community Center. Major stakeholders, including Cooperative Federal, M&T Bank, Pathfinder Bank, PriceRite, Syracuse Metropolitan Transportation Council, and the Syracuse Land Bank set up tables and discussed upcoming plans and projects slated for the South Avenue Corridor. The open house ended at 6:30 PM.

Samantha Herberger (Bergmann) welcomed attendees and started the meeting. She introduced the project team and began with an explanation of the upcoming schedule for the night. A list of all meeting attendees and the meeting PowerPoint presentation are attached.

Presentation

City of Syracuse Mayor, Ben Walsh introduced the South Avenue Corridor Economic Development Feasibility Study. Mayor Walsh stressed the importance of community involvement in these types of plans to ensure the best outcome from developed recommendations.

Alex Tranmer (Camoin Associates) began the formal presentation by reviewing the project's scope of work, which included a real-estate analysis and site inventory analysis. Ms. Tranmer explained that this analysis was supplemented with a highly inclusive community engagement strategy. Ms. Tranmer also introduced the vision and goal framework for this study.

Three main goals represent the focus areas for South Avenue revitalization. These include:

- Goal 1: Neighborhood Development
- Goal 2: Community Character
- Goal 3: Quality of Life

Michael N'dolo (Camoin Associates) presented the Goal 1: Neighborhood Development inclusive of all action items. Generally, these action items involved the redevelopment of blighted properties, proposed development uses on four high-potential sites, and marketing of these sites. A full description can be found in the attached presentation.

Kimberly Baptiste (Bergmann) presented Goal 2: Community Character. Enhancement of the community character through public realm improvements are recommended to create a sense of place in the corridor.

Mr. N'dolo discussed Goal 3: Quality of Life. These recommendations are geared toward enhancing the everyday life and living of residents within the corridor through park improvements and programming efforts.

Ms. Tranmer closed the presentation and next steps.

Workshop Questions and Comments

The following briefly describes questions and comments by the community throughout the presentation:

- Project Team lightly touched on workforce development
 - Jobs are needed within the corridor? How do we generate jobs?
 - The study recommendations will go into more detail than was presented tonight
- The information presented today is intended to serve as a baseline for implementation and strategies to develop the corridor
- The neighborhood needs to be safer. Children cannot go past the "gunline"
- It is important for more robust conversations to be had and use this study as an opportunity to provide wealth and investment within the neighborhood
- How do we invest in human capital in addition to physical aspects of the street?
- We need to ensure redevelopment of the corridor does not cause gentrification
- Recommendation for an assessment to determine industries needed to support and enhance existing businesses?
 - What human capital is needed to fill these potential opportunities?
- Should lead abatement funding be suggested?
- Entrepreneurship program is needed

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Introduction

As part of a feasibility study into potential investment and development opportunities in the South Avenue corridor in the City of Syracuse, New York, Camoin Associates completed an assessment of historical and current demographic, housing, and retail trends in the corridor. South Avenue is a 1.5-mile stretch of road stretching from West Onondaga Street to the north to Glenwood Avenue/Valley Drive to the south. The area is currently home to a variety of retail space, residences, and community uses, and has become a target for economic development both by the City's Industrial Development Agency and by private developers.

The information contained in this assessment will provide important context for the real estate market analysis, which will ultimately serve to assess the market viability of new development along South Avenue.

Data used for this analysis was provided by Esri Business Analyst Online and the Census Bureau's American Community Survey (ACS). Where possible, 2017 estimates provided by Esri Business Analyst Online were utilized; if these estimates were not available, the most recent ACS data was used.

Study Regions

Data for the following areas was utilized to perform this analysis:

- **South Avenue Corridor** – The South Avenue corridor was defined as the area contained within a ½-mile buffer surrounding South Avenue. (See Figure 1.)
- **City of Syracuse** – The South Avenue corridor falls entirely within the City of Syracuse. Comparing the Corridor to the rest of Syracuse provides a better understanding of which facets of the Corridor's economic development align with that of the City.
- **Onondaga County** – Demographic and socioeconomic trends in Onondaga County were examined to identify important regional issues and opportunities that may impact development within the city.
- **Upstate New York** – Defined in this analysis as the 48 New York counties north of the Mid-Hudson Region.
- **United States** – All other geographies were benchmarked against the entire United States, which provides the broadest context for the data provided.

FIGURE 1: CITY OF SYRACUSE (GREEN) WITH THE SOUTH AVENUE CORRIDOR (BLUE) AND SOUTH

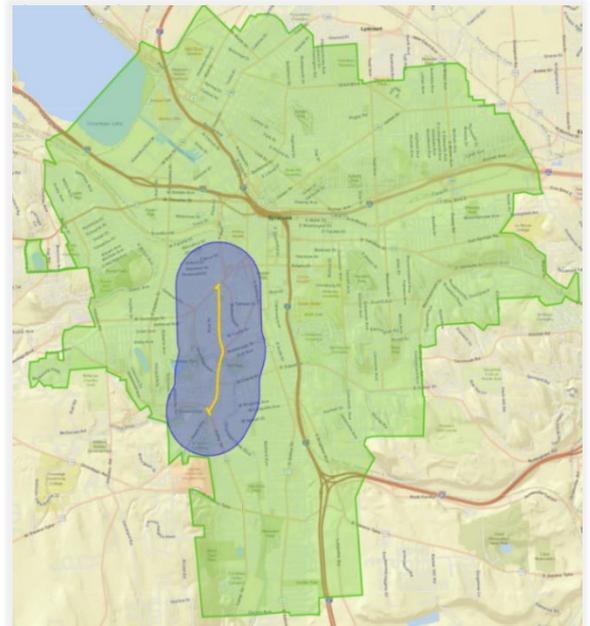
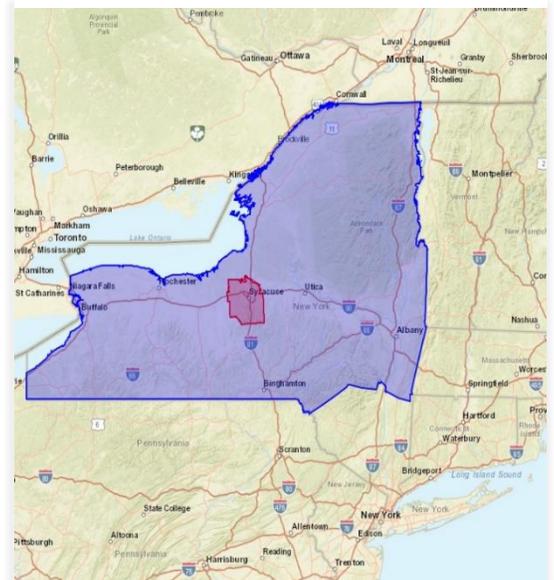


FIGURE 2: UPSTATE NEW YORK (BLUE) WITH ONONDAGA COUNTY (RED)



Key Findings

Key findings from the analysis are presented below and discussed in detail throughout this assessment:

- The South Avenue corridor has seen a steady decline in population since 2000, despite flat population growth in Syracuse overall and a slight increase in Onondaga County.
- The corridor has a young population, with 26% of its residents under the age of 15, compared to 18% in Syracuse and 17% in Onondaga County. The median age of the corridor is 29.7.
- The South Avenue corridor is racially and ethnically diverse, with 55% of residents identifying as black/African American, 19% white, 19% Hispanic, and 6% other. Approximately 6% of residents are foreign born, with Jamaica and Pakistan being the most common countries of origin.
- The racial/ethnic composition of the population is shifting. The Hispanic share of the population grew by 2 percentage points between 2010 and 2017, while the white share declined by 3 percentage points. The black/African-American share remained steady.
- The median household income in the South Avenue corridor as of 2017 was \$24,206, less than half that of Onondaga County. Forty-one percent (41%) of individuals live below the poverty line, compared to 30% in Syracuse as a whole. Racial income disparities are significant, with the median income of white households being double that of black/African-American households, and triple that of Hispanic households.
- Approximately 13% of corridor residents hold a bachelor's degree or higher, compared to 28% of Syracuse overall and 36% in Onondaga County.
- Unemployment and crime are relatively high within the corridor. Eleven percent (11%) of corridor residents are considered unemployed, compared to 8% in the city as a whole and 5% in the county. The national crime index for the corridor is 155, meaning that the crime rate is 55% higher than the national average.
- There are about 4,700 residents in the corridor with jobs, and 4,000 workers who work at businesses located within the corridor. Only a small share of the corridor's employed residents, 6%, also work in the corridor, with the vast majority commuting elsewhere for work. Likewise, the majority of jobs at corridor businesses, 93%, are held by non-residents. This high level of cross-commuting points to a mismatch between the corridor's workforce and available jobs.

South Avenue Corridor

Key Statistics

2017 Population: 15,541
(1% decline since 2010)



55% Black/African American
19% White
19% Hispanic
6% Other



Median Age: 29.7
Residents under 15: 26%



6% of residents are foreign born



Median Household Income:
\$24,206
Households below Poverty Line: 41%



13% of residents hold a bachelor's degree or higher



6% of employed residents work in the corridor, 94% commute elsewhere
93% of jobs in the corridor are held by non-residents



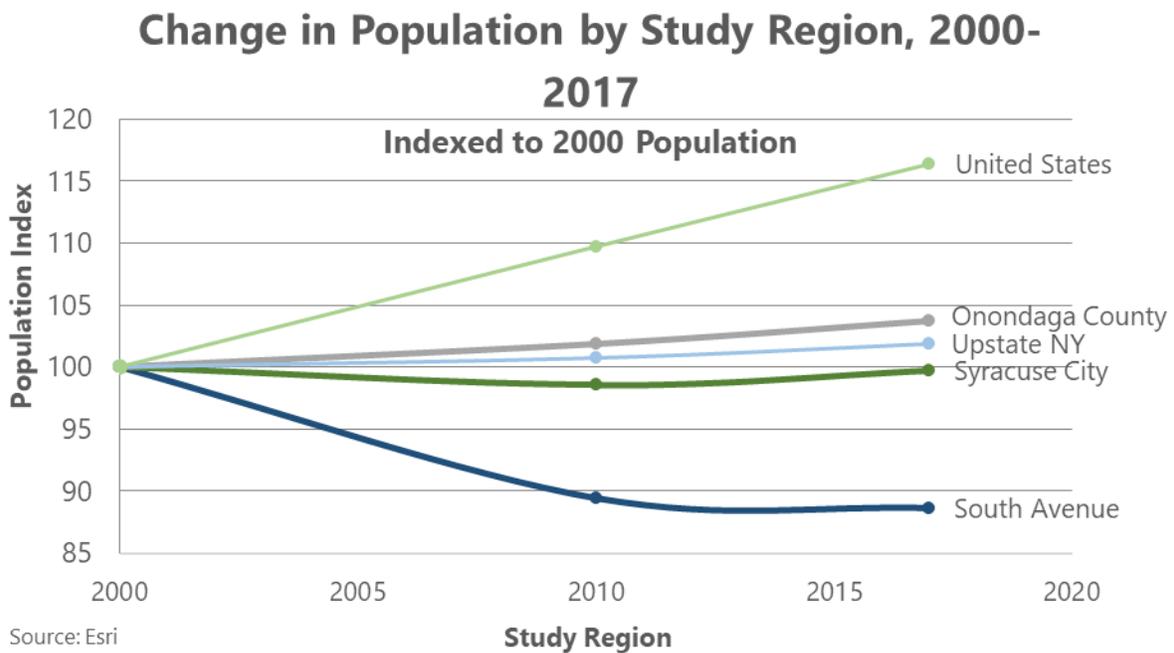
Housing:
65% renter-occupied
35% owner-occupied
19% of housing units are long-term vacant

- Sixty-five percent (65%) of occupied housing units in the South Avenue corridor are renter-occupied and 35% are owner-occupied. This rate of homeownership is consistent with Syracuse as a whole, though significantly lower than the county (37%) and the US (37%). However, large share of homeowners (60%), have lived in the corridor since before 2000, indicating strong neighborhood ties and robust community network.
- Nearly 20% of housing units in the corridor are considered to be long-term vacant, compared to 8% in the city overall. High long-term vacancies point to disinvestment in the neighborhood.
- Despite relatively affordable rents and home prices, housing affordability is a significant concern within the corridor. Three out of 10 homeowner households and six out of 10 renter households spend more on housing costs than what is considered affordable.
- The corridor is experiencing sales leakage across many retail categories, meaning that existing stores are not fully meeting the needs of residents, who must leave the corridor for their shopping needs. This presents some opportunity for some retail development, specifically restaurants and clothing stores, though the corridor's small geographic area, relatively low resident incomes, and competing retail centers nearby limit retail potential to small-scale shops.
- Overall, the City of Syracuse saw 3% job growth over the decade between 2007 and 2017 as a result of shifts in several industries. Three industries saw a net loss of more than 20% of their 2007 jobs, namely Manufacturing, Information, and Finance and Insurance. However, these losses were offset by strong growth in industries like Utilities, Educational Services, and Healthcare and Social Assistance. This larger economic context has implications for the type of development that will be most viable within the corridor.

Demographic Analysis

As of 2017, there are approximately 15,541 people living within a half mile of the South Avenue corridor, comprising about 10.5% of Syracuse’s population. Since 2000, the population of the corridor has decreased by about 11%, while the city’s population has remained relatively flat. In comparison, Onondaga County’s population has grown by 4% over this period, Upstate New York has increased by 2%, and the U.S. as a whole has grown by 16%. Figure 3 shows population change across the study regions, with values for each study region indexed to 2000 as the base year.

FIGURE 3: CHANGE IN POPULATION BY STUDY REGION, 2000-2017



Age

Overall, residents of the South Avenue corridor have the lowest median age of the five study regions. As shown in Table 1, the median age in the South Avenue corridor was 29.7, which is roughly one year lower than that of Syracuse and nearly a decade lower than all of Onondaga County.

TABLE 1: MEDIAN AGE BY STUDY REGION, 2017

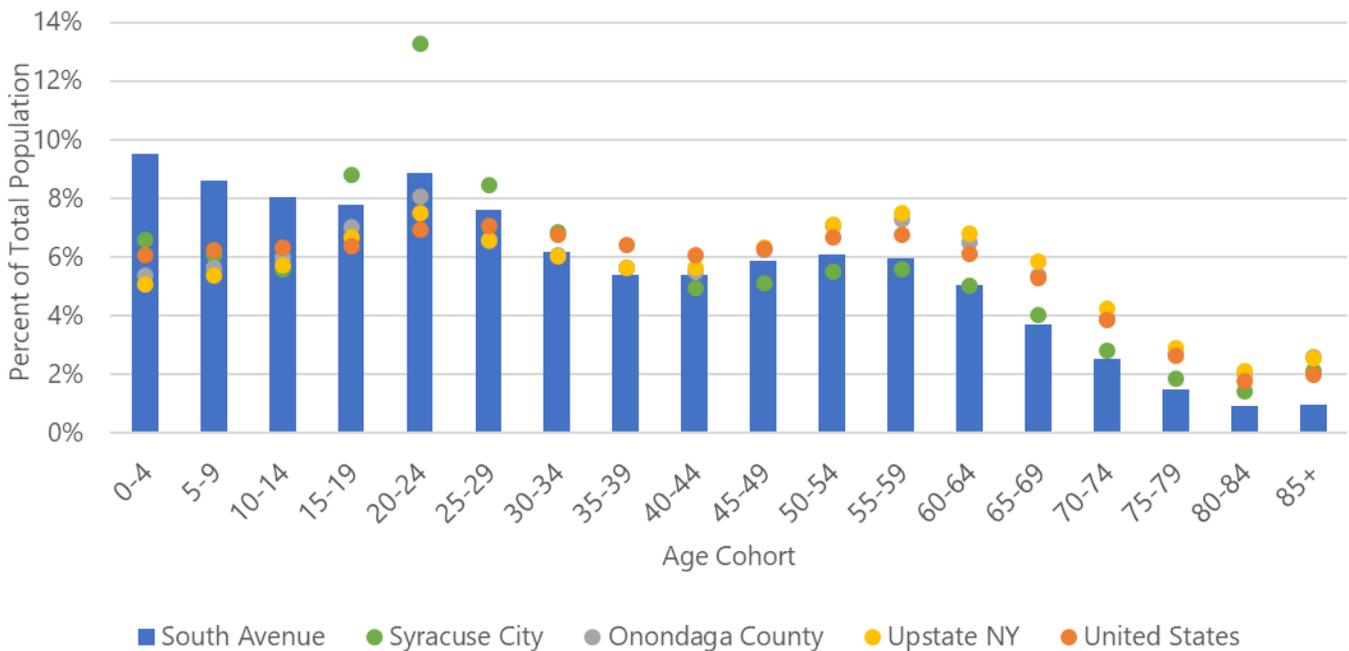
Median Age by Study Region, 2017					
	South Avenue	Syracuse City	Onondaga County	Upstate NY	United States
Median Age	29.7	30.8	39.5	41.1	38.2

Source: Esri

As shown in Figure 4, the age of the South Avenue corridor population skews more heavily towards younger age cohorts compared to the other study regions. Over 26% of residents in the corridor are younger than 15 years old, compared to 18% in Syracuse, 17% in both Onondaga County and Upstate New York, and 19% across the whole United States. The corridor also has a relatively large share of young adults between 20 and 29, as compared to the county, Upstate NY, and the US, and a somewhat smaller share of middle-aged and older adults. It is also worth noting the high share of young adults in the City of Syracuse overall, which is driven by the city's concentration of colleges and universities.

FIGURE 4: POPULATION DISTRIBUTION BY STUDY AREA AND 5-YEAR COHORTS, 2017

Population Distribution by Study Region and 5-Year Age Cohorts, 2017

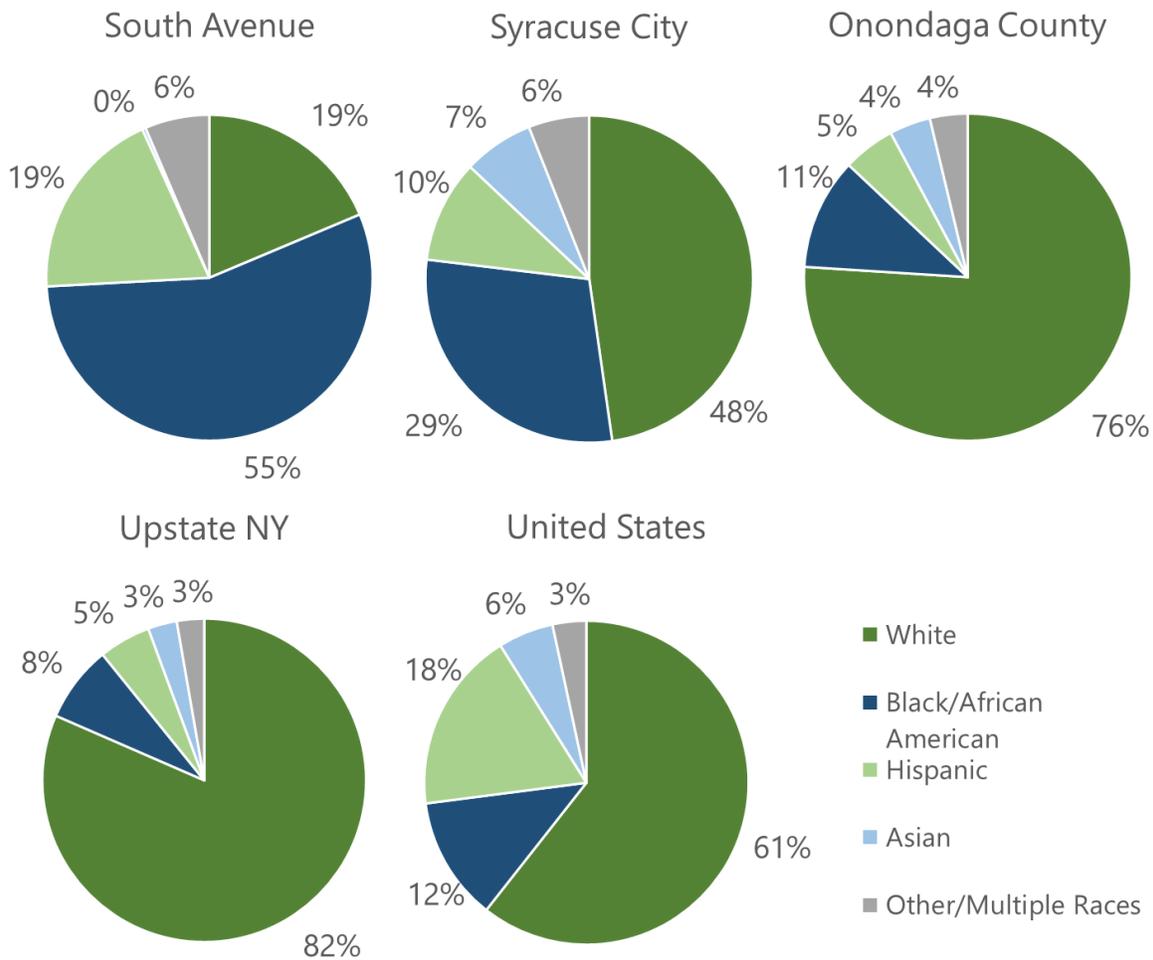


Source: Esri

Race/Ethnicity

The South Avenue corridor is majority black/African-American, with significant white and Hispanic¹ populations. About 55% of the corridor is black/African-American, while white and Hispanic residents each represent 19% of the population. Figure 5: Population Distribution by Race and Study Region, 2017 shows the distribution of the 2017 population for each study region, broken down by race and ethnicity. The South Avenue Corridor is the only region examined that is not predominantly white.

FIGURE 5: POPULATION DISTRIBUTION BY RACE AND STUDY REGION, 2017



¹ For this analysis, residents with a Hispanic ethnicity, regardless of race, were organized under their own category.

In total, 1,222 residents in the South Avenue corridor were born outside the United States as of 2016, about 6% of the total population. More than half of these residents were born in Latin America, with 507 born in the Caribbean and 178 born in Central or South America. Table 2 lists the top 10 countries where foreign-born residents originated. Jamaica was the single most popular country of origin for South Avenue residents, followed by Pakistan.

This corridor has undergone a shift in demographic makeup over time. Since 2010, the corridor saw a net decline of 547 white residents, a decline of 16%, and a net increase of 368 Hispanic residents, an increase of 14%. Table 3 below reflects these changes. The population of black/African-American residents has remained consistent.

TABLE 2: SOUTH AVENUE TOP 10 COUNTRIES OF BIRTH, South Avenue Top 10 Countries of Birth, 2016

	# of Residents	% of Total
Jamaica	224	18%
Pakistan	114	9%
Trinidad and Tobago	69	6%
Dominican Republic	68	6%
Cuba	61	5%
Colombia	61	5%
Haiti	52	4%
Somalia	46	4%
Honduras	43	4%
Guyana	43	4%
Total (All Countries)	1,222	100%

Source: ACS 5-Year Estimates

TABLE 3: SOUTH AVENUE POPULATION BY RACE/ETHNICITY, 2010-2017

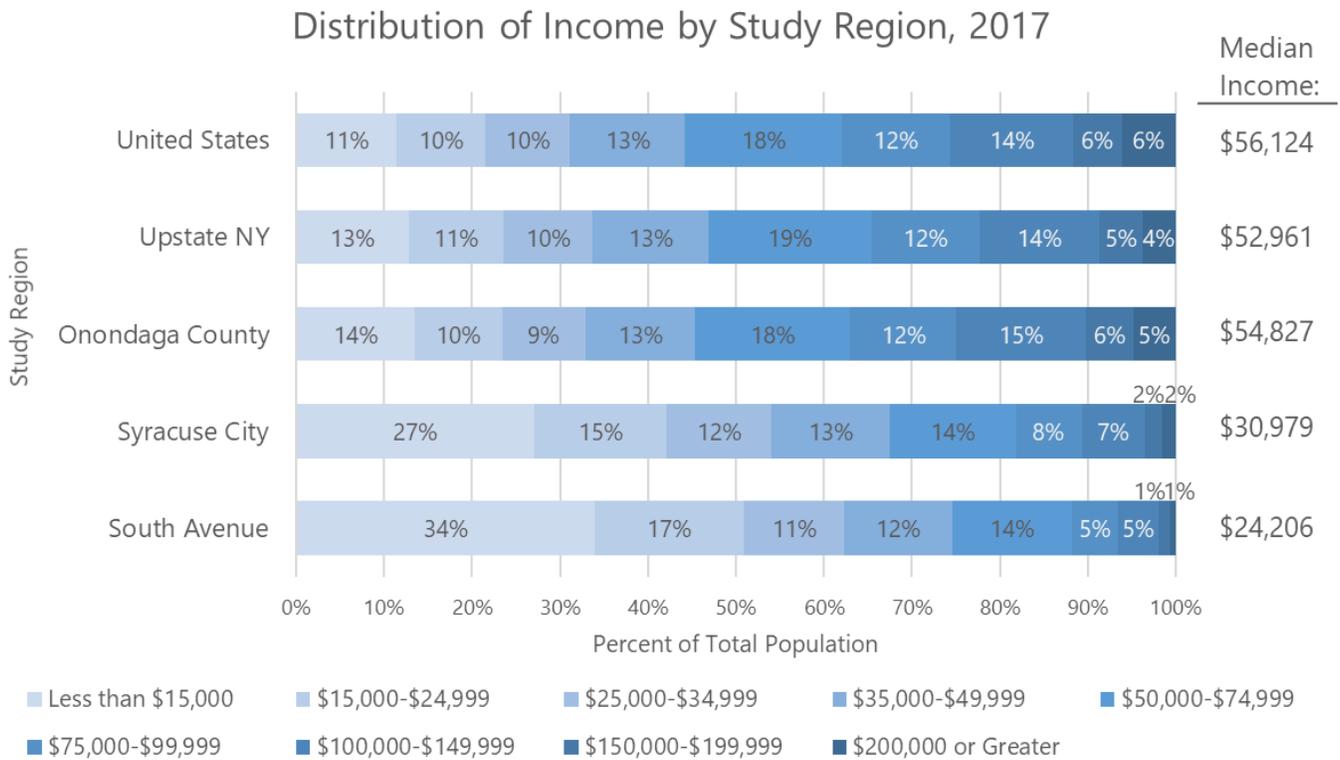
South Avenue Population by Race, 2010-2017						
	2010		2017		Change	
	#	%	#	%	#	%
White	3,447	22%	2,900	19%	-547	-16%
Black/African American	8,637	55%	8,622	55%	-15	0%
Hispanic	2,601	17%	2,969	19%	368	14%
Asian	45	0.3%	53	0.3%	8	18%
Other/Multiple Races	951	6%	997	6%	45	5%
Total	15,681	100%	15,541	100%	-141	-1%

Source: Esri

Income

The median income in the South Avenue corridor as of 2017 was \$24,206, less than half that of Onondaga County and the rest of the United States. Incomes among all households in the South Avenue corridor tend to be lower than the other study regions. Roughly one-third of residents in the corridor earned less than \$15,000 in 2017, compared to 14% of Onondaga County and 11% of the United States.

FIGURE 6: DISTRIBUTION OF INCOME BY STUDY REGION, 2017



Source: Esri

Median incomes can be further broken down by race. Table 4 reflects median incomes in each study region by race. Income disparities are significant, with the median income for white households in the corridor more than double that of black/African-American households and more than triple that of Hispanic households.

TABLE 4: MEDIAN INCOME BY RACE AND STUDY REGION, 2016

Median Income by Race and Study Region, 2016					
Race	South Avenue	Syracuse City	Onondaga County	Upstate NY	United States
White	\$ 52,736	\$ 39,982	\$ 60,519	\$ 50,771	\$ 59,542
Black/African American	\$ 23,376	\$ 24,579	\$ 28,516	\$ 28,012	\$ 35,695
Hispanic	\$ 15,780	\$ 21,071	\$ 34,088	\$ 36,972	\$ 42,651
Asian	N/A	\$ 24,004	\$ 44,679	\$ 48,438	\$ 74,245
Other/Multiple Races	\$ 17,133	\$ 21,383	\$ 37,102	\$ 38,782	\$ 44,637

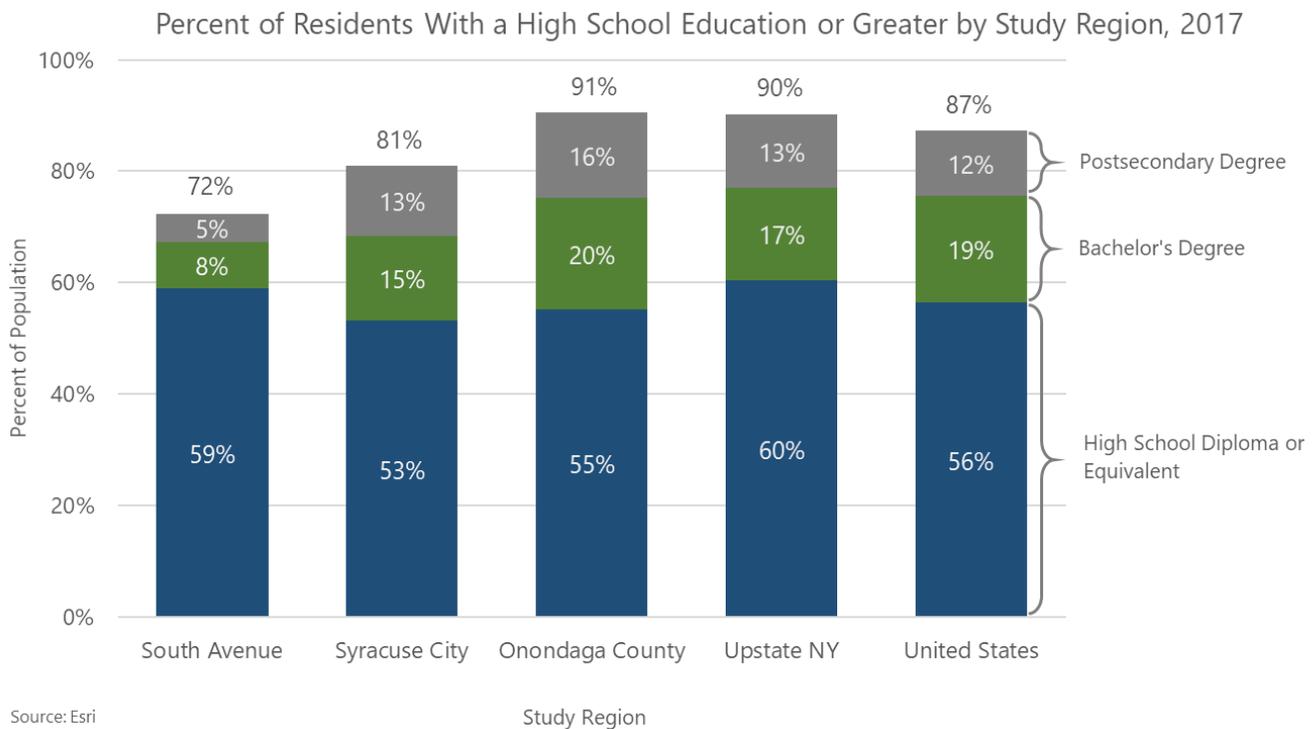
Source: ACS 5-Year Estimates

Cells listed as "N/A" did not have sufficient data available for analysis.

Educational Attainment

As of 2017, 72% of South Avenue corridor residents age 25+ had achieved a high school education or greater. This compares to 81% for Syracuse as a whole, and 90% for Upstate New York. Approximately 8% of South Avenue residents hold a bachelor's degree and 5% hold a post-secondary degree. Individuals with a Bachelor's degree or higher are more than twice as prevalent in the City of Syracuse and other comparison geographies than in the South Avenue corridor.

FIGURE 7: PERCENT OF RESIDENTS WITH A HIGH SCHOOL EDUCATION OR GREATER BY STUDY REGION, 2017



Unemployment Rate

Unemployment is also far higher in the South Avenue corridor than in the other study regions. The unemployment rate was 11% in the South Avenue corridor in 2017, which was somewhat higher than the city overall (8%) and more than twice as high as the county, Upstate NY, and the US.

TABLE 5: LABOR FORCE AND UNEMPLOYMENT BY STUDY REGION, 2017

Labor Force and Unemployment by Study Region, 2017					
	South Avenue	Syracuse City	Onondaga County	Upstate NY	United States
Labor Force Aged 16+	5,494	62,431	234,433	3,067,842	163,783,034
Employed Aged 16+	4,889	57,609	223,230	2,919,533	154,852,740
Unemployment Rate	11%	8%	5%	5%	5%

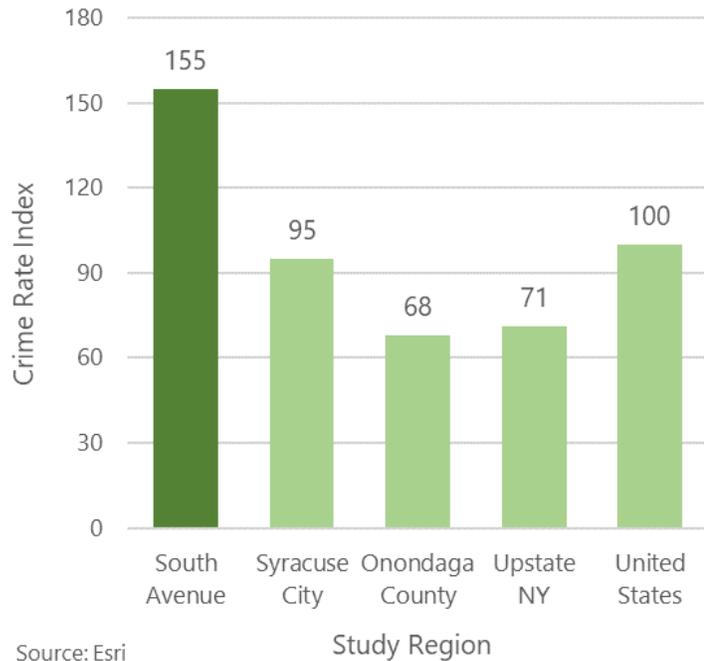
Source: Esri

Crime

Applied Geographic Solutions (AGS) provides a model of crime statistics based on data from the FBI Uniform Crime Report database. This model was used to create a national crime index, with the US average set at 100. Figure 8 to the right shows an unweighted index of total crime in the five study regions for 2017. The values are considered unweighted because all crimes apply equally—under this index, a murder counts the same as a burglary. The South Avenue corridor has the highest crime rate index, at 155.

FIGURE 8: CRIME RATE INDEX BY STUDY REGION, 2017

Crime Rate Index by Study Region, 2017, Indexed to the United States



Commute Patterns

Table 6 lists the aggregate number of in-commuters and out-commuters within the South Avenue corridor in 2015. Of the 4,658 working individuals who resided in the corridor, 94% were out-commuters who left the corridor to work. Moreover, of the estimated 4,004 workers working in the corridor, 93% were in-commuters who came in to work from another area. 264 individuals both lived and worked in the corridor.

Figure 9 to the right maps the locations where individuals who work in the South Avenue corridor live. The study region encompassing the corridor and ½ mile buffer is outlined in orange. Corridor workers commonly commute from areas within the City of Syracuse, with 36% of workers in 2015 commuting from areas within the city proper. The most common neighborhoods within the City of Syracuse for South Avenue in-commuters are the Northside and Washington Square neighborhoods. Other popular places from which South Avenue workers commute include Fairmount (1.5% of commuters), Solvay (1.2% of commuters), and North Syracuse (1% of commuters).

Similar to Figure 9, Figure 10 maps out the areas where individuals who live in the South Avenue corridor commute for work. In total, 45.2% of workers living in the South Avenue corridor also worked within the City of Syracuse. The darkest areas of Figure 10: Census Tracts Where South Avenue Residents Work, where there are high densities of South Avenue residents working, covers the downtown area of Syracuse southwest of the junction of Interstates 81 and 690, Syracuse University, as well as St. Joseph’s Medical Center. Other notable areas include:

- the junction of Interstates 81 and 481, which is the site of Loretto Health and Rehabilitation and an assisted living facility named the Heritage;
- the Community Campus of the Upstate University Hospital, which lies a few blocks further west;
- the Lampe Athletics Complex south of Syracuse University; and
- Destiny USA, which sits northwest of the downtown area, near the lakefront.

TABLE 6: SOUTH AVENUE JOB INFLOW/OUTFLOW, 2015

South Avenue Job Inflow/Outflow, 2015	
Live and Work in Corridor	264
Live in Corridor, Work Outside	4,394
Work in Corridor, Live Outside	3,740

Source: Census OnTheMap

FIGURE 9: CENSUS TRACTS WHERE SOUTH AVENUE WORKERS

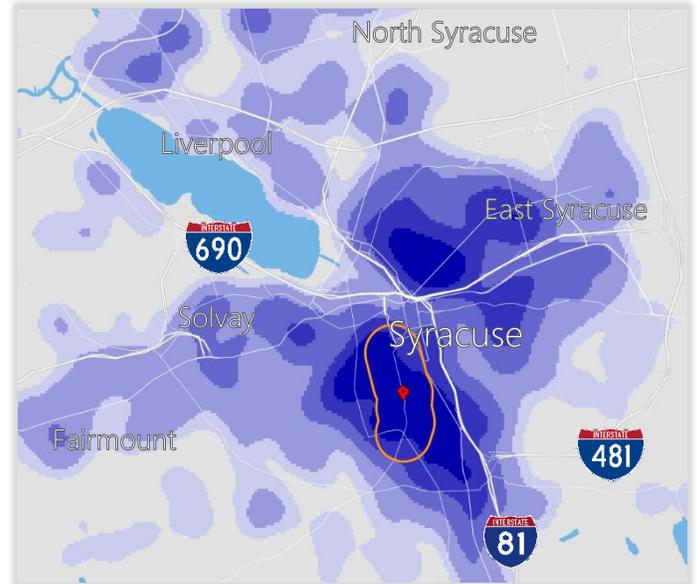
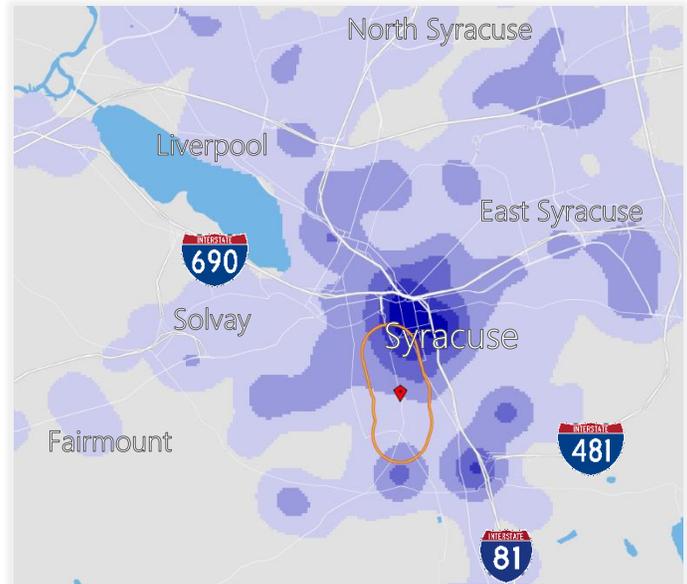


FIGURE 10: CENSUS TRACTS WHERE SOUTH AVENUE

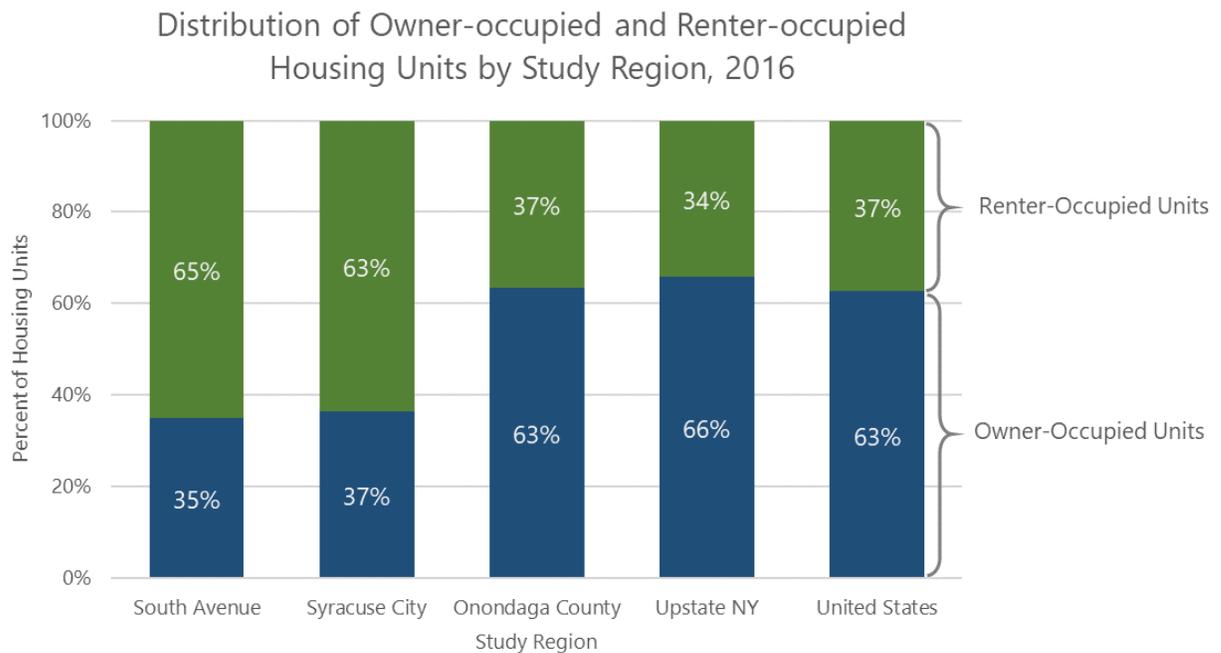


Housing Analysis

Owners vs Renters

Figure 11 lays out the percentage of owner-occupied and renter-occupied housing units across the five study areas. Owner-occupied housing units were significantly less prominent across the City of Syracuse and, by extension, the South Avenue corridor, than across the other study regions. In the South Avenue corridor specifically, the percentage of owner-occupied units is roughly half that of the United States, with 35% of all housing units in the South Avenue corridor being owner-occupied versus 63% throughout the United States.

FIGURE 11: DISTRIBUTION OF OWNER-OCCUPIED, RENTER-OCCUPIED, AND VACANT HOUSING BY STUDY REGION, 2016



Source: Esri

Between 2010 and 2017, the number of South Avenue residents with a mortgage declined by 8%, while the number of residents owning a house free and clear or renting increased by 2% and 1%, respectively. Both the South Avenue corridor as well as the entire City of Syracuse have a disproportionately high portion of renter-occupied housing units compared to the rest of the study regions.

TABLE 7: SOUTH AVENUE BREAKDOWN OF HOMEOWNERSHIP, 2010-2017

South Avenue Breakdown of Homeownership, 2010-2017			
	2010	2017	% Change
Owner-Occupied (w/ Mortgage)	1,395	1,287	-8%
Owner-Occupied (w/o Mortgage)	614	626	2%
Renter-Occupied	3,524	3,570	1%
Total	5,533	5,483	-1%

Source: Esri, ACS 5-Year Estimates

Length of Residency in the Corridor

In the South Avenue corridor, occupants who rent their dwelling were more likely to have moved in after 2010 than before. Renters who moved in after 2010 comprised nearly 60% of all renter-occupied households in 2015, equal to 2,042 households. Owner-occupied households, by contrast, were more likely to have moved into their current dwelling prior to 2010, with a total of 91% of homeowners having lived in the same dwelling since before 2010.

The length of residency for owner-occupied housing units was where the South Avenue corridor differed most from the other study regions, with South Avenue residents generally maintaining a longer length of residency. In total, 30% of all households in the South Avenue corridor have lived there since at least 2000, compared to 26% for all Syracuse households. A majority of homeowners (60%) have lived in the corridor since before 2000, compared to 53% across Syracuse and 45% across the United States, indicating strong neighborhood ties and a robust community network.

Housing Vacancy

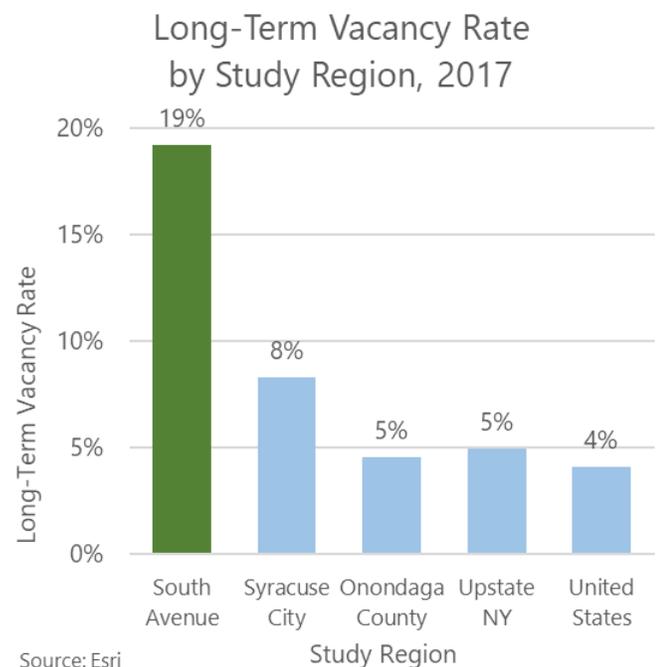
Focusing specifically on vacant housing units, Figure 12 lays out the rate of long-term vacant units² in each of the study areas. Long-term vacant units accounted for 61% of vacant units and 19% of total housing units in the South Avenue corridor in 2016. By comparison, Long-term vacant units accounted for 53% of vacant units and 8% of total housing units in the City of Syracuse. This disparity becomes even more stark at the national level, where 33% of vacant units and 4% of total housing units are considered long-term vacant units. This is significant, as it is evidence that a comparatively large number of vacant housing units in the South Avenue corridor have no current or anticipated use. However, we understand that organizations like the Greater Syracuse Land Bank and local housing developers avidly work to identify and inventory long-term vacant properties that show potential for future use as affordable housing or other productive use.

TABLE 8: SOUTH AVENUE HOUSING UNITS BY YEAR MOVED IN, 2015

South Avenue Housing Units by Year Moved In, 2015			
	Owners	Renters	All Housing Units
2015 or Later	1%	2%	1%
2010 to 2014	8%	57%	40%
2000 to 2009	31%	27%	28%
1990 to 1999	25%	8%	14%
1980 to 1989	20%	2%	8%
1979/Earlier	16%	4%	8%
Total	1,868	3,492	5,360

Source: American Community Survey

FIGURE 12: OTHER VACANCY RATE BY STUDY REGION, 2017



² “Long-term” vacant units are defined as housing units that do not fit into a year-round vacancy category, like seasonal or recreational use, and are not for sale or rent. A long-term vacant unit could be vacant because the owner does not wish to rent or sell, the unit is tied up in foreclosure or legal proceedings, or it has been abandoned. Most often, these are vacant due to personal or family reasons. The Census Bureau typically classifies these units as “other” vacant units.

Housing Stock

The makeup of housing units in both the South Avenue Corridor and the City of Syracuse trend more toward multi-unit housing when compared to the other study regions. Single-unit detached structures make up between 62% and 64% of all units in Onondaga County, Upstate New York, and the United States; The South Avenue corridor and the City of Syracuse, however, have roughly two-thirds that rate at 40% and 39%, respectively. Instead, two-unit structures in the South Avenue Corridor are 2.5 times more prevalent than in Upstate New York and 6.25 times more prevalent than in the entire United States.

TABLE 9: HOUSING UNITS BY STUDY AREA AND NUMBER OF UNITS IN STRUCTURE, 2015

Housing Units by Study Area and Number of Units in Structure, 2015						
Housing Type	South Avenue		Syracuse City	Onondaga County	Upstate NY	United States
	#	%	%	%	%	%
1 Detached Unit in Structure	2,758	40%	39%	63%	64%	62%
1 Attached Unit in Structure	317	5%	3%	4%	3%	6%
2 Units in Structure	1,746	25%	21%	9%	10%	4%
3 or 4 Units in Structure	757	11%	10%	5%	6%	4%
5 to 9 Units in Structure	416	6%	7%	6%	4%	5%
10 to 19 Units in Structure	213	3%	5%	4%	2%	5%
20 to 49 Units in Structure	347	5%	5%	3%	2%	4%
50 or More Units in Structure	358	5%	10%	4%	3%	5%
Mobile Homes	13	0.2%	0.2%	1%	6%	6%
Boat/RV/Van	0	0%	0%	0.0%	0.03%	0.1%

Source: ACS 5-Year Estimates

Per Table 10 below, roughly half of all housing units in the South Avenue corridor were constructed prior to 1940. This contrasts significantly with the benchmarked study regions, where the housing stock is somewhat newer. The age of an area’s housing stock is an important indicator because it can provide a high-level estimate of the quality of the housing stock. Although well-maintained older homes can contribute to the preservation of an area’s local history and community character, older houses also tend to be costlier to maintain and have more structural and environmental concerns.

TABLE 10: HOUSING UNITS BY STUDY AREA AND YEAR BUILT, 2015

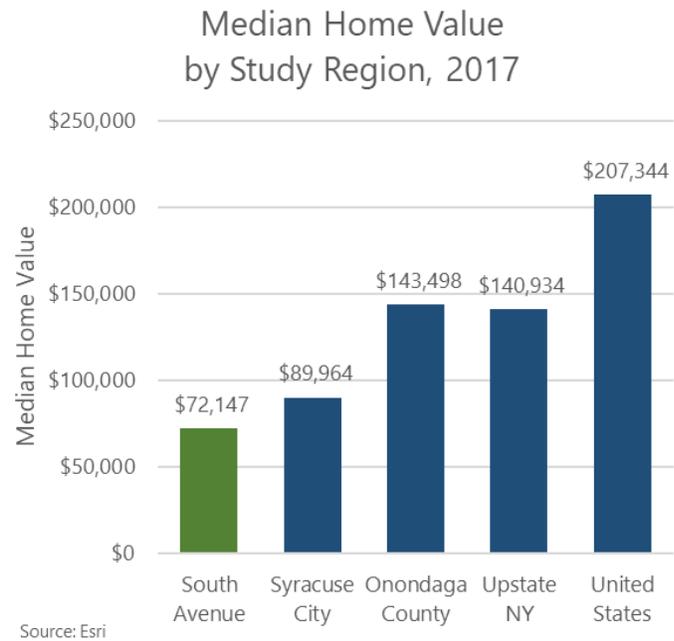
Housing Units by Study Area and Year Built, 2015					
	South Avenue	Syracuse City	Onondaga County	Upstate NY	United States
2010 or Later	0%	0%	1%	1%	2%
2000-2009	2%	2%	6%	7%	15%
1990-1999	4%	3%	7%	9%	14%
1980-1989	4%	4%	11%	10%	14%
1970-1979	5%	8%	13%	12%	16%
1960-1969	8%	10%	13%	10%	11%
1950-1959	14%	17%	17%	12%	11%
1940-1949	12%	12%	8%	7%	5%
1939 or Earlier	51%	44%	23%	32%	13%
Median Year Built	1940	1945	1961	1959	1976

Source: ACS 5-Year Estimates

Housing Affordability

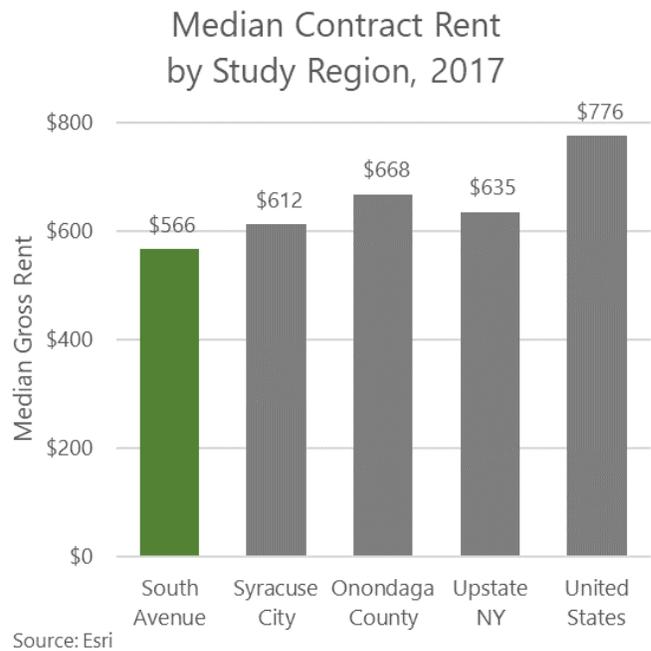
Among owner-occupied homes across the five study regions, the South Avenue corridor has the lowest median home value at \$72,147. This is 20% lower than the whole of Syracuse, roughly half that of Onondaga County and Upstate New York, and 65% lower than the national median.

FIGURE 13: MEDIAN HOME VALUE BY STUDY REGION, 2017



The South Avenue Corridor also has the lowest monthly contract rent³ of all of the study regions. The median contract rent was nearly \$50 less per month in the South Avenue Corridor than in the entirety of Syracuse.

FIGURE 14: MEDIAN CONTRACT RENT BY STUDY REGION, 2017



³ Contract rent is defined as the total rent that is paid to the owner for the rental of a housing unit, including fees and charges for management and maintenance, as laid out in the tenant's lease agreement. Contract rent does not include additional utilities and costs that are not paid to the unit owner.

The United States Department of Housing and Urban Development (HUD) maintains an understanding that affordable housing is any housing for which the occupant household pays no more than 30% of income for gross housing costs, including utilities. Across all households in the South Avenue Corridor, only 52% were living in affordable housing as of 2016. This rate has remained steady between 2010 and 2016 Table 11 breaks down the percentage of all owner-occupied, renter-occupied, and total households that pay more than 30% of their income on rent.

TABLE 11: SOUTH AVENUE PERCENT OF HOUSEHOLDS SPENDING 30% OR MORE OF ANNUAL INCOME ON RENT, 2010-2017

South Avenue Percent of Households Spending 30% or More of Annual Income on Rent, 2010-2017		
	2010	2017
Owner-Occupied Households	26%	29%
Renter-Occupied Households	62%	59%
Total Households	48%	48%

Source: ACS 5-Year Estimates

Economic Base Analysis

The Economic Base analysis consists of two components: an analysis of employment trends and characteristics over a given timeline, as well as a location quotient analysis of the current Syracuse and Onondaga County economies. **Location Quotient (LQ)** analysis compares a specific geographic region to a larger reference area by quantifying how concentrated a particular industry, demographic group, or other variable is compared to the larger geography (in this case, the US). LQ for this report focuses on industry and is calculated by dividing the percent of jobs within each industry locally by the percent of jobs in the same industry at the national level. For example, if the **Finance and Insurance** industry accounts for 2% of jobs in a community and 1% of national jobs, the community has an LQ of 2.0 (as $2\% \div 1\% = 2.0$). The use of LQ analysis allows an individual to discern between industries that are large because of regional competitiveness, and industries that are large because of normal and inelastic demand. Generally, an LQ above 1.8 is considered a significant enough industry concentration to warrant further discussion.

City of Syracuse

Table 12 lists all industries in the Syracuse economy using the North American Industry Classification System (NAICS) at the 2-digit level. Overall, the City of Syracuse saw 3% growth over the decade between 2007 and 2017 as a result of shifts in several industries. Three industries saw a net loss of more than 20% of their 2007 jobs, namely **Manufacturing**, **Information**, and **Finance and Insurance**. **Manufacturing** saw the largest loss in jobs, with a net decline of 1,631 jobs (equal to 28% of Syracuse's total **Manufacturing** jobs) in the ten years between 2007 and 2017. **Information** and **Finance and Insurance** saw losses to the tune of 667 net jobs and 955 net jobs, respectively. These losses were offset by strong growth in industries like **Utilities**, **Educational Services**, and **Healthcare and Social Assistance**. Growth in **Utilities** has been especially strong, with less than ten jobs in 2007 growing to more than 1,110 in 2017. As of 2017, **Utilities** and **Education Services** have LQs of 3.35 and 2.83.

Table 13 looks at the top 20 industries in Syracuse at the 4-digit NAICS level, which provides a more granular view of exactly which jobs were most common in the Syracuse economy in 2017. As reflected in Table 12 above, jobs within healthcare and education-focused 2-digit industries, like **Education Services**, **Health Care and Social Assistance**, and **Government**, are the most prominent and most concentrated industries in Syracuse. Particularly concentrated industries at the 4-digit level include **General Medical and Surgical Hospitals** (LQ of 2.38), **Colleges, Universities, and Professional Schools** (LQ of 5.21), and **Education and Hospitals (State Government)** (LQ of 2.10). The strong growth in the **Utilities** industry can be attributed at the 4-digit level to **Electric Power**

Generation, Transmission and Distribution, which accounted for virtually all job growth within the Utilities industry between 2007 and 2017.

TABLE 12: SYRACUSE TOTAL JOBS, 2007-2017

Syracuse Total Jobs, 2007-2017							
NAICS	Description	2007 Jobs	2017 Jobs	2007 - 2017 Change	2007 - 2017 % Change	2017 Location Quotient	Avg. Earnings Per Job
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0%	0.00	\$0
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0%	0.00	\$0
22	Utilities	<10	1,114	Insf. Data	Insf. Data	3.35	\$113,229
23	Construction	3,586	3,267	(319)	(9%)	0.64	\$67,871
31	Manufacturing	5,796	4,165	(1,631)	(28%)	0.56	\$68,299
42	Wholesale Trade	3,673	3,628	(45)	(1%)	1.02	\$74,053
44	Retail Trade	7,766	7,497	(269)	(3%)	0.77	\$34,511
48	Transportation and Warehousing	815	926	111	14%	0.28	\$39,819
51	Information	2,567	1,900	(667)	(26%)	1.08	\$81,347
52	Finance and Insurance	4,458	3,503	(955)	(21%)	0.96	\$86,821
53	Real Estate and Rental and Leasing	1,774	1,648	(126)	(7%)	1.05	\$46,705
54	Professional, Scientific, and Technical Services	7,738	7,447	(291)	(4%)	1.23	\$76,871
55	Management of Companies and Enterprises	1,138	1,231	93	8%	0.92	\$99,381
56	Administrative and Support and Waste Management and Remediation Services	4,440	4,837	397	9%	0.82	\$38,739
61	Educational Services	5,734	6,890	1,156	20%	2.83	\$48,517
62	Health Care and Social Assistance	17,854	20,051	2,197	12%	1.69	\$56,658
71	Arts, Entertainment, and Recreation	1,345	1,521	176	13%	0.94	\$21,500
72	Accommodation and Food Services	6,414	7,238	824	13%	0.89	\$22,501
81	Other Services (except Public Administration)	3,664	3,737	73	2%	0.82	\$33,310
90	Government	13,230	13,753	523	4%	0.95	\$81,371
99	Unclassified Industry	116	245	129	111%	1.37	\$32,315
Total		92,115	94,598	2,483	3%		\$58,477

Source: Emsi Q4 2017 Dataset

Onondaga County

Table 14 and Table 15 broaden the scope of this analysis from the City of Syracuse economy to the Onondaga County economy. While the City of Syracuse saw a net 3% increase in jobs between 2007 and 2017, Onondaga County saw a net 3% decline. Much like Syracuse, there were significant losses in the **Manufacturing**, **Information**, and **Finance and Insurance** industries, which lost 7,930 jobs, 1,089 jobs, and 2,763 jobs, respectively. Unlike Syracuse, however, Onondaga County lost 2,090 of its **Administrative and Support and Waste Management and Remediation Services** jobs and 1,040 of its **Government** jobs, totaling 14% and 2% of these industries in the county. The **Utilities** industry, in the absence of growth in Syracuse, would also have not fared well—while Syracuse grew by more than 1,100 jobs in this industry, Onondaga County only grew by 275 over the same period.

TABLE 13: SYRACUSE TOP 20 JOBS BY JOB COUNT, 2007-2017

Syracuse Top 20 Jobs by Job Count, 2007-2017							
NAICS	Description	2007 Jobs	2017 Jobs	2007 - 2017 Change	2007 - 2017 % Change	2017 Location Quotient	Avg. Earnings Per Job
6221	General Medical and Surgical Hospitals	6,399	6,553	154	2%	2.38	\$75,910
6113	Colleges, Universities, and Professional Schools	4,990	6,033	1,043	21%	5.21	\$50,085
7225	Restaurants and Other Eating Places	4,771	5,513	742	16%	0.89	\$21,840
9036	Education and Hospitals (Local Government)	5,008	4,755	(253)	(5%)	0.93	\$86,850
9026	Education and Hospitals (State Government)	2,840	3,772	932	33%	2.10	\$62,194
6241	Individual and Family Services	2,265	3,687	1,422	63%	2.54	\$27,533
9039	Local Government, Excluding Education and Hospitals	2,466	2,155	(311)	(13%)	0.64	\$87,103
6211	Offices of Physicians	1,740	2,020	280	16%	1.31	\$99,805
5411	Legal Services	2,013	1,884	(129)	(6%)	2.38	\$71,708
9029	State Government, Excluding Education and Hospitals	1,690	1,820	130	8%	1.34	\$97,648
6231	Nursing Care Facilities (Skilled Nursing Facilities)	1,727	1,768	41	2%	1.81	\$42,020
5417	Scientific Research and Development Services	1,598	1,512	(86)	(5%)	3.69	\$83,798
5242	Agencies, Brokerages, and Other Insurance Related Activities	1,111	1,334	223	20%	1.72	\$79,322
5613	Employment Services	1,546	1,289	(257)	(17%)	0.61	\$30,524
5511	Management of Companies and Enterprises	1,138	1,231	93	8%	0.92	\$99,381
5415	Computer Systems Design and Related Services	901	1,200	299	33%	0.95	\$85,435
6216	Home Health Care Services	762	1,165	403	53%	1.36	\$41,047
2211	Electric Power Generation, Transmission and Distribution	<10	1,111	Insf. Data	Insf. Data	4.73	\$113,369
8131	Religious Organizations	1,171	1,109	(62)	(5%)	1.08	\$22,902
4451	Grocery Stores	1,079	1,090	11	1%	0.67	\$26,835

Source: Emsi Q4 2017 Dataset

Like Syracuse, the **Utilities** and **Educational Services** industries are both significantly concentrated in the county with LQs of 1.89 and 2.17, respectively.

TABLE 14: ONONDAGA COUNTY TOTAL JOBS, 2007-2017

Onondaga County Total Jobs, 2007-2017							
NAICS	Description	2007 Jobs	2017 Jobs	2007 - 2017 Change	2007 - 2017 % Change	2017 Location Quotient	Avg. Earnings Per Job
11	Agriculture, Forestry, Fishing and Hunting	1,077	1,260	183	17%	0.40	\$31,509
21	Mining, Quarrying, and Oil and Gas Extraction	205	121	(84)	(41%)	0.12	\$62,926
22	Utilities	1,469	1,744	275	19%	1.89	\$120,231
23	Construction	12,513	11,187	(1,326)	(11%)	0.79	\$64,517
31	Manufacturing	26,699	18,769	(7,930)	(30%)	0.91	\$84,868
42	Wholesale Trade	13,589	12,698	(891)	(7%)	1.28	\$76,623
44	Retail Trade	29,639	28,807	(832)	(3%)	1.06	\$34,098
48	Transportation and Warehousing	9,510	9,185	(325)	(3%)	1.01	\$54,442
51	Information	5,378	4,289	(1,089)	(20%)	0.87	\$78,618
52	Finance and Insurance	13,110	10,347	(2,763)	(21%)	1.02	\$86,897
53	Real Estate and Rental and Leasing	4,226	3,789	(437)	(10%)	0.87	\$48,262
54	Professional, Scientific, and Technical Services	15,641	15,563	(78)	(0%)	0.93	\$79,169
55	Management of Companies and Enterprises	3,510	3,832	322	9%	1.03	\$99,065
56	Administrative and Support and Waste Management and Remediation Services	14,469	12,379	(2,090)	(14%)	0.75	\$38,748
61	Educational Services	12,165	14,717	2,552	21%	2.17	\$47,532
62	Health Care and Social Assistance	32,507	37,226	4,719	15%	1.12	\$57,437
71	Arts, Entertainment, and Recreation	4,156	4,450	294	7%	0.99	\$19,530
72	Accommodation and Food Services	17,165	19,546	2,381	14%	0.87	\$22,473
81	Other Services (except Public Administration)	11,039	10,786	(253)	(2%)	0.85	\$33,478
90	Government	42,854	41,811	(1,043)	(2%)	1.04	\$86,101
99	Unclassified Industry	307	650	343	112%	1.30	\$32,315
Total		271,229	263,157	(8,072)	(3%)		\$60,357

Source: Emsi Q4 2017 Dataset

Restaurants and Eating Places was the most common job in Onondaga County in 2017 despite having an LQ of 0.89. Unlike Syracuse, only two of the industries listed had LQs above 1.8: **Colleges, Universities, and Professional Schools** (LQ of 3.77) and **State Government, Excluding Education and Hospitals** (LQ of 2.0).

Many of the industries listed below were major drivers in industry changes between 2007 and 2017. The 14% decline in **Administrative and Support and Waste Management and Remediation Services** discussed above was at least partially the result of changes in the **Employment Services** industry, which declined by 2,449 net jobs (or 39%). Similarly, lost **Government** jobs in **Education and Hospitals (Local Government)** and **Local Government, Excluding Education and Hospitals** were only partially counteracted by growth across industries like **State Government, Excluding Education and Hospitals, Education and Hospitals (State Government),** and **Federal Government, Civilian**. Finally, the 21% decline in **Finance and Insurance** may be attributed to the 39% decline in jobs in the **Insurance Carriers** industry.

TABLE 15: ONONDAGA COUNTY TOP 20 JOBS BY JOB COUNT, 2007-2017

Onondaga County Top 20 Jobs by Job Count, 2007-2017							
NAICS	Description	2007 Jobs	2017 Jobs	2007 - 2017 Change	2007 - 2017 % Change	2017 Location Quotient	Avg. Earnings Per Job
7225	Restaurants and Other Eating Places	13,276	15,338	2,062	16%	0.89	\$21,702
9036	Education and Hospitals (Local Government)	15,598	14,497	(1,101)	(7%)	1.02	\$90,262
6113	Colleges, Universities, and Professional Schools	10,062	12,169	2,107	21%	3.77	\$50,083
9039	Local Government, Excluding Education and Hospitals	10,188	8,901	(1,287)	(13%)	0.95	\$87,103
9029	State Government, Excluding Education and Hospitals	6,982	7,518	536	8%	2.00	\$97,648
6221	General Medical and Surgical Hospitals	6,945	7,112	167	2%	0.93	\$75,910
4451	Grocery Stores	6,293	6,149	(144)	(2%)	1.36	\$27,566
6211	Offices of Physicians	5,280	6,133	853	16%	1.43	\$100,123
6241	Individual and Family Services	3,347	5,512	2,165	65%	1.36	\$27,440
9026	Education and Hospitals (State Government)	4,918	5,499	581	12%	1.10	\$56,408
6231	Nursing Care Facilities (Skilled Nursing Facilities)	4,640	4,751	111	2%	1.75	\$42,018
9011	Federal Government, Civilian	4,194	4,546	352	8%	0.95	\$98,234
5613	Employment Services	6,325	3,876	(2,449)	(39%)	0.66	\$34,774
5511	Management of Companies and Enterprises	3,510	3,832	322	9%	1.03	\$99,065
5241	Insurance Carriers	6,157	3,786	(2,371)	(39%)	1.91	\$95,436
2382	Building Equipment Contractors	3,707	3,643	(64)	(2%)	0.96	\$71,030
5617	Services to Buildings and Dwellings	2,992	3,484	492	16%	0.75	\$27,766
5413	Architectural, Engineering, and Related Services	3,171	3,277	106	3%	1.32	\$96,618
7139	Other Amusement and Recreation Industries	2,755	3,069	314	11%	1.34	\$16,930
5242	Agencies, Brokerages, and Other Insurance Related Activities	2,418	2,900	482	20%	1.35	\$82,769

Source: Emsi Q4 2017 Dataset

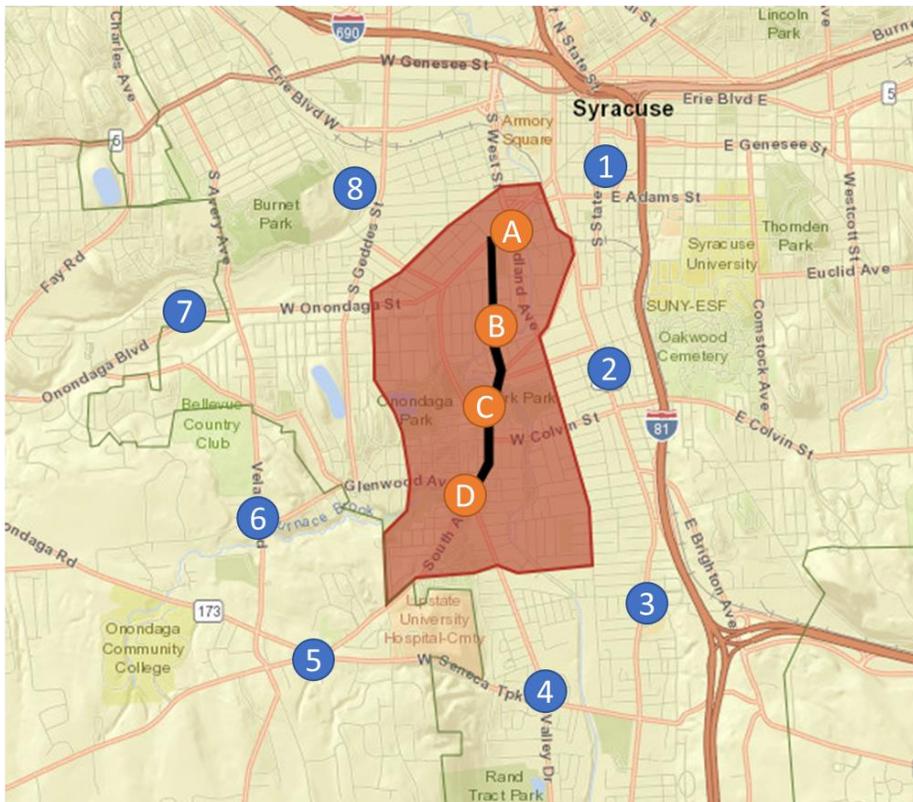
Retail Analysis

A retail leakage analysis measures the extent of surpluses (new money entering the economy) and leakages (existing money exiting the economy) in a given trade area. Finding retail gaps where there is unmet demand for certain goods highlights potential industries for new businesses in these areas. When the demand (spending by trade area residents) for goods and services is greater than sales at trade area businesses, sales are said to “leak out” of the trade area to other regions, which creates a positive retail gap (i.e. sales leakage). Conversely, if the supply of goods sold (trade area sales) exceeds trade area demand (spending by trade area residents), it is assumed that non-residents are coming into the trade area and spending money, creating a negative retail gap (i.e. sales surplus).

Trade Area

A retail trade area is defined as the area from which businesses in a certain location draw the majority of their customers. Retailers along South Avenue are clustered in four nodes along the length of the corridor and primarily serve the neighborhood, drawing few customers from beyond the immediate vicinity (approximately a half mile, which is outlined in red). Other retail nodes in the surrounding area compete with South Avenue Corridor businesses and act to constrain the area from which these businesses draw customers. Figure 15 shows the extent of the South Avenue Trade Area (in red), as well as the other retail nodes in the vicinity of the study area.

FIGURE 15: SOUTH AVENUE RETAIL TRADE AREA AND NEARBY RETAIL NODES



STUDY AREA RETAIL NODES

South Avenue Retail Trade Area (in red)

- A. W. Onondaga St.
Rite Aid, Family Dollar
- B. South Ave. & Bellevue Ave.
PriceRite
- C. South Ave. & Onondaga Ave.
Family Dollar
- D. South Ave. & Glenwood Ave.
Local restaurants/services

Surrounding Area

1. Downtown Syracuse
2. S. Salina St. (Downtown to Brighton Ave)
Family Dollar (2), KFC
3. Valley Plaza
Tops, Family Dollar, Rite Aid, Burger King
4. Turnpike Centre
Dollar Tree, Rite Aid
5. NY-175 & NY-173
Dunkin Donuts, Pita Pit, Sunoco
6. Shady Brook Plaza
Mobil, local restaurants/services
7. Western Lights Plaza
Price Chopper, Wegmans, Rite Aid, Fallas
8. Geddes Street Plaza
Save-A-Lot, City True Value Hardware

Note: Stores listed under each retail node are illustrative examples and do not constitute an exhaustive inventory.

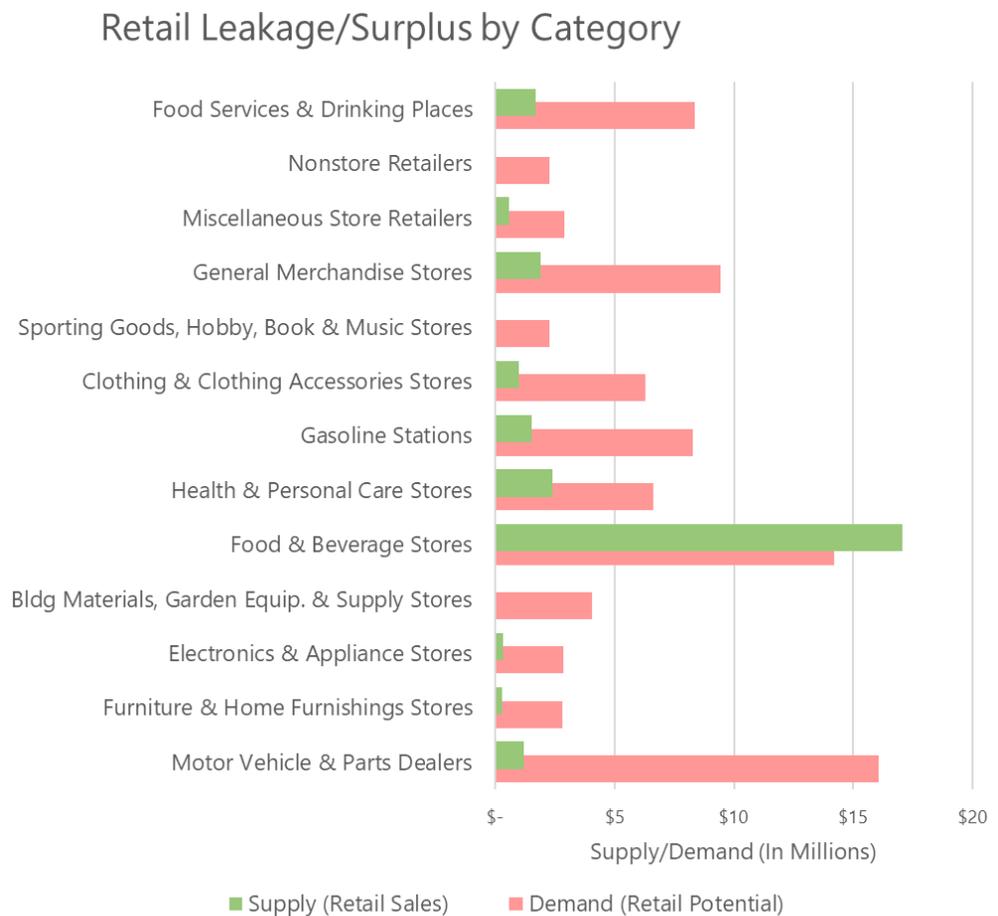
Retail Leakage Analysis

Sales leakage and sales surplus carry different implications. In many cases, sales leakage presents an opportunity to capture unmet demand in a trade area since a percentage of residential spending occurs outside the trade area. This demand can be met within the trade area by opening new businesses or expanding existing businesses within retail sectors that show sales leakage. However, not all retail categories that exhibit sales leakage within a particular trade area are a good fit for the region. Changes in consumer expectations and shopping habits have upended the retail market, rendering the retail sector a challenging bid for any business. Finding the right retail mix and density is essential for a community that seeks to create a sense of place that can provide services to residents and offer interesting finds to attract visitors.

A sales surplus might exist for several reasons. For example, the region might be a popular shopping destination for tourists and other out-of-town visitors, or a cluster of competing businesses offering a similar product or service may be located within the trade area, creating a specialty cluster that draws in spending by households from outside the trade area. Alternatively, a sales surplus could be an indicator of market saturation.

Across the 13 retail sectors examined, the only industry in which a surplus was found was in Food and Beverage Stores. This industry includes grocery stores, specialty food stores, and beer, wine, and liquor stores. This surplus is largely driven by the new Price Rite store that opened on South Avenue and has been successful in attracting customers from beyond the neighborhood. For other categories, the high levels of retail leakage suggest that existing retail options are not meeting the needs of trade area residents, and that residents must leave the South Avenue corridor for many of their shopping needs. Figure 16 illustrates leakage/surplus for each retail category.

FIGURE 16: INDUSTRY LEAKAGE/SURPLUS IN THE RETAIL TRADE AREA



Source: Esri Marketplace Profile Report

Tapestry Segmentation

Market segmentation is based on the concept that people with similar demographic characteristics, purchasing habits, and media preferences naturally gravitate toward into the same neighborhoods. Businesses utilize market segmentation to understand their customers’ lifestyle choices, purchasing preferences, and how they spend their free time. The Tapestry Segmentation System was developed by Esri to classify U.S. neighborhoods based on socioeconomic and demographic composition. The system is broken down into 14 summary groups and 68 segments, organized by characteristics like household size, median income, median age, and consumer preferences. Understanding the major tapestries in a given retail trade area provides insight for better planning to address the consumer needs in that area. Descriptions of all tapestry segments listed below are included in Attachment A.

Table 16 below lists the six identified tapestries within the Retail Trade Area, ordered by prominence. The majority of these households, like *City Commons*, *Hardscrabble Road*, and *Fresh Ambitions*, are lower-income and predominantly young, immigrant, and/or minority households. Together, these three tapestries make up 85% of the total Retail Trade Area population. The other 15% are made up of *Emerald City*, *Rustbelt Traditions*, and *In Style* tapestry segments. A full description of the Tapestry Segmentations in the South Avenue corridor can be found in Attachment A.

TABLE 16: SOUTH AVENUE CORRIDOR RETAIL TRADE AREA TAPESTRY SEGMENTS

South Avenue Corridor Retail Trade Area Tapestry Segments					
Tapestry Segment	Households	Percent	Median Age	Median Income	Median Net Worth
City Commons (11E)	2,804	65%	27.6	\$ 17,000	\$ 10,000
Hardscrabble Road (8G)	627	15%	31.7	\$ 26,000	\$ 12,000
Emerald City (8B)	346	8%	36.6	\$ 52,000	\$ 37,000
Rustbelt Traditions (5D)	226	5%	38.4	\$ 49,000	\$ 79,000
Fresh Ambitions (13D)	217	5%	28.0	\$ 26,000	\$ 11,000
In Style (5B)	106	3%	41.1	\$ 66,000	\$ 128,000

Source: Esri Tapestry Segmentation Report

It is important to recognize that the classifications provided in this analysis are generalizations. The descriptions of each segment are based on comparisons with the U.S. as a whole and reflect the propensity of households within that segment to exhibit certain demographic, lifestyle, and consumer characteristics relative to the overall population. Age, income, and net worth, and household spending habits are based on national statistics, and may vary from household to household or region to region based on geographical or cultural factors. The purpose of this exercise is to compare local consumer trends to those of consumers across the U.S. so businesses and developers not familiar with the City of Syracuse or the South Avenue corridor understand consumer demand in this area.

Retail Spending Potential

Retail spending potential can be identified for industries where the amount of unmet demand is high enough that a new business in that industry can reasonably expect to survive, based on that industry’s average sales per business and the level of unmet demand that would potentially be captured by a new business within the Retail Trade Area. Table 17 identifies retail categories that have the potential to recapture sufficient unmet demand to survive in the local retail trade area, based on a conservative leakage recapture rate (defined as the share of total unmet demand that can be recaptured by a new business) of 15%.

Column D shows the potential recaptured leakage for each industry, based on the current retail gap shown in Column C. These are then divided by the average sales for all businesses in Upstate New York within each industry, to arrive at the number of potentially supported businesses in Column F. Column G outlines the typical sales per square foot of each retail type; dividing the recapture amount by the average sales per square foot provides the total square footage of new development that can be supported in the Retail Trade Area.

While the Retail Trade Area is experiencing sales leakage across many categories, its small geographic size and relatively low resident incomes limit the potential for significant retail development. Based on these calculations, an estimated two new retail businesses could be supported in the Retail Trade Area: one clothing store, and one restaurant/other eating place. These new businesses could together support nearly 4,700 square feet of new retail space.

TABLE 17: SOUTH AVENUE CORRIDOR RETAIL TRADE AREA SUPPORTED RETAIL

South Avenue Corridor Retail Trade Area Supportable Retail							
A	B	C	D	E	F	G	H
NAICS	Retail Category	Retail Gap	15% Leakage Recapture	Average Sales per Business	Supportable Businesses (D / E)	Average Sales per SF	Supportable SF (D / G)
4481	Clothing Stores	\$ 4,148,700	\$ 622,305	\$ 1,204,111	1	\$ 300	2,074
7225	Restaurants/Other Eating Places	\$ 6,027,897	\$ 904,185	\$ 612,637	1	\$ 350	2,583

Source: Esri, Camoin Associates

Attachment A: Tapestry Segment Definitions

The following section lists the Esri descriptions for the prominent tapestry segments in the Retail Trade Area.

Segment 11E: “City Commons”

This segment is one of Tapestry’s youngest and largest markets, primarily comprised of single-parent and single-person households living within large, metro cities. While more than a third have a college degree or spent time in college, nearly a third have not finished high school, which has a profound effect on their economic circumstance. However, that has not dampened their aspiration to strive for the best for themselves and their children.

Socioeconomic Traits:

- Average household size: 2.66
- Median Household Income: \$17,000
- Although some have college degrees, nearly one in three have not graduated from high school.
- Most households receive income from wages or salaries, but nearly one in four receive contributions from Social Security and public assistance.
- Most families prefer the convenience of fast-food restaurants to cooking at home.
- Consumers endeavor to keep up with the latest fashion trends.
- Unemployment is very high at 24%; labor force participation is low at 54%.

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Segment 8G: “Hardscrabble Road”

Hardscrabble Road neighborhoods are in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children) and single parents. Younger, highly diverse (with higher proportions of black, multiracial, and Hispanic populations), and less educated, they work mainly in service, manufacturing, and retail trade industries. Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level. Roughly 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2–4 unit buildings. This market is struggling to get by.

Socioeconomic Traits:

- Average household size: 2.64
- Median Household Income: \$26,000
- Education completed: 38% with a high school diploma; 25% with some college or an associate’s degree.
- Unemployment rate is higher at 16.6%, almost twice the US rate.
- They tend to save money for a specific purpose.
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- Renters: About three-fifths of households.

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Segment 8B: “Emerald City”

Emerald City’s denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well-educated and well-employed, half have a college degree and a professional occupation. Incomes close to the U.S. median come primarily from wages and self-employment. This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the “foodie” culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both personally and for business.

SOCIOECONOMIC TRAITS:

- Average household size: 2.05
- Median Household Income: \$52,000
- Well educated, these consumers research products carefully before making purchases.
- Very conscious of nutrition, they regularly buy and eat organic foods.
- Cell phones and text messaging are a huge part of everyday life.
- They place importance on learning new things to keep life fresh and variable.
- They are interested in the fine arts and especially enjoy listening to music.

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Segment 5D: “Rustbelt Traditions”

The backbone of older industrial cities in states surrounding the Great Lakes, Rustbelt Traditions residents are a mix of married-couple families and singles living in older developments of single-family homes. While varied, the work force is primarily white collar, with a higher concentration of skilled workers in manufacturing, retail trade, and health care. Rustbelt Traditions represents a large market of stable, hard-working consumers with modest incomes but above average net worth. Family oriented, they value time spent at home. Most have lived, worked, and played in the same area for years.

SOCIOECONOMIC TRAITS:

- Average household size: 2.46
- Median Household Income: \$49,000
- Most have graduated from high school or spent some time at a college or university
- Unemployment below the US at 8%; labor force participation slightly higher than the US at 67%.
- Budget-aware shoppers that favor American-made products.
- While most income derived from wages and salaries, nearly 30% of households collecting Social Security and nearly 20% drawing income from retirement accounts.
- Most households have two or more vehicles available.

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Segment 13D: “Fresh Ambitions”

These young families, many of whom are recent immigrants, focus their life and work around their children. Fresh Ambitions residents are not highly educated, but many have overcome the language barrier and earned a high school diploma. They work overtime in service, in skilled and unskilled occupations, and spend what little they can save on their children. Multigenerational families and close ties to their culture support many families living in poverty; income is often supplemented with public assistance and Social Security. Residents spend more than one-third of their income on rent, though they can only afford to live in older row houses or multiunit buildings. They budget wisely not only to make ends meet but also to save for a trip back home.

SOCIOECONOMIC TRAITS:

- Average household size: 3.13
- Median Household Income: \$26,000
- One in three has overcome the language barrier and earned a high school diploma.
- One in four is foreign-born, supporting a large family on little income. *Fresh Ambitions* residents live on the edge of poverty but are an ambitious community. They will take on overtime work when they can.
- They predominantly rent; average gross rent is a little below the US average
- These residents maintain close ties to their culture; they save money to visit family, but seek out discount fares over convenience
- Price-conscious consumers, they budget for fashion, not branding. However, parents are happy to spoil their brand savvy children

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Segment 5B: “In Style”

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

SOCIOECONOMIC TRAITS:

- Average household size: 2.33
- Median Household Income: \$66,000
- College educated: 46% are graduates; 75% with some college education.
- Low unemployment, at 5.6%; higher labor force participation rate, at 68%, with proportionately more 2-worker households.
- Median household income of \$65,600 reveals an affluent market with income supplemented by investments and a substantial net worth.
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.

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Attachment B: Data Sources

Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com.

American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.

Economic Modeling Specialists International (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin Associates subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.



Appendix C: Competitiveness Assessment

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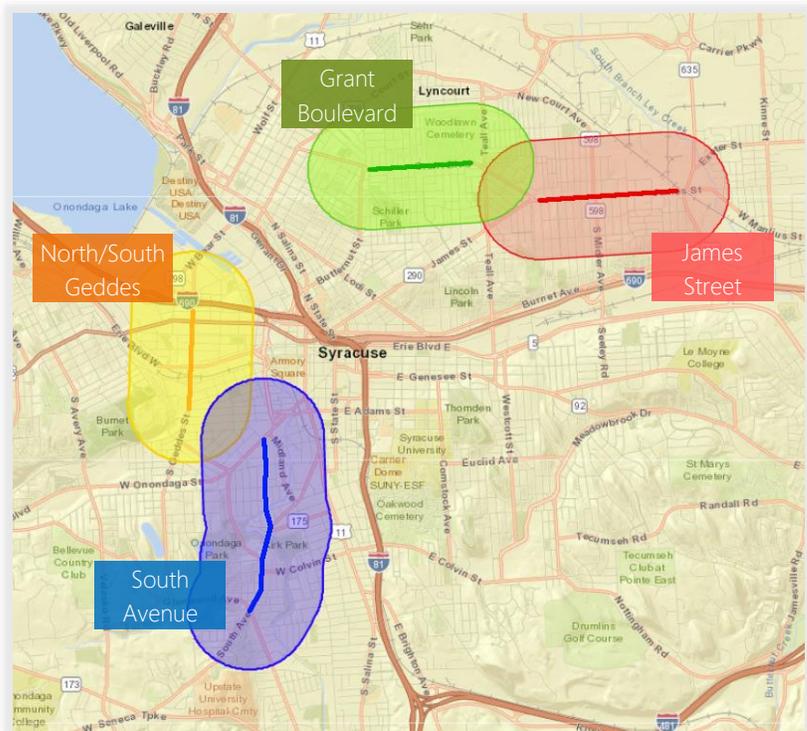
Introduction

The following analysis is a complimentary addition to the Baseline Conditions Assessment for South Avenue, dated January 2018. The data from that original document was distributed to the Steering Committee and later presented at the first community meeting at the Southwest Community Center. After hearing from multiple participants at the community event, it became apparent that while the Baseline Assessment used the City of Syracuse as a benchmark for many socioeconomic indicators, it would be helpful to hone in on how South Avenue stacks up to other **commercial corridors** in Syracuse. After consulting with the Steering Committee, three corridors throughout the city were chosen, identified on the map below. These corridors were targeted for a variety of reasons, including their composition of commercial activity, similar streetscape patterns to South Avenue, or recent interventions that propelled economic activity in the area. The indicators below make up a snapshot of the corridors that could be used by real estate professionals or developers to identify opportunities or barriers to successful investment. The purpose of our analysis also looks to proactively identify competitiveness factors as well as barriers that need to be managed to mitigate potential challenges in attracting investment to South Avenue.

The South Avenue corridor was benchmarked against similar geographies defined as the ½-mile buffers surrounding the following Syracuse corridors shown in Figure 17:

FIGURE 17: MAP OF STUDIED NEIGHBORHOODS

- **North & South Geddes Street:** This section of North and South Geddes Street runs between W. Belden Avenue and Otisco Street. The North/South divide occurs at the intersection of Wilkinson St. For this analysis, this corridor will be referred to as simply "Geddes Street."
- **Grant Boulevard:** Between the north end of Highland Street and the curve before Teall Avenue, this corridor runs east/west and is bordered to the north by Woodlawn Cemetery.
- **James Street:** This corridor terminates to the east at the northern end of Hickock Avenue and to the west at Clover Ridge Drive.



Key Findings

- Across numerous measures, there are striking differences between the demographics for both the South Avenue and Geddes Street neighborhoods (which overlap to an extent) when compared to the Grant Boulevard and James Street neighborhoods (which also overlap to an extent). Though all four neighborhoods have their own distinct qualities, the traits of the former neighborhoods are more similar when compared to the latter ones.
- While the percentage of residents between the ages of 18 and 64 is roughly consistent among the studied neighborhoods, South Avenue and Geddes Street have a considerably higher percentage of residents under the age of 18 as well as a lower percentage of residents aged 65 or older compared to James Street and Grant Boulevard.
- At roughly 40%, the poverty rate is twice as high in the South Avenue and Geddes Street neighborhoods as it is in the Grant Boulevard and James Street neighborhoods.
- In terms of the residential market, the rate of vacancy is nearly twice as high on South Avenue as it is on Grant Boulevard, and more than twice as high as it is on James Street. Homeownership is also significantly less common in the South Avenue and Geddes Street neighborhoods than along Grant Boulevard and James Street.
- Industry mixes vary significantly from neighborhood to neighborhood, both in terms of the distribution of businesses and in terms of employees spread across those businesses. On Grant Boulevard, for example, 25% of employees work in retail, compared to 5% of employees on South Avenue. On South Avenue, food and beverage stores are the primary form of retail, comprising 43% of all retail businesses. Compared to its peers, however, the corridor has relatively few sports/hobby/books/music stores and miscellaneous store retailers.
- According FBI statistics, the Total Crime indices for South Avenue and Geddes Street are roughly twice as high as those of Grant Boulevard and James Street. Personal crimes are especially pervasive—the murder rate in the South Avenue neighborhood was seven times the national average in 2017. Other crimes like robbery and assault were more than four times as common.

Population

In the 17 years since 2000, three of the four studied neighborhoods saw a decline in population. This decline was most pronounced in the South Avenue corridor, which saw an 11% decline in population. The one neighborhood that saw a net increase in population was Grant Boulevard, which saw 2% growth (or 246 net residents) since 2000.

TABLE 18: CHANGE IN POPULATION BY NEIGHBORHOOD, 2000

Change in Population by Neighborhood, 2000 to 2017				
	South Ave	Geddes St	Grant Blvd	James St
Total Population (2000)	17,532	8,023	12,969	11,688
Total Population (2017)	15,541	7,468	13,215	11,531
Change in Population	-1,991	-555	246	-157
% Change in Population	-11%	-7%	2%	-1%

Source: Esri

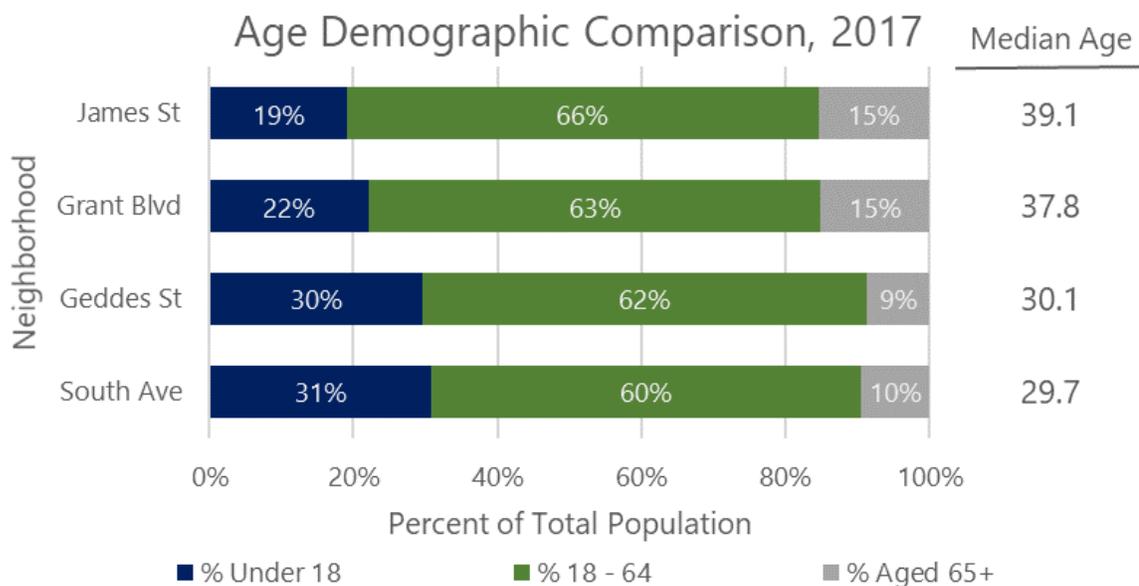
Of the four neighborhoods, Geddes Street has the lowest total population and South Avenue has the highest.

Age

Per Figure 18, the South Avenue neighborhood has the lowest median age of the four studied neighborhoods, at 29.7. It is closely followed by the Geddes Street neighborhood, with a median age of 30.1. Between these two neighborhoods and the Grant Boulevard/James Street neighborhoods, there is a significant difference, however, with Grant Boulevard and James Street having median ages of 37.8 and 39.1, respectively.

This difference in median age is likely the result of differences at the extreme ends of the age range. While the percentage of residents between the ages of 18 and 64 is roughly consistent among the studied neighborhoods, South Avenue and Geddes Street have a far higher percentage of residents under the age of 18 as well as a far lower percentage of residents aged 65 or older compared to James Street and Grant Boulevard.

FIGURE 18: AGE DEMOGRAPHIC COMPARISON



Source: Esri

Income

As shown in Table 19: Median Household Income by Neighborhood the South Avenue neighborhood has the lowest median annual income of all neighborhoods examined in this analysis. At \$24,206, this is 4% lower than that of Geddes Street (\$25,709), 34% lower than that of Grant Boulevard (36,850), and 40% lower than that of James Street (\$40,115).

TABLE 19: MEDIAN HOUSEHOLD INCOME BY NEIGHBORHOOD

Median Household Income by Neighborhood				
	South Ave	Geddes St	Grant Blvd	James St
Median Household Income	\$ 24,206	\$ 25,709	\$ 36,850	\$ 40,115

Source: Esri

As of 2015, the poverty rate in the South Avenue neighborhood was second to that of Geddes Street. The two have poverty rates of 41% and 43%, respectively, which is more than twice the rate of Grant Boulevard (19%) and James Street (20%).

TABLE 20: 2015 HOUSEHOLDS BELOW THE POVERTY LEVEL

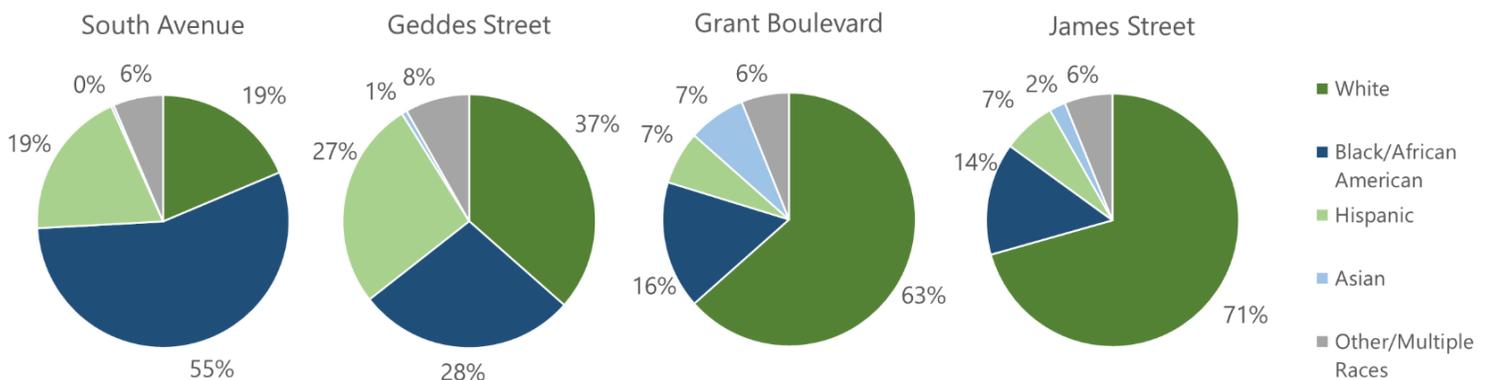
2015 Households Below the Poverty Level				
	South Ave	Geddes St	Grant Blvd	James St
Households Below the Poverty Level	2,206	1,180	1,071	1,079
Households At or Above the Poverty Level	3,155	1,543	4,549	4,454
% Below the Poverty Level	41%	43%	19%	20%

Source: Esri

Race and Ethnicity

Figure 19 compares the racial and ethnic makeup of each of the studied neighborhoods. It should be noted that for this analysis, the Hispanic ethnicity is considered its own category. South Avenue is the only neighborhood studied where the most populous race is not white. 19% of South Avenue residents are white, compared to 37% of Geddes Street residents, 63% of Grant Boulevard residents, and 71% of James Street residents. Rather, the South Avenue neighborhood is majority (55%) Black/African American. Additionally, The South Avenue neighborhood has the second highest percentage of Hispanic residents of the four neighborhoods, with a 19% Hispanic population compared to 27% for Geddes Street, 7% for Grant Boulevard, and 7% for James Street.

FIGURE 19: DISTRIBUTION OF RACE AND ETHNICITY BY NEIGHBORHOOD



Education

Residents of the Grant Boulevard and James Street neighborhoods are roughly twice as likely to have a bachelor's degree than South Avenue residents, and roughly 15% more likely to have a high school diploma or equivalent. The percentage of residents with a high school diploma is roughly consistent across all neighborhoods, however the percentage of residents with a GED or alternative credential is almost twice as high in the South Avenue and Geddes Street neighborhoods as it is in the Grant Boulevard and James Street neighborhoods.

TABLE 21: DISTRIBUTION OF EDUCATIONAL ATTAINMENT BY

Distribution of Educational Attainment by Neighborhood, 2017				
	South Ave	Geddes St	Grant Blvd	James St
Less than 9th Grade	8%	10%	6%	2%
9-12th Grade/No Diploma	20%	19%	10%	9%
High School Diploma	24%	21%	25%	22%
GED/Alternative Credential	8%	9%	5%	4%
Some College/No Degree	20%	19%	19%	22%
Associate's Degree	7%	7%	11%	11%
Bachelor's Degree	8%	10%	14%	19%
Graduate/Professional Degree	5%	6%	10%	10%
Total	8,882	4,416	9,138	8,378
% with High School Diploma or Equivalent	72%	72%	84%	89%
% With Bachelor's Degree	13%	16%	24%	29%

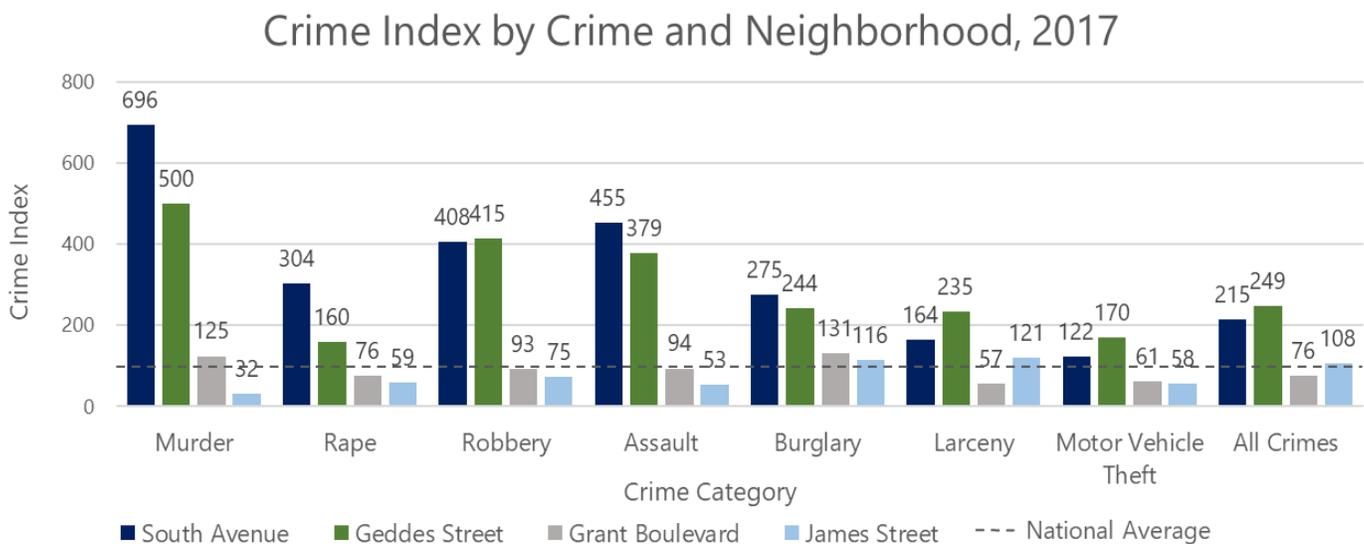
Source: Esri

Crime

Figure 20: Crime Index by Category and Neighborhood, 2017

Figure 4 below compares the four neighborhoods across indexes for seven crime categories (four personal crime types and three property crime types) as well as an unweighted index for Total Crimes⁴. According to FBI statistics, the Total Crime indices for South Avenue and Geddes Street are roughly twice as high as those of Grant Boulevard and James Street. Personal crimes like murder, robbery, and assault are particularly high in the South Avenue and Geddes Street neighborhoods. Personal crimes are especially pervasive—the murder rate in the South Avenue neighborhood was seven times the national average in 2017. Other crimes like robbery and assault were more than four times as common, as well.

FIGURE 20: CRIME INDEX BY CATEGORY AND NEIGHBORHOOD, 2017



Source: Esri

Housing

Home values in the South Avenue neighborhood are the second lowest of all neighborhoods studied. At \$72,147, the median home value in the South Avenue neighborhood is 15% higher than that of the Geddes Street neighborhood, 18% lower than that of the Grant Boulevard neighborhood, and 20% lower than that of the James Street neighborhood. Figure 21 to the right lays these differences out graphically.

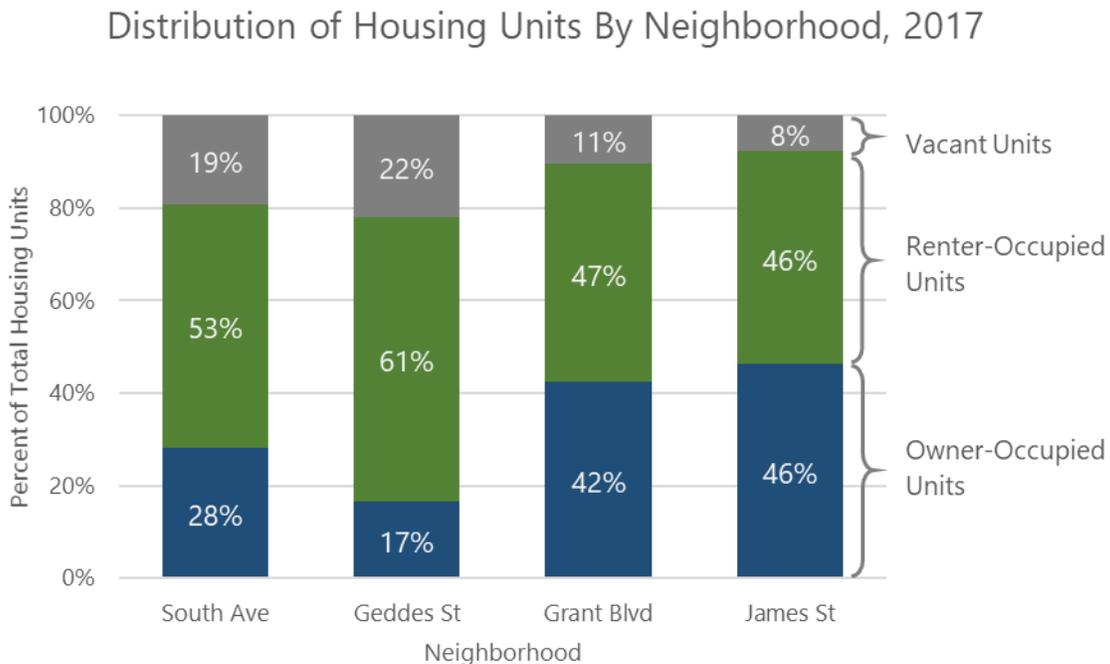
FIGURE 21: MEDIAN HOME VALUE BY NEIGHBORHOOD



⁴ The unweighted index used in this analysis considers the aggregate of all crimes, not taking into account severity. For example, both murder and assault are equally counted in this index. These values are then indexed against the national average.

Figure 22 breaks down total occupancy for each neighborhood into owner-occupied, renter-occupied, and vacant housing units. Nearly one-fifth of housing units in the South Avenue neighborhood are not occupied at all, while more than half are renter-occupied. The rate of vacancy is nearly twice as high on South Avenue as it is on Grant Boulevard, and more than twice as high as it is on James Street. Homeownership is also significantly less common in the South Avenue and Geddes Street neighborhoods than along Grant Boulevard and James Street. While less than 30% of housing units in the South Avenue neighborhood and 20% housing units on Geddes Street are owner-occupied, nearly half of housing units on both Grant Boulevard and James Street are considered owner-occupied. Renter-occupied units, on the other hand, were somewhat steady across all neighborhoods, at roughly half of all units, with Geddes Street having a slightly higher portion of renter-occupied housing units at 61%.

FIGURE 22: DISTRIBUTION OF HOUSING UNITS BY NEIGHBORHOOD, 2017



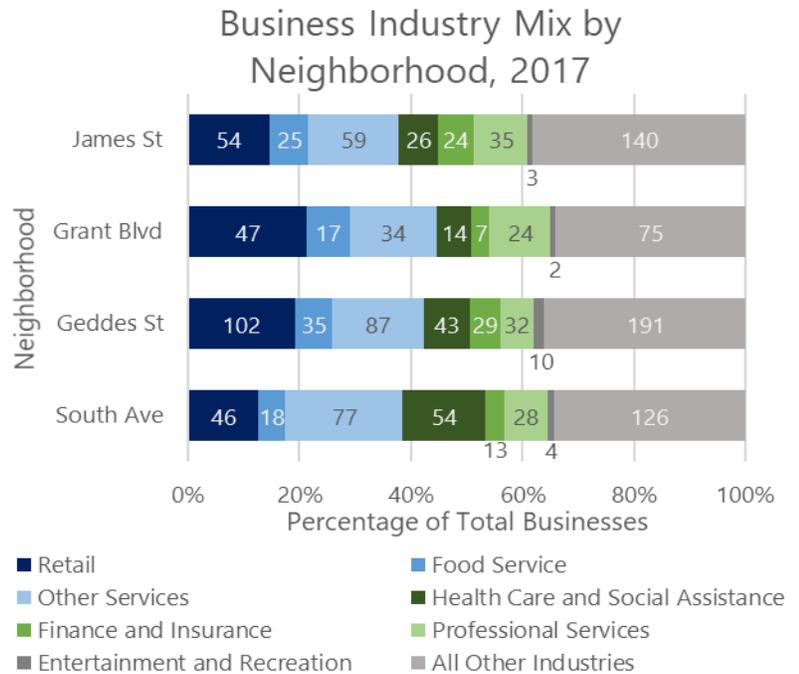
Source: Esri

Local Industry

Figure 23 and Figure 24 to the right show the distribution of total businesses and total employees for the four studied neighborhoods, categorized by industry including retail businesses, food and beverage service businesses, and other services⁵. For the Geddes Street and Grant Boulevard neighborhoods, **Retail Trade** is the most prominent industry of all both in terms of total businesses and total workers. For these neighborhoods, retail comprises 19% and 21% of all businesses, respectively. South Avenue and James Street, on the other hand, have a higher percentage of businesses dedicated to **Other Services** like repair shops, beauty salons, or laundry services.

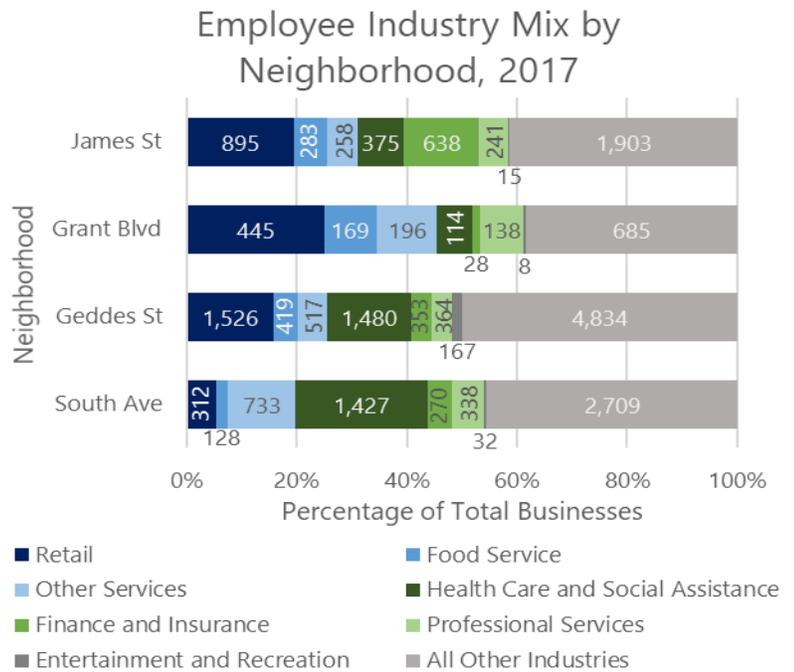
Rather than retail or services, the dominant industry in the South Avenue neighborhood in terms of employees is **Health Care and Social Assistance**, which accounts for 15% of businesses and 24% of all employees within the neighborhood. This industry is four times more prominent in the South Avenue neighborhood than the Grant Boulevard neighborhood (where this industry comprises 6% of all employees) and three times more prominent than in the James Street neighborhood (where this industry comprises 8% of all employees).

FIGURE 23: BUSINESS INDUSTRY MIX BY NEIGHBORHOOD, 2017



Source: Esri

FIGURE 24: EMPLOYEE INDUSTRY MIX BY NEIGHBORHOOD, 2017

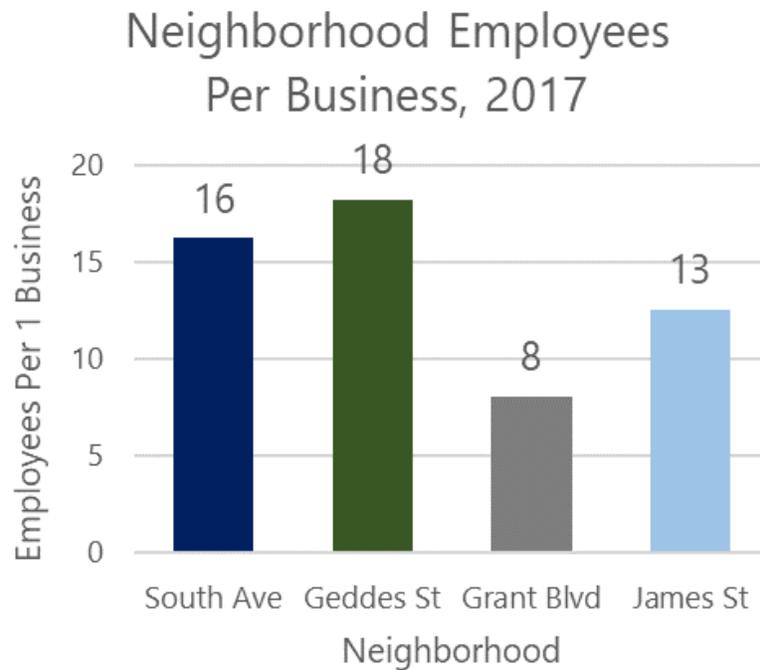


Source: Esri

⁵ "Other services" is used to refer to the industry labeled "Other Services (Excluding Public Administration)" under the North American Industry Classification System (NAICS). This industry includes businesses like repair shops, pet care, civic organizations, personal care services, and political organizations.

Figure 25 shows the ratio of employees per business, which provides some level of understanding of the employment impact individual businesses have on each neighborhood. The average business in the South Avenue neighborhood employs 16 employees, which is below businesses on Geddes Street but above businesses on James Street and well above businesses on Grant Boulevard.

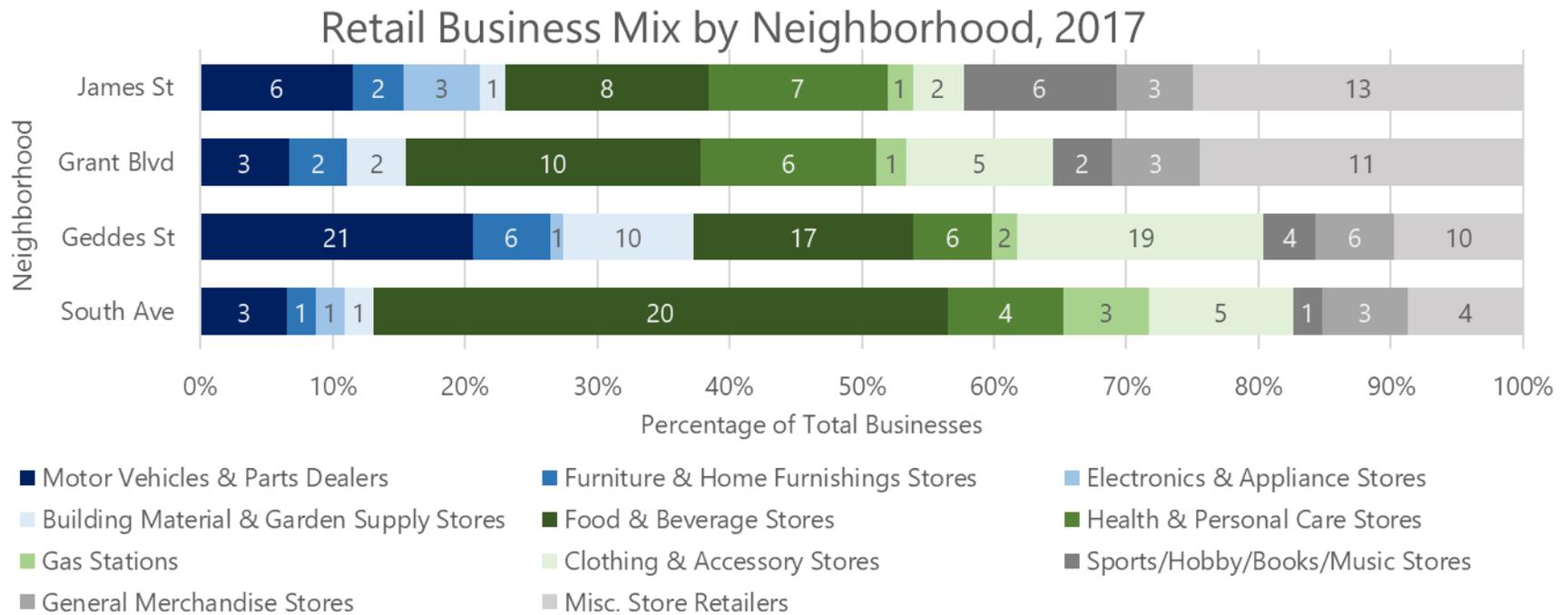
FIGURE 25: NEIGHBORHOOD EMPLOYEES PER BUSINESS, 2017



Source: Esri

Looking at retail specifically, Figure 26 below breaks down all retail businesses in each neighborhood by type. For South Avenue, food and beverage stores are the primary form of retail, comprising 43% of all retail businesses. Compared to its peers, however, the corridor has relatively few sports/hobby/books/music stores and miscellaneous store retailers.

FIGURE 26: RETAIL BUSINESS MIX BY NEIGHBORHOOD, 2017



Source: Esri

Traffic Counts

FIGURE 27: SOUTH AVE TRAFFIC COUNTS



The following maps display Average Annual Daily Traffic (AADT) for South Avenue and the three comparison corridors. AADT provides valuable information for retailers and commercial developers who want a snapshot of how many individuals they can anticipate frequenting a specific corridor. Many retail chains have a minimum traffic count threshold that must be reached before they will consider opening a store. While traffic counts are only one measure of activity on a corridor, it can be used in conjunction with other complimentary factors like business mix and socioeconomic indicators to develop a clearer picture of spending and development potential in a region.

FIGURE 27, FIGURE 29, AND FIGURE 28: GEDDES STREET TRAFFIC COUNTS

shows that the mid-section of the South Avenue corridor sees a daily average of 9,163 cars, which then disburse between the northern portion of South Avenue and Cortland Avenue to the east. The northern and southern portions of South Avenue do not command as much traffic by comparison. With over 9,000 cars passing through the section of South Avenue that is bisected by Upper and Lower Onondaga park, there may be opportunities to capture commuters, especially as the Creekwalk is developed in this same area. Eye-catching signage and clear labeling of activities associated with the Creekwalk, along with appropriate parking allocations, could be a draw to this portion of the neighborhood. Ancillary businesses that complement the Creekwalk may find this area attractive if traffic remains steady. This could also be a viable location for pop-up retail or eateries, like food trucks, that would frequent the

area during high-traffic times.

The northern portion of the Geddes St. corridor has the highest AADT among the comparison corridors, 14,240. However, the remainder of the Geddes St. corridor, south of West Genesee

FIGURE 28: GEDDES STREET TRAFFIC COUNTS

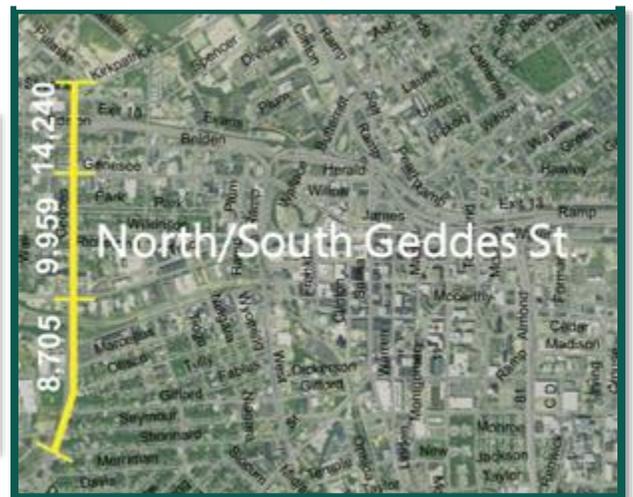


FIGURE 29: GRANT BOULEVARD AND JAMES STREET TRAFFIC COUNTS



St, does not demonstrate as strong traffic counts, ranging from 8,700 to nearly 9,960. Grant Boulevard and James Street have comparable AADT, between 11,000 and 11,380.



Appendix D: Related Ongoing Projects and Planning Initiatives

There are a series of previous economic development programs that have been active on the South Avenue Corridor. A summary of those programs and other on-going projects are listed below. In addition, a summary of planning documents that will help drive development activity on South Avenue are summarized.

2014 Main Street Program –

The City of Syracuse provided grant funding for businesses to invest in the renovation of their building's façade. Applicants were required to be an owner or a tenant of a commercial or mixed-use property in the Lower South Avenue Business Corridor. Business on South Avenue that successfully acquired grant funding for these improvements and completed their rehab work include:

- The Jerk Hut (440 South Avenue)
- B&B Lounge Tavern and accompanying parking lot (310 South Avenue)
- Timbuktu African Imports (500 South Avenue)
- Upstate Market (900 South Avenue)

South Avenue Community Survey –

Partnering with a Syracuse University student, Jubilee Homes conducted a community survey via phone interviews and in person conversations with 125 individuals in March/April of 2016. The survey aimed to understand what services were most desired on the South Avenue Corridor and what types of goods or services people travel outside of the South Avenue corridor to purchases.

Home Headquarters' Scattered Site Project –

Home Headquarters (HHQ) is a multi-faceted community housing rehabilitation non-profit whose work spans Syracuse and Central New York. HHQ submitted a Consolidated Funding Application in the summer of 2017 to assist with rehabilitation the property at 310 South Avenue, which is currently an 8-unit rental apartment and the former B&B Cocktail Lounge, which resides on the ground floor but also has 2 rental units above the business as well. HHQ has an option to purchase this property and has plans to renovate the apartment building units. In addition, the organization seeks to renovate the B&B Cocktail Lounge portion of the building so that is able to function as a full-service restaurant. This aligns with the desired uses established in the community survey administered by Jubilee Homes. In December 2017, HHQ was awarded partial funds for their grant application for this project.

Prior Plans and Reports

Syracuse Comprehensive Plan 2040 –

Adopted in 2014, *Syracuse Comprehensive Plan 2040* lays the framework for a broad vision of how the City will evolve and grow into the future, and serves as an update to the previous *Syracuse Comprehensive Plan 2025* adopted in 2005. This updated Plan incorporates additional components aimed at improving residential quality of life, including non-motorized transportation infrastructure,

historic preservation, and public art. The Plan's direction can be summed through the following three goals:

1. Encourage, promote, and support a business-friendly environment that provides for sustainable urban economic growth and economic opportunities for Syracuse residents.
2. Offer an exceptional quality-of-life for its residents and visitors, by providing programs and services that enhance all types of neighborhoods.
3. Cultivate and capitalize on the area's unique character defined by its history while supporting well-designed real estate developments that enhance neighborhoods, lively public spaces, well-maintained infrastructure, and dynamic neighborhoods that are linked by well-planned transportation, all within an exciting, safe, clean environment.

ReZone Syracuse –

ReZone Syracuse is an initiative to develop a comprehensive rezoning of the City of Syracuse in accordance with Syracuse Comprehensive Plan 2040. Since it was originally conceived in 1922 (when the idea of land use zoning was novel), the City's Zoning Ordinances have seen incremental updates that have allowed them to evolve slightly at the cost of additional bureaucratic inefficiencies. ReZone Syracuse plans to completely overhaul this by providing more modern and streamlined ordinances that allow the city to better prepare for future development while seeing lower administrative costs. Key to this effort are five overarching goals, laid out by the City as such:

1. Preserve and enhance Syracuse's existing land use patterns
2. Protect and enhance the character and "sense of place" of Syracuse's neighborhoods
3. Ensure high-quality, attractive design throughout the City,
4. Promote environmentally sustainable land use patterns, transportation options, and site plans, and
5. Ensure that development regulations and review processes are efficient, predictable, and transparent

The effort is nearly two-thirds of the way through the process, and the City hopes to adopt the new zoning ordinances by summer 2018.

Syracuse Metropolitan Area Regional Transit Study Phase 1 (SMART 1) -

Recently completed in February 2018, the Syracuse Metropolitan Transportation Council (SMTC) initiated SMART 1 in 2015 to develop a transportation strategy for the city that would address elements of economic growth and overall improving quality of life for communities throughout the city. SMART 1 determined that the South Avenue Corridor is a vital connector between the northeast and southwest portions of Syracuse; the later node anchored by Onondaga Community College (OCC) and Upstate (Upstate) Community Campus. These two institutions are major employers, not only for the Southside neighborhood, but for the entire city. Ensuring that frequent, reliable service is available on South Avenue has the potential to bring an increased number of riders through the corridor. Centro's existing bus line through South Avenue already has one of the highest riderships in the city and further increasing transportation availability could be transformative for economic development endeavors.

Appendix E: Site Inventory

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Introduction and Study Area

Understanding the current setting and physical characteristics of a neighborhood are critical components of the planning and economic development process. This site inventory provides a description of current land use patterns, existing and future land use ordinances, and physical assets within the South Avenue Corridor. The information presented will allow the project team to make informed decisions about future development and tailor recommendations to the unique needs of the area.

The study area for this assessment encompasses South Avenue, which is located in southwest Syracuse, New York. The South Avenue Corridor (SAC) is defined by W. Onondaga Street to the north and Glenwood Avenue to the south.

Land Use and Zoning Assessment

Land Use Patterns

There are 211 parcels within the South Avenue Corridor (SAC), totaling approximately 71 acres of land. Land Use in the SAC is diverse including park land, commercial, residential and vacant land. The largest land use category by acreage is parks, accounting for 30 percent of lands along the corridor. The majority of this land includes Onondaga Park, Kirk Park, and Spirit of Jubilee Park. The largest proportion (22 percent) of land within the SAC is comprised of vacant land, excluding parking lots along the corridor.

According to the City of Syracuse's Land Use and Development Plan, the majority of the SAC is categorized as a 'neighborhood center'. Generally, this categorization is defined as a commercial center designed to serve pedestrians, with minimal building setbacks, large storefront windows and a variety of retail services, office and residential space.

Land Use	# of Parcels	Acreage	% of Acreage
Single-Family Residential	38	5.75	8%
Multi-Family Residential	37	5.33	7%
Commercial	46	12.32	17%
Schools	3	4.64	7%
Community Services/Religious	8	4.98	7%
Parks	6	21.01	30%
Parking	10	1.76	2%
Vacant Land	62	15.36	22%
TOTAL	211	71.15	100%

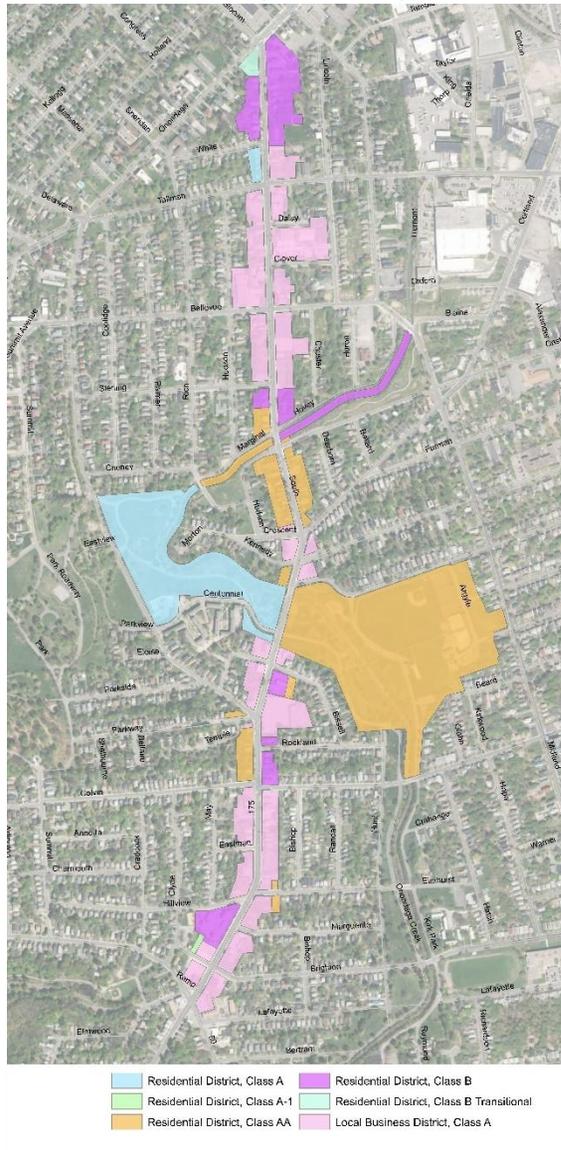
Existing Land Use



The Existing Land Use map shows the actual allocation of land use within the SAC. As can be seen, the northern portion of the SAC has a higher concentration of residential and vacant land, while the southern portion is more of a commercial setting. Commercial uses include small retail stores, small bank branches, a few small markets/groceries and a Family Dollar. Other uses within the corridor include a few small churches as well as school properties, such as the CORE K-8 program at the Elmwood School and PEACE, Inc.

THE SOUTH AVENUE CORRIDOR BOASTS A MIX OF LANDS USES, WITH A HEAVY PRESENCE OF COMMERCIAL AND RESIDENTIAL USES. VACANT LAND PROVIDES OPPORTUNITY FOR FUTURE DEVELOPMENT.

Existing Zoning



Existing Zoning

The City of Syracuse currently operates under a traditional Euclidean zoning ordinance. Under this zoning ordinance, the SAC is comprised of six zoning districts. The majority of parcels are zoned Residential District, Class AA and Local Business District, Class A.

Permitted uses in the Residential District, Class AA include single and two-family dwellings, churches and religious houses, public golf courses, and family day cares. Permitted uses in the Local Business District, Class A include local retail and services stores, office buildings, hotels, studios and galleries, dry cleaning and dyeing, restaurants, business and commercial schools, trade and vocational schools, animal hospitals, among other commercial uses.

Zoning	# of Parcels
Residential District, Class A	6
Residential District, Class AA	21
Residential District Class A-1	1
Residential District, Class B	15
Residential District, Class B Transitional	1
Local Business District, Class A	24
TOTAL	68

THERE ARE SIX ZONING DISTRICTS WITHIN THE CORRIDOR THAT ALLOW A MIX OF LAND USES.

Proposed Zoning – ReZone Syracuse

The City of Syracuse recently initiated the ReZone Syracuse project, which aims to comprehensively update the City’s existing zoning code, which is in many ways outdated. The proposed ReZone Syracuse contains a total of 14 zoning districts, six of which fall within the SAC.

The largest proposed district in the SAC is heavily dominated by both the MX-2 (Neighborhood Center), which is intended to cater to pedestrian friendly mixed uses, including low-density residential and nonresidential uses that offer limited goods and services to the adjacent neighborhood. A major component of the MX-2 district is its encouragement of scale and character within the existing neighborhood. This includes the preservation of minimal building setbacks and streetscape amenities.

ReZone	# of Parcels	% of Acreage
R-2	5	0.58
R-3	33	4.69
R-5	28	5.15
MX-1	7	1.85
MX-2	124	30.45
OS	14	28.43
TOTAL	211	71.15

Proposed ReZone Syracuse



The OS (Open Space) District is the second largest district within the SAC. This district is proposed to be established to provide adequate lands for recreation use and natural resource conservation. Park lands included within this district include Lower Onondaga Park and Kirk Park.

Residential uses just north of the Lower Onondaga Park and Kirk Park are zoned R-3 to provide for neighborhoods made up of single-family detached and two-family homes that are complimented with such uses as park space. Additionally, the R-5 district, which lies on the northern end of the SAC (and closer to downtown Syracuse) allows for more high-density residential development.

THE FUTURE LAND ORDINANCE FOR THE CITY OF SYRACUSE (REZONE SYRACUSE) INCLUDES SIX ZONING DISTRICTS IN THE CORRIDOR WHICH ARE INTENDED TO FACILITATE PEDESTRIAN FRIENDLY RESIDENTIAL AND COMMERCIAL USES.

Physical Resources

Surface Waters/Floodplains

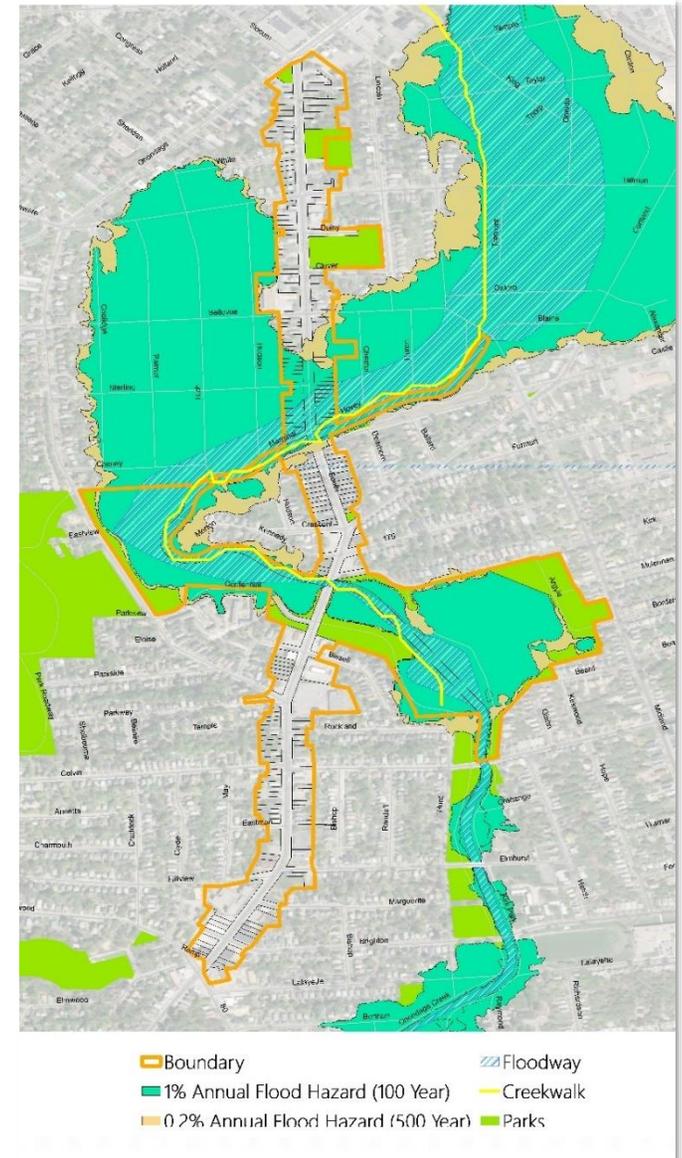
Onondaga Creek runs through the corridor and is a major tributary of Onondaga Lake which lies northwest of the SAC. Onondaga Creek crosses South Avenue in two locations; toward the central portion of the study area near Hovey Street and Kirk Avenue. South Avenue bridges over these two locations.

Small portions of the SAC also include areas of both the 100-year and 500-year floodplain. These floodplains are located at an approximately 990 foot stretch of South Avenue from Bellevue Avenue to Doctor M.L.K. West and approximately the entire extent of Lower Onondaga Park and Kirk Park. The 100 and 500-year floodplains should be considered when identifying future development options.

The floodway, which encompasses the extent of Onondaga Creek and its adjacent land, is defined by the Federal Emergency Management Agency, as a "channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than the designated height.

FLOODPLAINS ADJACENT TO ONONDAGA CREEK ARE PRESENT IN TWO SMALL SECTIONS WITHIN THE STUDY AREA. NEW DEVELOPMENT IN THESE AREAS SHOULD CONSIDER FLOODING IMPACTS IN DESIGN.

Natural Resources



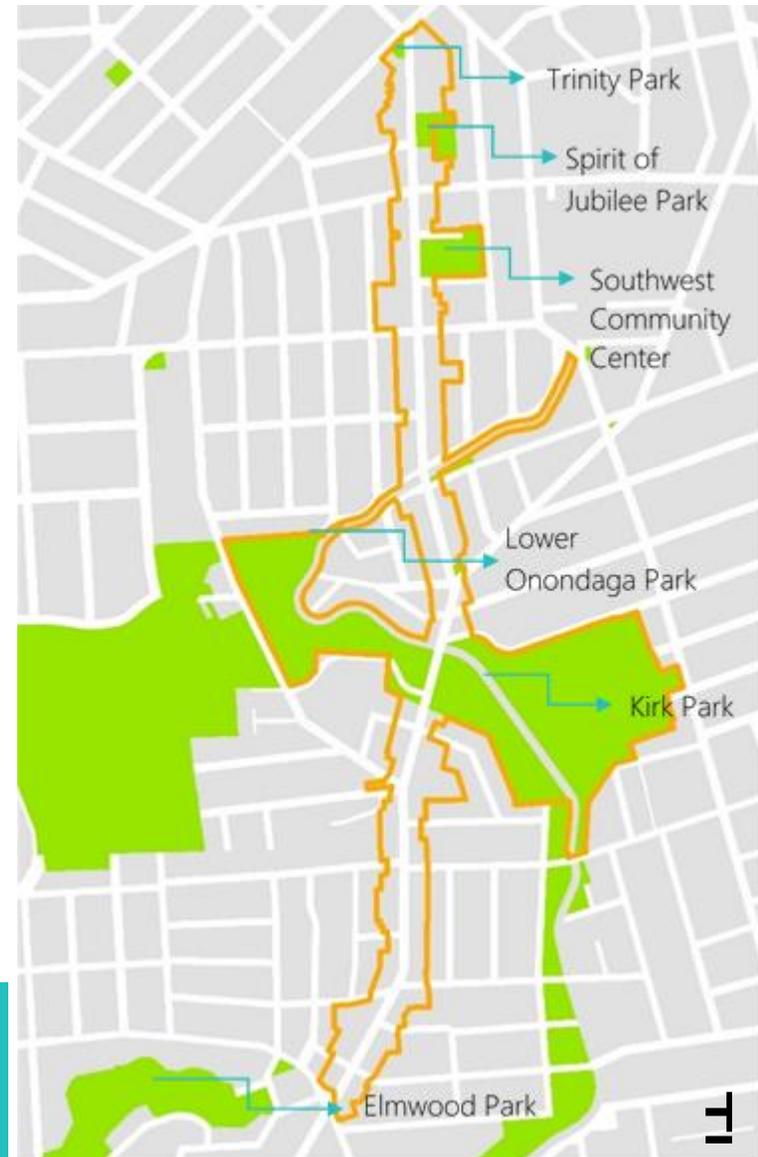
Parks and Open Space

Open space within the SAC is very abundant. There are six recreational and open space facilities that service the entire length of the SAC, totaling approximately 40 acres of land.

These park spaces include Trinity Park, Spirit of Jubilee Park, the recreational facilities at the Southwest Community Center, Lower Onondaga Park, Kirk Park and Elmwood Park. These spaces range from small pocket parks to full recreational and sports facilities.

Limited utilization of park space within the SAC may stem from the lack of amenities within the parks, such as benches, lighting, programming and special events. Throughout the planning process, community members expressed a desire for more community and park programming for youth and education.

THE STUDY AREA CONTAINS ABUNDANT PARK SPACE THAT IS CURRENTLY UNDERUTILIZED.



Public Infrastructure

Utilities

The City of Syracuse and encompassing SAC is serviced with electric and gas utilities by National Grid. National Grid is confident that any additional development expected within the South Avenue Corridor can be serviced adequately. If future developments advance, partnerships with utility companies are necessary to ensure adequate infrastructure requirements are met.

Sewer Infrastructure

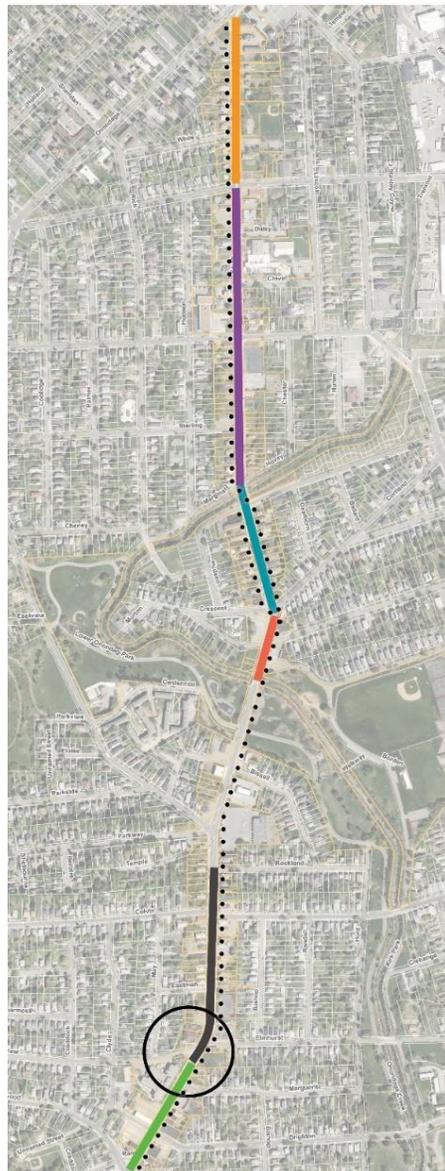
The sewer system in the City of Syracuse is provided and serviced by the City of Syracuse Department of Public Works. The City is responsible for 429 miles of combined, sanitary collector and dedicated storm sewers. According to the City of Syracuse Comprehensive Plan 2040, 86 percent of existing sewer infrastructure was built between 1875 and 1950, making the majority of the system approximately 70 years old. The City and Onondaga County are working diligently to modernize all city-owned sewer and water lines; they jointly seek funding to prioritize and replace lines most in need of servicing.

The SAC is fully equipped with sewer infrastructure. Sewer lines extend throughout the SAC in varying sizes and materials. The variation of these lines is shown in the figure. While the sewer infrastructure along this route is near capacity, moderately sized developments could be supported. Due to the system's age and limited available capacity, the City should require future large-scale developments to conduct additional analysis to ensure capacity is available or if infrastructure improvements are needed.

The combined sewer network in the City has experienced major combined sewer overflow events (CSOs) in the last several years. These events occur when extreme rain events exceed the capacity of the system and cause wastewater to overflow into nearby surface waters. To reduce the amount of pollution entering Onondaga Lake and its associated tributaries, Onondaga County has initiated the Save the Rain campaign. This campaign aims to lessen the strain on the existing sewer by encouraging cost effective green infrastructure techniques.

As part of this campaign, Onondaga County is working on a sewer project at the intersection of South and Elmhurst Avenues. This project is converting a portion of the main sewer line to a perforated line in order to facilitate seepage of water into the subsurface. This mechanism will lessen the stress on the current sewer system and work to reduce CSOs in the future.

Sewer Infrastructure



— 24" Brick — 48" Gunite — 12" Pipe
— 15" Tile — 48" Brick — 36" Brick

The Sewer Infrastructure map shows the existing sewer location and composition within the SAC. The various colors represent the size and material the sewer is comprised of. Since the sewer is of older age, it is made up of a variety of different materials including, tile, brick and gunite.

Save the Rain Campaign

Administered by Onondaga County, the Save the Rain campaign is a comprehensive stormwater management plan intended to reduce pollution to Onondaga Lake and its tributaries (including Onondaga Creek). The program has been successful in reducing stormwater entering the City's sewer system since 2013.

In 2015, the Southwest Community Center underwent site improvements, including new stormwater filtration and green infrastructure systems to capture stormwater and aesthetically improve the area. Specific improvements such as parking lot improvements and new plantings along Clover Street capture approximately 803,000 gallons of stormwater annually.



Water Infrastructure

The City's drinking water is extracted from Skaneateles Lake, one of the cleanest sources of drinking water in the country. This water is transported through the water main system provided and serviced by the City of Syracuse Water Department. This system is comprised of more than 500 miles of pipelines, many of which are lead and between 60-70 years old.

While the water system may need to be updated over the next few decades, the SAC is fully serviced with water infrastructure, extending throughout the entire corridor. The Water Infrastructure map shows the placement and size of water lines within the SAC. The water system is comprised of varying sizes as shown by the colors on the map. From W. Onondaga Street to Cortland Avenue the SAC is serviced with a 10-inch water main, and from Cortland Avenue to Glenwood Avenue a 12-inch main exists. The existing water lines are equipped to carry additional capacity to support expanded development.



— 6" Lateral — 10" — 12"

THE SOUTH AVENUE CORRIDOR IS SERVICED WITH GAS, ELECTRIC, SEWER AND WATER. ALL UTILITIES AND INFRASTRUCTURE CONTAIN EXCESS CAPACITY FOR FUTURE DEVELOPMENT. LARGE SCALE DEVELOPMENTS SHOULD CONDUCT ANALYSES TO ENSURE AVAILABLE CAPACITY,

Transportation Assessment Vehicular Network

The regional transportation network servicing the SAC is comprised of Interstates 81 and 690, which serve the greater Syracuse area. I-81 is a major connector that traverses the entirety of New York State from north to south. I-690 is an auxiliary interstate highway that extends 14 miles through the City of Syracuse.

South Avenue links W. Onondaga Street and Glenwood Avenue, which connects the SAC to downtown Syracuse to the north and Onondaga Hill to the south. South Avenue is a two-way, one lane arterial with a speed limit of 25 miles per hour.



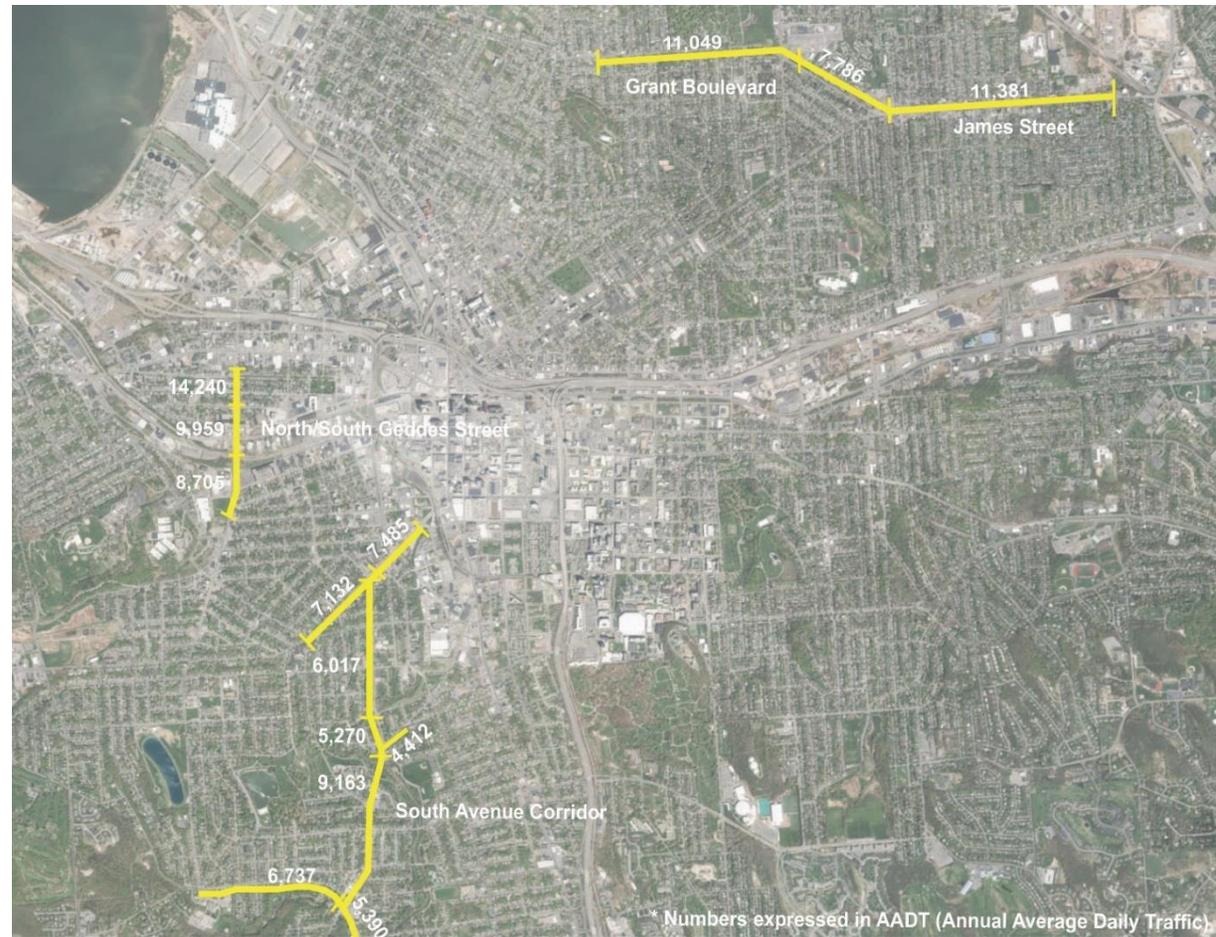
— Interstates

Street Design and Traffic Counts

The SAC currently consists of a two lane roadway, one lane in each direction. According to the New York State Department of Transportation (NYS DOT) the northern portion of the SAC is classified as a major collector, which typically provides land access and traffic circulation within residential neighborhoods, commercial and industrial areas. The southern portion of the SAC is classified as a minor arterial, which generally connects with the principal arterial system.

Traffic volumes are an important aspect of the planning process since higher traffic counts generally indicate more activity along a corridor and present opportunities for development.

The most recent data available from NYS DOT regarding traffic volumes indicate that annual average daily traffic (AADT) on South Avenue ranges from approximately 6,000 to 9,000 AADT. Cortland Avenue lies centrally to the SAC and has an AADT of approximately 4,400. This means vehicles traveling north along South Avenue are generally equally diverted between continuing on South Avenue or traveling off the SAC onto Cortland Avenue. The intersection of South Avenue and Cortland Avenue is identified as a key intersection for development because of the opportunity presented to capture this traffic and direct users to continue further north on South Avenue.



TRAFFIC VOLUMES WITHIN THE SAC ARE LOWER THAN OTHER COMMERCIAL AREAS WITHIN THE CITY. OPPORTUNITY EXISTS AT THE CORTLAND AVENUE INTERSECTION AS A POTENTIAL KEY DEVELOPMENT SITE.

Sidewalk Condition



Sidewalk Design and Conditions

Pedestrian connections in the SAC are defined by sidewalk conditions and crosswalk availability. Sidewalks within the SAC are located on both the east and west side of South Avenue for the entire length of the study area. The conditions of the sidewalks vary from poor to good. Approximately 48% of the west side of the corridor is in "Good" condition, 21% is in "Fair" condition, and 31% is in "Poor" condition. Approximately 60% of the east side is in "Good" condition, 15% is in "Fair" condition, and 25% is in "Poor" condition.

Descriptions of this rating system is provided below:



Poor - areas where there is no visible concrete, it has been replaced with asphalt; the sidewalk is uneven from heaving concrete; the pavement is crumbling with loose, broken concrete pieces.



Fair - areas where a majority of the concrete sidewalk is in good condition, with few sections that are narrow, have cracks, broken concrete, uneven surfaces or large joints with unwanted vegetation.



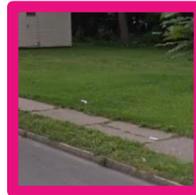
Good - exist where there are smooth walking surfaces with little to no cracking or vegetation growth in joints.

The sidewalk-street relationship also varies along the SAC and can be categorized into five types.

Sidewalk Type



Concrete sidewalk with a tree lawn buffer, area sufficient for urban tree growth (approximately 5-8').



Concrete sidewalk with a lawn verge, a 1-2' area offering a small planted buffer where utility poles might exist.



Concrete sidewalk with an asphalt verge, a 1-2' area offering a small visual buffer where utility poles might exist.



Concrete sidewalk adjacent to the curb edge



Asphalt pavement (in some instances broken concrete / asphalt mix) from curb edge to property/building edge.

Sidewalk conditions are important to the vitality of a neighborhood since they are indicative of utilization. Poor conditions are not conducive for use by the elderly, children, young children and strollers and are less welcoming for visitors to experience the corridor. Emphasis on improving sidewalk conditions is important to the longevity and vitality of this neighborhood.

The condition of the street looks recently paved or resurfaced from W. Onondaga to Martin Luther King Way. From Martin Luther King Way to Glenwood Avenue the asphalt is cracked, and somewhat uneven in sections where patches are noticeable. Additionally, while there is mention of a tree lawn in some areas, it is important to note that there are very few street trees along the SAC; from W. Onondaga Street to Glenwood Avenue there are a total of 11 street trees.

SOUTH AVENUE IS VERY WALKABLE IN TERMS OF SIDEWALK PRESENCE. SOME SIDEWALK IMPROVEMENTS ARE NEEDED TO ENCOURAGE ADDITIONAL PEDESTRIAN ACTIVITY AND ADDRESS TRIPPING HAZARDS.

Intersection Conditions

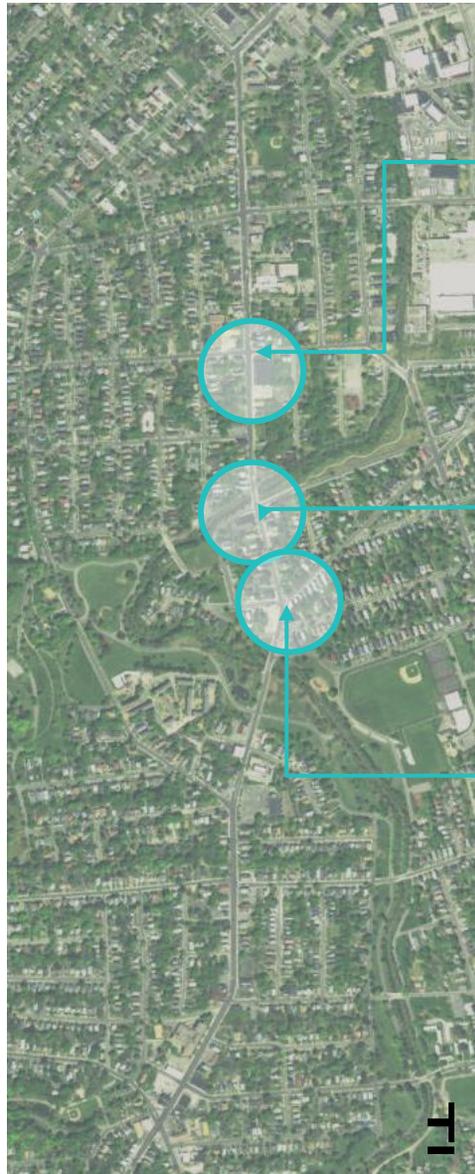
Pedestrian connectivity and safety is important when assessing neighborhood vitality. The chart provides an analysis of all intersections within the SAC with reference ADA (American Disability Association) compliance, the presence of crosswalk striping and a pedestrian walk signal.

There are a total of 23 street intersections along South Avenue; however, this area is lacking in the availability of crosswalks for pedestrian use. The majority of these crosswalks are ADA compliant. Additionally, there are 10 painted crosswalks; however, faded pedestrian crosswalks exist at Cortland Avenue/Crescent Avenue, Onondaga Avenue, W. Colvin Street and W. Brighton Avenue. Visible crosswalks are located at W. Onondaga Street, Tallman Street, Bellevue Avenue, Elmhurst Avenue, Hillview Avenue, Marguerite Avenue.

The following figures present visual representation of the various types of intersection conditions within the South Avenue Corridor. As can be seen, some intersections contain painted crosswalks combined with a pedestrian signal for safe pedestrian use; however, the majority of the crosswalks do not encourage walkability or safe pedestrian use.

South Ave &	ADA	Crosswalk Striping	Pedestrian Signal
W Onondaga Street	●	●	●
White Street			
Tallman Street	●	●	●
Daisy Street	●		
Clover Street	●		
Belvue Avenue	●	●	●
Sterling Avenue	●		
Marginal Street/Hovey Street			
Martin Luther King Way	●		
Cortland Avenue/Crescent Avenue		○	●
West Kennedy Street			
Kirk Avenue	●		
Centennial Drive/Onondaga Creek Pkwy	●		
Bissell Street	●		
Onondaga Avenue	●	○	●
Rockland Avenue	●		
West Colvin Street	●	○	○
Eastman Avenue	●		
Elmhurst Avenue	●	●	●
Hillview Avenue		●	
Marguerite Avenue		●	
W Brighton Avenue	●	○	●
Glenwood Avenue			●

● Present ○ Faded



South and Bellevue Avenues

South Avenue and Martin Luther King Way Parkway

South and Cortland/Crescent Avenues



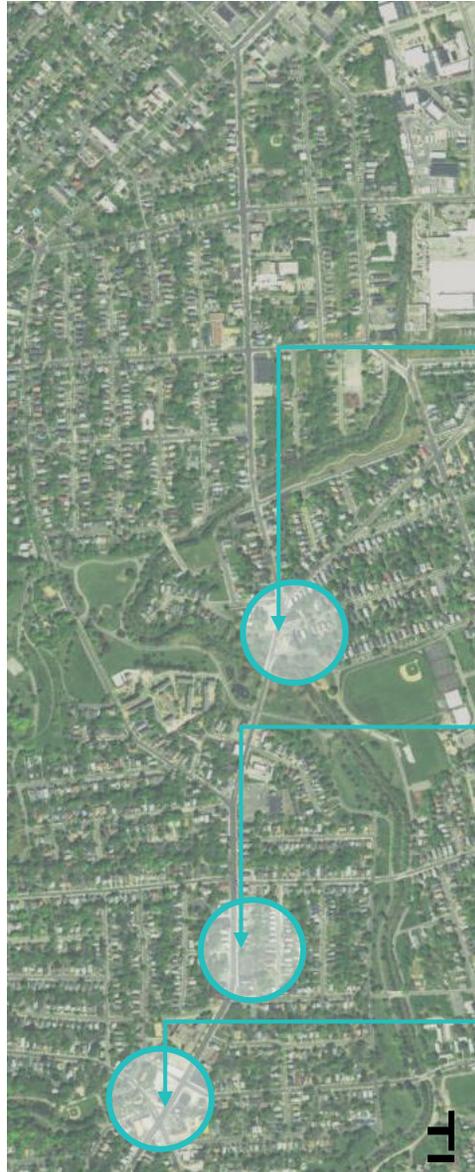
CROSSWALK STRIPING AND PEDESTRIAN SIGNAL



NO CROSSWALK STRIPING OR PEDESTRIAN SIGNAL



FADED CROSSWALK STRIPING



South Avenue and W. Kennedy Street



NO CROSSWALK STRIPING OR PEDESTRIAN SIGNAL

South and Hillview Avenues



CROSSWALK STRIPING, NO PEDESTRIAN SIGNAL

South and Glenwood Avenues



NO CROSSWALK STRIPING, PEDESTRIAN SIGNAL

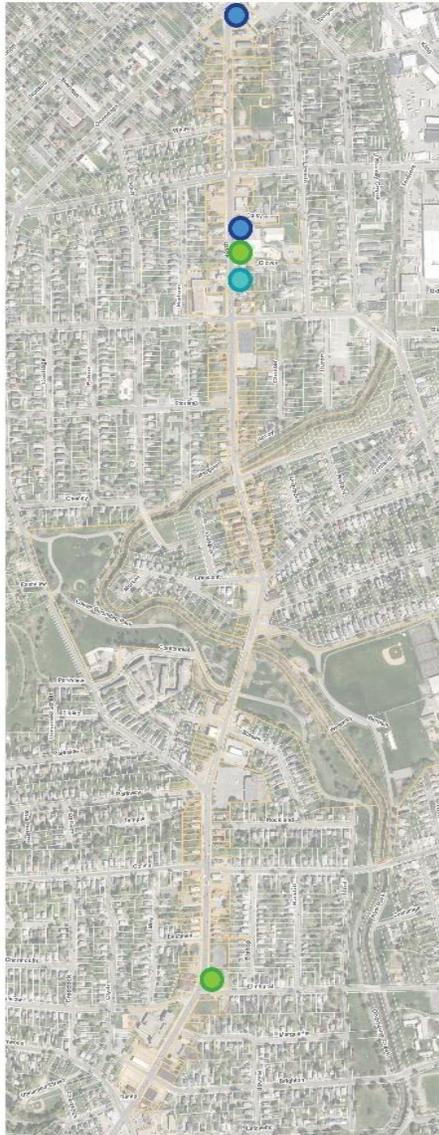
Pedestrian/Bicycle Connections

Over the last several years, there has been a renewed interest in walkability and accessible connections in community development. Pedestrian and bicycle connectivity in the South Avenue neighborhood was analyzed to identify challenges and opportunities to inform recommendations that will enhance the neighborhood. Specifically, the project team inventoried the number of pedestrian and bicyclist amenities, such as bus shelters, bike racks and benches within the area.

Pedestrian amenities along the SAC, as shown by the map, are scarce and in need of improvement. Most of the pedestrian amenities such as bus shelters, bike racks and benches are located on the northern portion of the corridor. There are several opportunities for enhancement of pedestrian amenities along the South Avenue Corridor, especially the stretch of the corridor from Bellevue Avenue to Elmhurst Avenue.

In terms of determining walkability for the area, Walk Score is a company that measures the walkability of an address or location by analyzing public transportation, residences and nearby amenities, and pedestrian friendliness. On a scale of 1 to 100, Walk Score will identify how walkable a location is. According to this scale, the SAC has a Walk Score of 67, meaning it is a “somewhat walkable” city; some errands can be accomplished on foot. This fact can be supported with the existing presence of sidewalks within the South Avenue neighborhood.

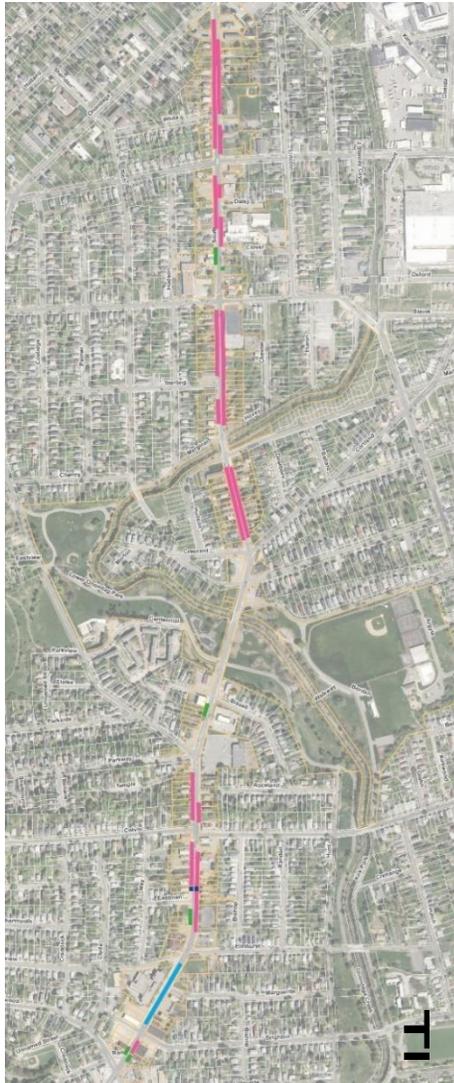
Additionally, while there are no designated bicycle lanes on South Avenue, bicyclists have the ability to travel along South Avenue. According to the Syracuse Metropolitan Transportation Council (SMTTC), South Avenue is classified as “averages” in terms of bicycle accommodations. Specifically, South Avenue is acceptable for bicycle commuting; it is a moderately traveled road with some possible interaction between bicyclists and vehicles. Bicycle lanes exist within Onondaga Park and Kirk Park are classified as “good”, meaning that these routes are recommended for bicycle commuting since there is some separation from vehicles.



- Bus Shelter
- Bike Rack
- Bench

On-Street Parking

The figure displays the location and type of parking that is permitted within the neighborhood. On-street parking is allowed on the majority of South Avenue. South Avenue also contains some areas of loading zone parking, which area located near the Southwest Community Center and at the W. Bissell Street intersection. Areas where parking is limited or prohibited are marked using signs designating no parking zones, loading zones, or short-term parking.



- On-Street Parking
- Loading Zone & 1-2 Hour Parking
- Handicap
- School Zone

THE SOUTH AVENUE CORRIDOR CONTAINS THE BASIC ASSETS FOR PEDESTRIAN AND BICYCLE ACTIVITY; HOWEVER ENHANCED INFRASTRUCTURE IS NEEDED TO IMPROVE SAFETY.

Wayfinding Signage

Wayfinding signage provides locational navigation, whether you are in a large city or a shopping mall. Wayfinding has the function of informing people of their surroundings and directing those people in the correct direction. Two types of wayfinding signage typically found in a neighborhood include locational markers and directional signage.

There is no wayfinding signage within the SAC. Recommended wayfinding signage within the neighborhood would include directional pointers to key locations within and around the neighborhood including the Southwest Community Center, the five parks within the neighborhood, Onondaga Creek and CreekWalk, and downtown Syracuse. Bus stops and shelters should also boast enhanced signage to increase ridership and promote multi-modal forms of transportation.

SOUTH AVENUE HAS EXTREMELY LIMITED WAYFINDING SIGNAGE. ENHANCEMENT OF LOCATIONAL MARKERS AND DIRECTIONAL SIGNAGE WILL IMPROVE THE NEIGHBORHOOD IDENTITY AND COHESIVENESS.

Public Transportation

Public transportation in the SAC is provided by the Central New York Regional Transportation Authority (Centro). This public transportation authority provides service to Onondaga, Oswego, and Oneida counties and transports approximately 33,000 passengers daily.

The Centro Transit Hub is located in downtown Syracuse, which is only ½ mile northeast of the SAC. From this hub, Centro currently operates 97 fixed bus routes in Syracuse and Onondaga County.

According to The I-81 Challenge - Syracuse Transit System Analysis, Route 26 is the major bus route that operates along South Avenue, which deviates into six bus routes within the City. The major routes include Route 226 (South Avenue – Onondaga Community College (OCC)) and Route 326 (South Avenue – High Acres). The factored hourly ridership for these South Avenue routes is and averaged 55.08 passengers per hour (PPH). Route 226 is one of several bus routes with segments that experience utilization greater than 75%. According to this study, these highly utilized routes may be suitable for features such as bus rapid transit (BRT), light rail transit (LRT), streetcars, or other high frequency transit improvements.

Passengers can access the buses by designated bus stops along South Avenue. There are 39 total bus stops along the SAC. These bus stops are indicated by blue signs, typically affixed to light poles at most intersections within the area. A total of three bus shelters provide passengers protection from the elements when waiting for transportation; these locations include W. Onondaga Street, Daisy Street, and Glenwood Avenue.



PUBLIC TRANSPORTATION OPTIONS ARE ACCESSIBLE. ADDITIONAL BUS SHELTERS ARE NEEDED FOR RIDERS.

South Avenue Corridor

Economic
Development
Feasibility
Study