

COMMUNITY NEEDS ASSESSMENT

City of Utica Overview

Why, When and How?

The CNA “four-step” process

The Community Needs Assessment (CNA) process was a collaborative effort involving the Department of Housing and Urban Development (HUD) and other Federal, State and local partners. The CNA helped Utica identify its priority needs, providing the framework for a 2-year Action Plan.

Step 1: Drafting a Community Profile

A Community Profile was created which assembled pertinent information about local government, community and economic development conditions, federal investment highlights, and demographic data.

Step 2: Organizing and Facilitating Community Roundtables

Nine community stakeholder groups convened, over a two-month period during September and October 2014 to discuss specific issues and to recommend solutions and action steps relating to three main topics:

- Economic Development
- Community Development
- Health, Education and Changing Demographics

Step 3: Gathering Additional Community Input - Surveys

Input from other community members, businesses, organizations and students was collected via community surveys conducted during the months of November and December 2014.

Step 4: Developing a 2-year City Action Plan

In collaboration with HUD, and in conjunction with the development of their new CDBG Consolidated Plan, Utica developed an Anti-poverty Strategy and a 2-year Action Plan relating to the needs and priorities identified during the CNA community engagement process.



**Homes and
Community Renewal**



Cornell University
Cooperative Extension
Oneida County



Utica Community Needs Assessment

2-Year Action Plan Goals - An Overview

Goal #1 – Facilitate Employment

Provide training opportunities, financial assistance, and the support network required to raise the level of earning and employment for individuals, families and new entrepreneurs – leading to self-sufficiency.

Subgoals

- Create a “community employment services” program to remove barriers to employment including basic soft skills education, coordination of childcare and transportation services and referrals to other agencies.
- Provide financial and technical assistance for career development opportunities that align with private employment sector needs to include relevant and paid internships, apprenticeships, and mentorships.
- Develop incubators and support social enterprise development to create new avenues and accessible opportunities for unemployed and underemployed individuals and new entrepreneurs.

Goal #2 – Increase Economic Activity

Upgrade aging infrastructure, fill vacancies, provide incentives for the adaptive reuse of buildings, and enhance and promote quality of life amenities across all demographics and neighborhoods.

Subgoals

- Develop a comprehensive brand for the City and Target Area commercial districts to maximize current assets and amenities, including marketing strategies.
- Upgrade road, water, sewer, technology, broadband, green and architectural infrastructure to address public safety and meet the needs of modern businesses and new urban residents.
- Organize commercial district neighborhood associations to re-engage and empower existing stakeholders and new developers to invest in their community.

Goal #3 – Improve Educational Opportunities

Improve literacy rates, support afterschool programs, increase the number of adults with college degrees, and provide work training and certificate programs for skilled trades and professionals - with a focus on emerging career fields.

Subgoals

- Raise the literacy rate to improve graduation rates, reduce the need for college remedial support, improve health, reduce healthcare costs, lower crime rates, and enable increased revenues associated with a well-trained workforce.
- Increase the percentage of adults with bachelor’s degrees to 25% in an effort to produce higher income levels, lower poverty rates and create less reliance on local, County, State and Federal support.
- Expand workforce training for skilled trades and professionals, with a focus on high tech and nanotechnology to support State and private investments in the region.

Goal #4 – Enhance Public Safety

Address community perceptions regarding public safety through community policing and neighborhood-based renewal strategies, including environmental design and safety infrastructure.

Subgoals

- Incorporate community-policing objectives in comprehensive neighborhood planning to connect people and places, change negative perceptions, create community awareness and provide all residents with a voice.
- Use innovative environmental design strategies in neighborhood streetscape plans to help increase accessibility and walkability, remove blight and deter crime.
- Provide measures to enhance inclusive representation in neighborhood meetings, hiring practices and decision-making related to community development and public safety.

Goal #5 – Improve Health and Wellness

Improve access to healthcare and insurance, re-assess behavioral health and addiction programs and services, improve healthy food access through community gardens and innovative environmental design, and promote walkability and healthy lifestyles.

Subgoals

- Provide enhanced support services for persons facing addiction and behavioral health issues.
- Improve access to healthy food and eliminate food deserts by including innovative environmental designs in neighborhood renewal projects and by promoting community gardens, farmers markets and other healthy retail options.
- Evaluate and enhance neighborhood walkability and connectivity using graphic signage, streetscape and transportation amenities (lighting, bike lanes and bus shelters), and public transportation schedules, routes and rates meet employee and resident needs.

Goal #6 – Provide Enhanced Housing Opportunities

Provide healthy housing without lead, asbestos, mold and pests; renovate aging housing stock and build new quality affordable housing units; and provide live/work, loft and rental housing to meet the needs of Utica's changing demographics

Subgoals

- Work with private housing developers and public agencies to provide healthy housing opportunities using training and technical assistance necessary to meet fair housing law, comply with environmental guidelines, and assist cost-burdened individuals.
- Rehabilitate or build new units of quality, affordable housing in target neighborhoods, with a focus on quality, permanent supportive housing and emergency housing for homeless persons and families.
- Complete a downtown housing inventory and provide financial and technical assistance to meet the urban living needs of any person, regardless of their income level, age, race or physical ability with a focus on the renovation of upper floors.

For more information, please email: UticaCNA@hud.gov or contact:



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UTICA, NY 2014-2015 COMMUNITY NEEDS ASSESSMENT

"It is very exciting that Utica is one of three cities in the State of New York to be selected by HUD for a Community Needs Assessment initiative. HUD's decision to select Utica is a testament to the positive and substantive working relationship we have built with HUD over the past three years, and highlights the fact that Utica is moving in the right direction."

Mayor Robert Palmieri
City of Utica, NY

"Utica and the (Mohawk Valley) region are on the cusp of a positive and significant transformation. We look forward to working with the Mayor and his staff, along with business and community leaders, to address the needs of our area and offer solutions that will create positive impact."

Raymond J. Durso, Jr.
Executive Director of the Genesis Group & Project Chairperson

"The CNA initiative brought to light some of the unique cultural challenges related to the changing demographics in Utica. This plan will help us foster relationships that enable us to hear the voices of nearly a quarter of our residents who are critical to our growth and prosperity."

Shelly Callahan, Executive Director
Mohawk Valley Resource Center for Refugees (MVRCR)

"Community engagement and participation are foundational to any successful revitalization effort. The enthusiasm we've seen during the Community Needs Assessment process is a promising sign for Utica's bright future."

Holly Leicht, Regional Administrator
U.S. Department of Housing and Urban Development
Region II (NY and NJ)

COMMUNITY NEEDS ASSESSMENT

City of Utica

UTICA, NY



Revised: July 1, 2015



**Homes and
Community Renewal**



Cornell University
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Oneida County



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THE CITY OF UTICA

OFFICE OF THE MAYOR

1 KENNEDY PLAZA • UTICA, NEW YORK 13502

ROBERT M. PALMIERI
Mayor

June 29, 2015

Phone: 315-792-0100
Fax: 315-734-9250
e-mail: mayor@cityofutica.com

Dear Residents,

I am proud to share with you the results of the City of Utica Community Needs Assessment (CNA) initiative and our 2-year Action Plan that will guide our City moving forward.

We have documented input from residents, community based organizations, local businesses, and students in a collaborative effort to continue to revitalize the high need areas of the City and to capitalize on the emerging opportunities before us.

Our City is experiencing significant economic and community development transformation, and the CNA process is helping us to continue this transformation and reach our full potential.

I would like to thank Ray Durso from the Genesis Group for leading this effort.

The participation from our committee chairpersons, City staff, the Rust 2 Green Urban Studio, the CNY Veteran's Outreach Center, as well as, input from our community leaders, residents and survey completed by Proctor High School students, made this process a tremendous success.

It is the results of these conversations, roundtable discussions and surveys that serve as the foundation for our 2-year Action Plan.

In addition to the Action Plan, the attached documents include demographic data, information about local government, economic and community development, neighborhood needs, and local initiatives.

Thank you, Utica! Because of your continued dedication and support there is a sense of optimism in our community for the first time in years and we look forward to continued growth and prosperity.

Sincerely,

Robert M. Palmieri
Mayor
City of Utica



U.S. Department of Housing and Urban Development

Albany Field Office
52 Corporate Circle
Albany, New York 12203-5121

June 29, 2015

Dear Community Partners:

Through the Utica, Community Needs Assessment (CNA) process, new alliances, partnerships and collaborations were formed; unique needs were recognized; innovative opportunities to leverage both public and private resources were identified; and the foundation for building capacity were established. The CNA and the subsequent action plan are already providing opportunities for increased collaboration between Federal and State agencies and local partners to attract expertise in the areas of: research; financial resources; and human capital – all by capitalizing on Utica's historic strengths, diversity and mix of mature and youth populations. All of this is supporting the already significant progress ongoing in your city.

The Community Needs Assessment is collaboration between the Department of Housing and Urban Development (HUD), and other federal, state, and local partners. It serves as the basis for a strategic local operating plan and will assist HUD in better understanding the unique needs of the City of Utica. This will help the Albany Field Office and the Office of Field Policy and Management in prioritizing our "place based activities" as part of our long-term engagement with your community.

The 2-year action plan provides a broad roadmap that will guide the City of Utica's activities to effectively advance the roundtable goals to transform and evolve as a resilient, vibrant and sustainable community:

- Facilitate Employment
- Increase Economic Activity
- Improve Educational Opportunities
- Enhance Public Safety
- Improve Health and Wellness and
- Provide Enhanced Housing Opportunities

We look forward to working with the City of Utica to achieve the full potential of this plan.

Sincerely,

A handwritten signature in black ink, which appears to read "Jaime E. Forero". The signature is stylized with a large, sweeping initial "J" and "F".

Jaime E. Forero
Field Office Director

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CNA Online Toolbox

<https://cornell.box.com/CNA-Toolbox>

ACKNOWLEDGEMENTS

We gratefully acknowledge the important contributions by so many that made this City of Utica Community Needs Assessment (CNA) possible. Roundtable Chairs and Participants, Agencies and Organizations that serve the City of Utica, the Utica Public School District and Local Residents for providing input without which the CNA would not be relevant.

The Community Needs Assessment (CNA) process was coordinated by the US Department of Housing and Urban Development (HUD), NYS Housing and Community Renewal (HCR), City of Utica Mayor's Office and the Department of Urban and Economic Development (UED), Cornell Cooperative Extension Rust to Green (R2G) Utica Urban Studio, Central New York Veterans Outreach Center, and The Genesis Group.

Community Needs Assessment Operational Coordination

The Genesis Group

Raymond Durso, Jr.

City of Utica

Mayor Robert Palmieri, Chief of Staff Charles Greco

NYS Housing and Community Renewal

Lorraine Collins

US Department of Housing and Urban Development Region II, Albany Field Office

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Community Needs Assessment Facilitation & Compilation

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Cornell Cooperative Extension Oneida County – Rust to Green Utica

Caroline Williams, Diane Shoemaker, Kevin Alexander

Roundtable Facilitators

John Calabrese, Shelly Callahan, Steve Darman, Dave Manzelmann, Alice Savino,
Debra Richardson, Jan Squadrito, Brian Thomas, Eve Van de Wal



Photo Credit: Matthew Ossowski

EXECUTIVE SUMMARY

Community Needs Assessment

“The City of Utica is committed to strengthening and stabilizing its neighborhoods to ensure that all residents, regardless of economic status, age, race, ethnicity or physical ability have equitable opportunities to be happy, healthy and successful in the place we call home.”

Mayor Robert Palmieri

With this in mind, during fall 2014, the City collaborated with Federal, State and other local partners to complete a Community Needs Assessment (CNA). The objective was to fully engage the residential, commercial and non-profit community to help identify priority needs and a framework for a 2-year Action Plan focused on long-term goals, short-term activities and demonstrated deliverables.



The CNA and planning project couldn't have happened at a better time. After years of economic stagnation and planning fatigue, Utica has been experiencing a social, physical, and financial resurgence. Three years ago, amid business closings, budget deficits, financial instability, and a public demand to provide more for less, the City was plagued with a “negative” outlook from three financial rating institutions. However, by June, 2015, all three rating agencies had officially removed their negative outlooks, indicating that key elements of the City's recovery plan are working. Utica's comeback story is being written by government, businesses and universities who are providing shared research and resources. Progressive thinkers, innovative ideas and unprecedented collaborations are also setting the stage for new growth and a renewed sense of pride, promise and prosperity . . .

NANO UTICA - Six leading global technology companies are investing \$1.5 billion and New York State has committed over \$200 million to create NANO Utica, the State's second major hub of nanotechnology research and development. The call for new employees at Utica's Quad C, located at SUNY Polytechnic Institute, has begun and thousands of new jobs, along with new spin-off businesses, are expected for the area.

HARBOR POINT - National Grid is completing the final steps of a \$100 million Harbor Point cleanup and redevelopment, paving the way for Utica's waterfront revitalization plan which will transform the historic harbor into a recreation complex supported by new mixed-use residential, commercial and professional development. The project has already attracted two new chain hotels and a number of popular restaurants to the area which sits at Utica's NYS thruway entrance.

THE AUD - Since 2014, Utica Memorial Auditorium has received over \$3 million in improvements. The AUD's entertainment venue includes the Utica College Pioneers Hockey Team and Utica Comets championship AHL Hockey league which have generated increases in revenue and sales tax as well as the development of new surrounding retail and housing.

DOWNTOWN - Utica's four downtown commercial districts, home to the Stanley Theater, Munson Williams Art Institute and Pratt University, Mohawk Valley Community College ThINCubator, FX Matt Brewery, and over 85 restaurants including the nationally-renowned Tailor and the Cook, are being rebranded and revitalized by new entrepreneurs, streetscapes, housing and retail.

TRANSPORTATION – Over \$1 million in renovations in and around Union Station are improving rail and bus experiences. The \$62 million Utica North-South Arterial Project is nearing the halfway mark and to date over 50 unsightly derelict buildings were removed, walkability has been enhanced and neighborhoods are connected via a pedestrian bridge. More access and mobility improvements in and around Utica are soon to be realized. And, the NYS DOT Oriskany Boulevard Greenway Plan, a \$9 million reconstruction of Route 5S in Bagg's Square, is also in the works for 2017 construction.

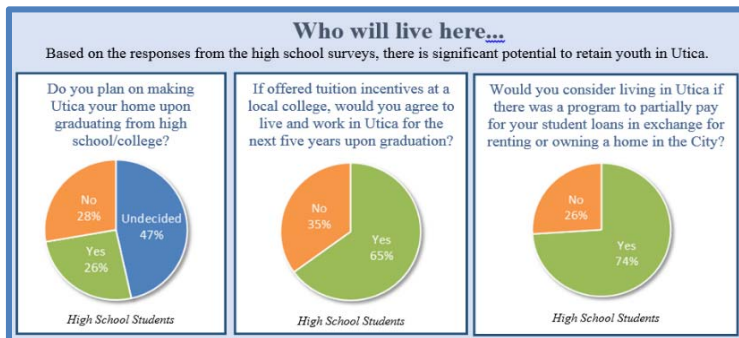
DEMOGRAPHICS & DIVERSITY - Reversing a long trend of population decline, the City has been growing in population, along with racial and ethnic composition changes. Over the past 10 years, Utica's white population has dropped from 80% to 69%; the Asian population has grown from 2% to 8%; the African American population has seen a slight increase to 15%; and the Latino population has increased from 6% to 10%. Furthermore, the under 35 population in Utica has increased by 9.1 % since 2000 and is now more than 50% of the total City population. The Mohawk Valley Resource Center for Refugees (MVRRCR) has resettled over 15,000 refugees from more than 31 nations in Utica and over 40 languages are spoken in the local high school.

HOUSING - Local developers and entrepreneurs are reinvesting in downtown with plans and projects that will add hundreds of market-rate and affordable housing units. Housing Visions has rehabilitated blocks of decrepit substandard housing into well-designed, energy-efficient, quality affordable housing; Johnson Park is reconstructing vacant housing using LEED-Certified practices and materials to provide permanent supportive housing for homeless women and families; a local family-owned construction firm is adaptively reusing an abandoned bank building for high-end lofts, ground-floor commercial spaces and a rooftop restaurant; and the Rescue Mission of Utica, Central NY Veterans Outreach Center and other developers are planning additional units of supportive housing for formerly homeless veterans and other homeless populations.

While the community is reveling at Utica's new economic development potential, the administration also acknowledges that effective "growth" management requires new housing, employment, education and quality of life opportunities for all income levels. Along with a new young, skilled workforce, Utica is focusing on existing and new lower-wage workers, the struggling middle class, a vulnerable new refugee population, and the City's seniors. The community development Target Area, which was identified as part of a Promise Zone designation application, includes twelve contiguous US Census Tracts that collectively have an estimated population of 28,305; poverty level of 44.4%; 17.67% unemployment rate; and a housing vacancy rate of 16.49%.

According to Steve Darman, chair of the local HUD Continuum of Care for homeless persons and families, *"The changes in Utica are both challenging and exciting. Utica is different and better in many key ways but the pace of change poses a significant challenge to our collective ability to understand the shifting ground we stand on and to both adapt and thrive. This is foundational for crafting a collective vision and a solid plan for becoming the 21st Century City we are in the process of envisioning."*

Darman, along with City staff, The Genesis Group, and the Cornell Cooperative Extension's Rust to Green (R2G) Utica Urban Studio team, helped lead local organizers who enlisted community leaders to chair and moderate nine CNA roundtable discussions with their peers to discuss community and economic development topics.



Hard copy and online CNA surveys were developed and distributed for resident input. 1454 Proctor High School students and area youth under age 25 completed priority needs surveys, 1024 adult participants accessed an online survey and a myriad of individuals, groups, and community members helped build the CNA process and plan to re-shape Utica's future.

What we learned is that people want to be heard . . . and have lots to say. They told us that: neighborhood streets need to be cleaned; vocational and soft skills training is a necessity; brownfields need to be remediated; housing with support services is a priority; quality childcare is unaffordable and hard to find; language and cultural differences are barriers to employment and healthcare; walkability is a must; entertainment and WI-FI are lacking; public safety is a concern in urban neighborhoods; etc., etc., etc. We compiled pages and pages of observations, issues and proposed solutions and the community priorities are reflected in the resulting 2-year Action Plan. Many if not most of the roundtable participants asked "When will the next meeting be?" making it clear that they were ready, willing, and able to participate in conversations about our city and its future.

Roundtable Responses and Survey Results can be found in the Appendix

While the CNA process tested Utica's abilities to collaborate, coordinate and listen, almost a year later, we recognize that the project also provided us with:



- a designated target area for enhanced impact
- a model for community engagement and honest dialogue
- pages of quantitative and qualitative community input for future analysis
- recommendations from 1454 potential future taxpayers (high school students)
- the foundation for future grant applications (i.e. Promise Zone, LEAD, Choice Neighborhoods, NYS CFAs)
- an Anti-Poverty Strategy for the City and a model the Mohawk Valley Region
- pertinent community information and current demographic data
- an opportunity to synchronize goals, objectives and actions across multiple plans
- the tools and expertise to build a strong basis for sustainable community development

In conclusion, the CNA process has been invaluable to the City of Utica and we look forward to continuing our renewed relationship with HUD and our CNA partners.

The 2-Year Action Plan and Long-term Goals

The City's CNA 2-year Action plan includes six (6) goals, eighteen (18) subgoals and fifty-four (54) activities relating to employment, economic activity, education, public safety, health and wellness and housing. All of the CNA roundtable and survey recommendations were taken into consideration and the identified top priorities were addressed in the Plan's goals, subgoals and/or activities and were incorporated in the City's 2015-2020 HUD Consolidated Plan. During the CNA process, the City also identified the following three HUD programs that can enable Utica to focus on neighborhood renewal in the long-term:

Lead-Based Paint Hazard Control Program

While Oneida County has reduced its number of children with the highest levels of lead poisoning by 72% since 2006, according to Department of Health (DOH) statistics, the area still has the worst lead poisoning problem in the state, including New York City - with an incidence rate of 29 children per 1,000 tested. This is a major concern in Utica's poorest neighborhoods where over 95% of the housing was built before 1978 when lead-based paints were banned from residential use. The City is partnering with the NYS DOH and Cornell Cooperative Extension's Childhood Lead Primary Prevention Program to continue efforts to reduce the effects of lead poisoning and will be submitting a Lead Based Paint Hazard Control Program application in June. The local Community Foundation Board has committed \$300,000 as the local match for the project.

Promise Zone Designation

During the CNA process, the City identified a target area and applied for designation as a HUD Round 2 Promise Zone, to acquire potential tax credits and technical assistance. An application exit interview helped strengthen the City's plan of action by stressing the need for: a clear understanding of potential resources from existing organizations and their commitment to help identify gaps, provide solutions and measure success; financial support from the City administration for a project manager and the R2G Urban Studio for the duration of the Promise Zone designation (10 years); and ongoing channels of communications and engagement with residents in the target area. Armed with Promise Zone staff feedback, strong input from the CNA, and a solid 2-Year Action Plan (which follows the Promise Zone project matrix), the City plans to submit a Round 3 application.

Choice Neighborhoods

JCTOD Outreach, Inc. dba Johnson Park Center (JPC) has invested over \$9 million dollars in public and private funding for capital projects to create a total of 31 safe and supportive low-income permanent housing units for homeless mothers, children and single females, as well as emergency housing services for traditional and non-traditional families and women. The Center submitted applications in the last two rounds of the Choice Neighborhood Grant Program. The most recent application, submitted earlier this year, along with Section 8 Tenant-Based Assistance Rental Certificate Program and Rental Voucher Program applications, proposes \$13,192,244 in funding for housing rehabilitation and LEED certified green energy construction related to 16 contiguous buildings, including 42 housing units with 74 bedrooms. Demolition of six buildings beyond repair and expansions to the existing community center in preparation for new construction of a LEED certified Multi-Purpose Childcare and Family Center are also included. The City fully supports JPC's proposed projects and stands ready to assist as necessary.

A. Introduction and Intended Outcomes

The Community Needs Assessment (CNA) was completed by the City of Utica to enhance their capacity to respond to change and grow as a resilient, vibrant and sustainable community. City representatives engaged community stakeholders to help:

- assess existing conditions
- assess existing resources
- identify priority needs
- identify barriers
- identify goals
- develop an action plan



Through the CNA process, new alliances, partnerships and collaborations were formed; staff training needs were recognized; opportunities to leverage resources (public and private) were identified; and foundations for local and outside funding were established. The CNA and resulting action plan are already providing avenues for increased collaboration with Federal and State agencies and local partners to attract enhanced expertise, research, financial resources, and human capital – all leading to positive change.

B. Methodology

Who, Why, When and How - The CNA “four-step” process

The CNA process was a collaborative effort involving the City staff, including Cornell University’s Cooperative Extension Rust to Green (R2G) Utica Urban Studio, New York State Homes and Community Renewal (HCR), the Department of Housing and Urban Development (HUD) and other Federal, State, and local partners.

Step 1: Drafting a Community Profile

A Community Profile was created which assembled pertinent information about local government, community and economic development conditions, federal investment highlights, and demographic data.

General Profile: Historic Overview, Major Planning Efforts, Governance

Demographic Profile: Population Trends, Poverty, Crime

Economic Profile: Economic Summary, Regional Economic Development Programs, Current City Economic Development Initiatives, Employment – Income

Housing Profile: Fair Housing and Equal Opportunity, Market-Rate Housing, Public Housing

Community Profile: Housing and Neighborhood Development Initiatives, Current Community Initiatives, Community Development Challenges and Opportunities, Federal Government and HUD Investments in the Community, Community Based Organizations (CBO), Transportation

Education Profile: Utica City School District, Colleges and Universities, Other Educational Institutions and Programs

Data Sources: Local, Regional, State and Federal

The complete Community Profile can be found in the Appendix of this document.

Step 2: Organizing and Facilitating Community Roundtables

City Representatives worked with regional HUD representatives to identify local assessment priorities, as well as community leaders and appropriate stakeholders related to each. The community leaders moderated nine (9) stakeholder groups which convened, over a two-month period (September - October 2014 at the Central New York Veterans Outreach Center) to discuss specific issues and to recommend solutions and action steps relating to three main topics:

- **Economic Development**
- **Community Development**
- **Health, Education and Changing Demographics**



The moderators engaged the stakeholders in discussions regarding the community's priority needs and recommendations to meet the community's unique challenges. A community Needs Assessment Capstone was held on November 6, at the Utica Radisson Hotel to summarize the project for the public. Each of the moderators reported on their Roundtable events – providing the following recommendations.

The complete Roundtable Results can be found in the Appendix of this document.

Roundtable 1 (September 18, 2014)

Topic #1: EMPLOYMENT

Roundtable Recommendations

- Establish Internship and Mentorship Programs
- Provide Soft-Skills Pre-Employment Training
- Develop Solutions to Meet Subsidized Childcare and Transportation Needs
- Develop a Public/Private Sector Employment Advisory Council
- Develop Broader ESL/Cultural Job Training Initiatives
- Promote an Awareness and Understanding of Employment Barriers & Restrictions
- Implement a Community Marketing Campaign for Vocational Training Programs

Topic # 2: AGING INFRASTRUCTURE & BROWNFIELD

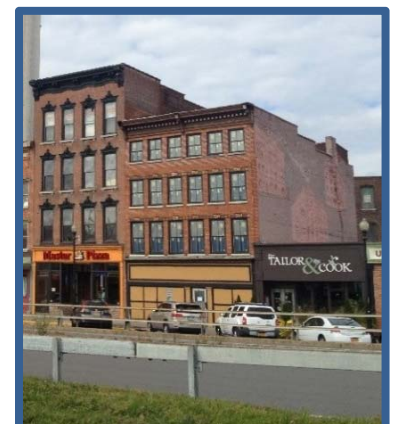
Roundtable Recommendations

- Campaign NYS State to Bring Back Successful Programs (i.e. NYS BOA, RESTORE)
- Prioritize and Implement Improvements in Critical Areas (i.e. Harbor, Downtown Districts)
- Provide Incentive Programs for Adaptive Reuse and Brownfield Redevelopment
- Update the City's GIS Program and Provide Staff Training
- Invest in Street Reconstructions
- Coordinate and Provide Building Procedures & Zoning Code Technical Assistance
- Update Utica's Zoning Code

Topic # 3: DOWNTOWN DEVELOPMENT

Roundtable Recommendations

- Develop, Provide & Promote Urban Living Opportunities (Downtown Housing)
- Implement a Parking Strategy for Utica's Commercial Districts
- Focus on District Development Planning – Bagg's Square, Varick West, Bleecker East, Downtown and Uptown
- Connect the Districts through Signage and Multi-modal Opportunities
- Focus on "LOCAL" Business Development (vs. Big Box - Corporate)
- Provide Technical Assistance to Developers (Funding Solutions, Building Profomas, Code Compliance, Design Assistance, etc.)
- Fill Vacant Buildings and Improve the Aesthetics in Downtown



Roundtable #2 (October 2, 2014)

Topic # 4: HEALTH & HEALTHCARE

Roundtable Recommendations

- Market Regional Quality of Life – Emphasize a Positive Image and Reassess Healthcare Professionals Recruitment Efforts to Include Spousal/Family Interests
- Re-assess “Behavioral” Health Programs – Improve Access and Education
- Provide Transportation Improvements and Improve Walkability for Access to Healthcare Services and Employment
- Collaborate and Consolidate Healthcare Services
- Facilitate Communications between the Healthcare Industry, the Utica Community and the Region’s Economic Development Organizations
- Enhance and Coordinate Substance Abuse Screening, Assessment, and Training
- Help Residents Navigate the Healthcare System and Benefits – including Seniors, Individuals with Disabilities and Language and Cultural Barriers, and the Working Poor



Topic # 5: EDUCATION & VOCATIONAL TRAINING

Roundtable Recommendations

- Support Mentorship, Internship, and Job Shadowing Programs that Provide Access to Experiences and Engagement with the Business Community
- Increase Literacy Programs that Include Reading Skills and Financial Literacy
- Support Soft Skills Development for Recent Graduates and Young Adults
- Support Education, Access, and Achievements Relating to High-tech Fields (STEM)
- Rebrand Utica’s Public Education System and Work with Real Estate Professionals to Attract New and Returning Residents
- Enhance Technology Infrastructure to Support Public Education
- Increase Employment Program Participation via Multi-media Community Outreach

Topic #6: CHANGING DEMOGRAPHICS & DIVERSITY

Roundtable Recommendations

- Develop a Public-Private Diversity Committee
- Develop Effective Mechanisms to Address and Encourage Access and Inclusion
- Create an International /Bilingual Charter or Magnet School
- Open a Welcome Center to Connect New Arrivals to Area Resources and Information (Residential Assistance - Beyond Tourism)
- Promote Racial and Ethnic Minority Representation in Local Government, Law Enforcement and Other Organizations
- Enhance Multilingual and Interpretation Services and Programs - for All Ages
- Support Faith-Based Organizations to Help Reach Targeted Demographics



Roundtable #3 (October 16, 2014)

Topic # 7: HOUSING

Roundtable Recommendations

- Develop Market-rate Urban Housing Units/Rentals
- Increase the Number of Transitional and Emergency Housing Units and “Quality” Energy Efficient Affordable Housing Units
- Target Funding on “Neighborhood” Renewal for Real Impact
- Develop and Convene a Public/Private Housing Working Group – Real Estate Professionals, Affordable Housing and Neighborhood & District Organizations
- Evaluate Code Compliance Barriers and Provide Tools to Solve Issues - Focus on Multi- Family and Absentee Landlord Units
- Support Neighborhood Social Enterprises – Construction Trade Employment Training Programs for Youth, Underemployed and Unemployed Residents
- Enhance Housing Support Services – Focus on “PEOPLE” Needs

Topic # 8: PUBLIC SAFETY AND ENVIRONMENTAL DESIGN

Roundtable Recommendations

- Improve Transportation Accessibility and Wayfinding Signage – (Not Language Dependent)
- Revive and Invest in Utica’s Community Policing Unit via Innovative Methods
- Support Development of Neighborhood-Based Solutions for Address Race and Poverty Issues - Truly Inclusive Representation
- Improve Outreach and Promotion of Programs and Services - Show the Positive
- Support Mixed-use Authentic Neighborhoods - Connect People
- Support the Utica School District as a Community HUB – Expand Education Programs
- Invest in Cultural Assets (Ask Me App, Stanley, MWPAI, Historical Society, etc.)



Topic # 9: CAPACITY BUILDING

Roundtable Recommendations

- Increase Funding for Capacity Building Training and Promote Membership Participation in Board Training
- Market Existing Programs - Create a Web-based “Bulletin Board” for Not-for-Profit Events, Programs, and Resources
- Provide Resources to “Archive” Webinars and Training for Future Use
- Provide Wi-Fi Access to All – Increase Public Computer Access
- Support Collaborative Partnerships to Acquire and Use Grant Funding
- Develop a Web-based Database of Services for Not-for-Profit Collaboration and for Families and Individuals in Need (*211)
- Outreach through the Council of Non-Profit Leaders (NYCON)



Step 3: Gathering Additional Community Input – Surveys

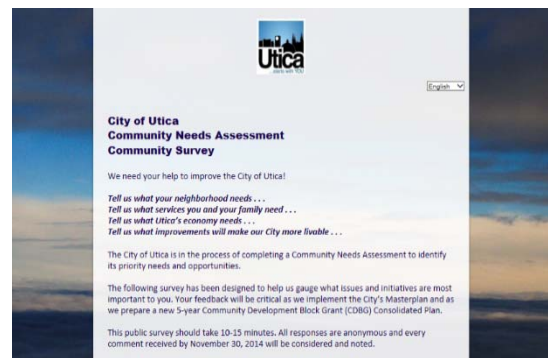
In addition to the Community Needs Assessment Roundtable process, survey tools were designed to help gauge the issues and initiatives that are most important to other groups of community members. In partnership with Utica's Proctor High School Superintendent, Principal, teachers and students hardcopy elective surveys were completed during English classes, reaching a growing millennial audience and strengthening school districts the participation in community engagement. Hardcopy surveys were also available at the Utica Public Library, all Senior Centers, and Utica City Hall. Links to the online youth and public surveys were provided in the media and on the City of Utica homepage.

The surveys were developed to take approximately 25-30 minutes. All responses were anonymous and every comment received between from November 6 - November 30 was recorded.

Hard-copy survey results were entered online by the R2G Urban Studio. The online survey tools were built and distributed using Qualtrics software and quantitative answers to multiple choice questions were calculated automatically. Open ended text response questions were recorded individually and a "qualitative" analysis of the responses is in progress.

Objectives

- provide an opportunity for input that was open to the entire community
- confirm and/or enhance the needs and priorities identified in the community roundtables
- identify any issues that were not ascertained through the CNA process
- provide the City of Utica, organizations and the public with data directly collected from community members



Methods

There were specific topics that directly affect to two different demographic groups within the community - youth (under age 25) and the general public (over age 25). Survey tools, with 6 common questions, were developed to evaluate and compare the needs and issues as they relate to these groups.

The survey was created with a methodology designed to achieve the following goals:

- Include as many individuals as possible;
- Employ a systematic opportunity for public participation;
- Employ survey tools that allows data collected between youth and the general public to be compared; and
- Capture a diverse sample by age; income; ethnicity; and household size

Responses:

- 1,454 Youth participants (under age 25)
- 1,024 Adult participants (over age 25) accessed the survey

Once all of the survey data was collected, it was reorganized and consolidated for easier analysis. Redundancy was eliminated by collapsing the data into more logical and streamlined categories.

"Quantitative" results for multiple choice questions were determined. The "qualitative" results related to text response questions were broadly analyzed based on the six main areas of interest from the roundtables: Facilitate Employment; Increase Economic Activity; Improve Educational Opportunities; Enhance Public Safety; Improve Health and Wellness; Healthy Housing. From a cursory analysis, the top responses identified in the surveys aligned with the roundtable responses. However, the data is being further analyzed to identify any significant or unique responses that were not identified during the roundtables that the City should address in the 2-year action plan and beyond.

The Survey Summary and the complete Survey Results can be found in the Appendix of this document.

Step 4: Developing a 2-year City Action Plan

In collaboration with HUD, and in conjunction with the development of their new CDBG Consolidated Plan, the Department of Urban And Economic Development and the R2G Urban Studio team used the community input data to update the Public Participation Plan and to develop an Anti-Poverty Strategy and 2-year Action Plan relating to the needs and priorities identified during the CNA community engagement process.

Utica Community Needs Assessment 2-Year Action Plan Goals – An Overview

Using the information gathered from the community profile and the community roundtables, participating stakeholders and City Staff collaborated to identify key findings and to develop recommendations (goals and subgoals) for the community. These recommendations, outlined below, are the basis of the 2-year action plan which has been incorporated in the City’s HUD Consolidated plan. Further analysis of the CNA data will be completed and the plan will be adjusted as the City moves forward. The 2-year Action Plan based with Promise Zone Matrix can be found in the Appendix of this document. The Promise Zone matrix was and will continue to be used as the plan is further developed and organizational capacity building recommendations will be considered throughout the plan’s implementation.

Goal #1 – Facilitate Employment

Provide training opportunities, financial assistance, and the support network required to raise the level of earning and employment for individuals, families and new entrepreneurs – leading to self-sufficiency.

Subgoals

- Create a “community employment services” program to remove barriers to employment including basic soft skills education, coordination of childcare and transportation services and referrals to other agencies.
- Provide financial and technical assistance for career development opportunities that align with private employment sector needs to include relevant and paid internships, apprenticeships and mentorships.
- Develop incubators and support social enterprise development to create new avenues and accessible opportunities for unemployed and underemployed individuals and new entrepreneurs.



Goal #2 – Increase Economic Activity

Upgrade aging infrastructure, fill vacancies, provide incentives for the adaptive reuse of buildings, and enhance and promote quality of life amenities across all demographics and neighborhoods.

Subgoals

- Develop a comprehensive brand for the City and Target Area commercial districts to maximize current assets and amenities, including marketing strategies.
- Upgrade road, water, sewer, technology, broadband, green and architectural infrastructure to address public safety and meet the needs of modern businesses and new urban residents.
- Organize commercial district neighborhood associations to re-engage and empower existing stakeholders and new developers to invest in their community.

Goal #3 – Improve Educational Opportunities

Improve literacy rates, support afterschool programs, increase the number of adults with college degrees, and provide work training and certificate programs for skilled trades and professionals - with a focus on emerging career fields.

Subgoals

- Raise the literacy rate to improve graduation rates, reduce the need for college remedial support, improve health, reduce healthcare costs, lower crime rates, and enable increased revenues associated with a well-trained workforce.
- Increase the percentage of adults with bachelor's degrees to 25% in an effort to produce higher income levels, lower poverty rates and create less reliance on local, County, State and Federal support.
- Expand workforce training for skilled trades and professionals, with a focus on high tech and nanotechnology to support State and private investments in the region

Goal #4 – Enhance Public Safety

Address community perceptions regarding public safety through community policing and neighborhood-based renewal strategies, including environmental design and safety infrastructure.

Subgoals

- Incorporate community policing objectives in comprehensive neighborhood planning to connect people and places, change negative perceptions, create community awareness and provide all residents with a voice.
- Use innovative environmental design strategies in neighborhood streetscape plans to help increase accessibility and walkability, remove blight and deter crime.
- Provide measures to enhance inclusive representation in neighborhood meetings, hiring practices and decision-making related to community development and public safety.

Goal #5 – Improve Health and Wellness

Improve access to healthcare and insurance, re-assess behavioral health and addiction programs and services, improve healthy food access through community gardens and innovative environmental design, and promote walkability and healthy lifestyles.

Subgoals

- Provide enhanced support services for persons facing addiction and behavioral health issues.
- Improve access to healthy food and eliminate food deserts by including innovative environmental designs in neighborhood renewal projects and by promoting community gardens, farmers markets and other healthy retail options.
- Evaluate and enhance neighborhood walkability and connectivity using graphic signage, streetscape and transportation amenities (lighting, bike lanes and bus shelters), and public transportation schedules, routes and rates meet employee and resident needs.

Goal #6 – Provide Enhanced Housing Opportunities

Provide healthy housing without lead, asbestos, mold and pests; renovate aging housing stock and build new quality affordable housing units; and provide live/work, loft and rental housing to meet the needs of Utica's changing demographics

Subgoals

- Work with private housing developers and public agencies to provide healthy housing opportunities using training and technical assistance necessary to meet fair housing law, comply with environmental guidelines and assist cost-burdened individuals.
- Rehabilitate or build new units of quality, affordable housing in target neighborhoods, with a focus on quality, permanent supportive housing and emergency housing for homeless persons and families.
- Complete a downtown housing inventory and provide financial and technical assistance to meet the urban living needs of any person, regardless of their income level, age, race or physical ability with a focus on the renovation of upper floors.

The complete 2-year Action Plan and Synchronization Matrix can be found in the Appendix of this document.

C. Conclusion

The CNA provided Utica with a data-driven participatory decision making process that enabled the staff to effectively identify programs, policies, and practices that are and will be relevant to the community.

The CNA process also provided us with:

- a designated target area for enhanced impact
- a model for community engagement and honest dialogue
- pages of quantitative and qualitative community input for future analysis
- recommendations from 1454 potential future taxpayers (high school students)
- the foundation for future grant applications (i.e. Promise Zone, LEAD, Choice Neighborhoods)
- an Anti-Poverty Strategy for the City and a model for the Mohawk Valley Region
- pertinent community information and current demographic data
- an opportunity to synchronize goals, objectives and actions across multiple plans
- the tools and expertise to build a strong foundation for sustainable community development

The implementation of projects is already underway and the City will continue to allocate and leverage funds for initiatives that are identified in the 2-year Action Plan, using it as the framework for future and long-term initiatives as needs change and opportunities are identified. The City's community development direction is finally clear, coordinated and action-oriented.

For more information, please contact:



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COMMUNITY NEEDS ASSESSMENT

Summary of Roundtable Responses

UTICA, NY

Employment

- ❖ Establish Internship and Mentorship Programs
- ❖ Provide Soft-Skills Pre-Employment Training
- ❖ Develop Solutions to Meet Subsidized Childcare and Transportation Needs
- ❖ Develop a Public/Private Sector Employment Advisory Council
- ❖ Develop Broader ESL/Cultural Job Training Initiatives
- ❖ Promote an Awareness and Understanding of Employment Barriers & Restrictions
- ❖ Implement a Community Marketing Campaign for Vocational Training Programs

Aging Infrastructure & Brownfields

- ❖ Campaign NYS State to Bring Back Successful Programs (i.e. NYS BOA, RESTORE)
- ❖ Prioritize and Implement Improvements in Critical Areas
- ❖ Provide Incentive Programs for Adaptive Reuse and Brownfield Redevelopment
- ❖ Update the City's GIS Program and Provide Staff Training
- ❖ Invest in Street Reconstructions
- ❖ Coordinate and Provide Building Procedures & Zoning Code Technical Assistance
- ❖ Update Utica's Zoning Code

Downtown Development

- ❖ Develop, Provide & Promote Urban Living Opportunities (Downtown Housing)
- ❖ Implement a Parking Strategy for Utica's Commercial Districts
- ❖ Focus on District Development Planning – Baggs's Square, Varick West, Bleecker East, Downtown and Uptown
- ❖ Connect the Districts through Signage and Multi-model Opportunities
- ❖ Focus on "LOCAL" Business Development (vs. Big Box - Corporate)
- ❖ Provide Technical Assistance to Developers (Funding Options, Proformas, Code Compliance, Design Support, etc.)
- ❖ Fill Vacant Buildings and Improve the Aesthetics in Downtown

Health & Healthcare

- ❖ Market Regional Quality of Life – Emphasize a Positive Image and Reassess Healthcare Professionals Recruitment Efforts to Include Spousal/Family Interests
- ❖ Re-assess "Behavioral" Health Programs – Improve Access and Education
- ❖ Provide Transportation Improvements and Improve Walkability for Access to Healthcare Services and Employment
- ❖ Collaborate and Consolidate Healthcare Services
- ❖ Enhance and Coordinate Substance Abuse Screening, Assessment, and Training
- ❖ Facilitate Communications between the Healthcare Industry, the Utica Community and the Region's Economic Development Organizations
- ❖ Help Residents Navigate the Healthcare System and Benefits – including Seniors, Individuals with Disabilities and Language and Cultural Barriers, and the Working Poor

Education & Vocational Training

- ❖ Support Mentorship, Internship, and Job Shadowing Programs that Provide Access to Experiences and Engagement with the Business Community
- ❖ Increase Literacy Programs that Include Reading Skills and Financial Literacy
- ❖ Support Soft Skills Development for Recent Graduates and Young Adults
- ❖ Support Education, Access, and Achievements Relating to High-tech Fields (STEM)
- ❖ Promote the Positives of Utica's Public Education System – Work to Improve Opportunities and Work with Real Estate Professionals to Attract New and Returning Residents
- ❖ Enhance Technology Infrastructure to Support Public Education
- ❖ Increase Employment Program Participation via Multi-media Community Outreach

Changing Demographics & Diversity

- ❖ Develop a Public-Private Diversity Committee
- ❖ Develop Effective Mechanisms to Address and Encourage Access and Inclusion
- ❖ Create an International /Bilingual Charter or Magnet School
- ❖ Open a Welcome Center to Connect New Arrivals to Area Resources and Information (Residential Assistance – Beyond Tourism)
- ❖ Promote Racial and Ethnic Minority Representation in Local Government, Law Enforcement and Other Organizations
- ❖ Enhance Multilingual and Interpretation Services and Programs - for All Ages
- ❖ Support Faith-Based Organizations to Help Reach Targeted Demographics

Housing

- ❖ Develop Market-rate Urban Housing Units/Rentals
- ❖ Increase the Number of Transitional and Emergency Housing Units and “Quality” Energy Efficient Affordable Housing
- ❖ Target Funding on “Neighborhood” Renewal for Real Impact
- ❖ Develop and Convene a Public/Private Housing Working Group – Real Estate Professionals, Affordable Housing and Neighborhood & District Organizations
- ❖ Evaluate Code Compliance Barriers & Provide Tools to Solve Issues - Focus on Multi-Family and Absentee Landlord Units
- ❖ Support Neighborhood Social Enterprises – Construction Trade Employment Training Programs for Youth, Underemployed and Unemployed Residents
- ❖ Enhance Housing Support Services – Focus on “PEOPLE” Needs

Public Safety & Environmental Design

- ❖ Improve Transportation Accessibility and Wayfinding Signage – (Not Language Dependent)
- ❖ Revive and Invest in Utica’s Community Policing Unit via Innovative Methods
- ❖ Support Development of Neighborhood-Based Solutions for Address Race and Poverty Issues – Truly Inclusive Representation
- ❖ Improve Outreach and Promotion of Programs and Services - Show the Positive
- ❖ Support Mixed-use Authentic Neighborhoods - Connect People
- ❖ Support the Utica School District as a Community HUB – Expand Education Programs
- ❖ Invest in Cultural Assets (Ask Me App, Stanley, MWPAI, Historical Society, etc.)

Capacity Building

- ❖ Increase Funding for Capacity Building Training and Promote Membership Participation in Board Training
- ❖ Market Existing Programs - Create a Web-based “Bulletin Board” for Not-for-Profit Events, Programs, and Resources
- ❖ Provide Resources to “Archive” Webinars and Training for Future Use
- ❖ Provide Wi-Fi Access to All – Increase Public Computer Access
- ❖ Support Collaborative Partnerships to Acquire and Use Grant Funding
- ❖ Develop a Web-based Database of Services (*211) - Not-for-profit collaboration for families/individuals in need
- ❖ Outreach through the Council of Non-Profit Leaders (NYCON)



**Homes and
Community Renewal**



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COMMUNITY NEEDS ASSESSMENT

Survey Summary – Utica, NY

Priority Economic Development Needs

Cleaning Contaminated Properties, Adaptive Reuse and Rehabilitating Buildings with a focus on energy efficiency came across as strong themes for economic development.

Top High School Responses (High Need %)

- Clean Contaminated Properties (78%)
- Reuse & Rehabilitate Buildings – energy efficiency (60%)
- Focus on “Downtown Living” (55%)

Top Public Youth Responses (High Need %)

- Adaptive Reuse of Existing Buildings (59%)
- Commercial Building Rehabilitation (52%)
- Green Building Incentives – energy efficiency (49%)

Top Public General Responses (High Need %)

- Reuse & Rehabilitate Buildings – energy efficiency (83%)
- Help Private Developers & Business Owners (78%)
- Assist Entrepreneurs - Incubators & Start-up Help (65%)
- Clean Contaminated Properties (63%)

Top Public Advanced Responses (High Need %)

- Adaptive Reuse of Existing Buildings (61%)
- Commercial Building Rehabilitation (52%)
- Clean Contaminated Properties (48%)

Most Important Neighborhood Development Needs

Community Policing – Crime Prevention, Walkable Street – Safe Sidewalks and the Reuse of Vacant Houses, Building and Lots came across as strong themes for neighborhoods.

Top High School Responses (High Need %)

- Walkable Streets - Safe Sidewalks & Lighting (81%)
- Community Policing - Crime Prevention (80%)
- Remove Trash, Reduce Litter & Increase Recycling (76%)

Top Public Youth Responses (High Need %)

- Community Policing - Crime Prevention (76%)
- Reuse / Remove Vacant Houses, Building & Lots (74%)
- Walkable Streets - Safe Sidewalks & Lighting (74%)

Top Public General Responses (High Need %)

- Walkable Streets - Safe Sidewalks & Lighting (88%)
- Community Policing - Crime Prevention (83%)
- Access to Healthy Food – Grocery Stores (71%)

Top Public Advanced Responses (High Need %)

- Absentee Landlord / Slumlord Penalties (77%)
- Reuse / Remove Vacant Houses, Building & Lots (74%)
- Community Policing - Crime Prevention (70%)

Most Needed Public Improvements

Top High School Responses

- Street Paving & Curbing (71%)
- Public Wi-Fi & Internet Services (63%)
- Sidewalks & Trails (55%)

Top Public Youth Responses (High Need %)

- Reuse / Redevelopment of Abandoned Buildings & Sites (73%)
- Street Paving & Curbing (72%)
- Sidewalks & Trails (44%)

Top Public General Responses (High Need %)

- Reuse / Redevelopment of Abandoned Buildings & Sites (79%)
- Street Paving & Curbing (68%)
- Water & Sewer Systems (47%)

Top Public Advanced Responses (High Need %)

- Reuse / Redevelopment of Abandoned Buildings & Sites (79%)
- Street Paving & Curbing (70%)
- Sidewalks & Trails (36%)

If you had unlimited funds...

Top 4 Youth Comments

1. Street and Road Improvements
2. Housing Improvements
3. Education Improvements
4. Reuse or Demolish Old Buildings

Top 4 Adult Comments

1. Street and Road Improvements
2. Housing Improvements
3. Reuse or Demolish Old Buildings
4. Public Safety

This document presents results drawn from Qualtrics software and shows general trends and common responses. This summary is not a complete analysis, the full results are available in the appendix. Any information and recommendations are presented in good faith and believed to be correct. In no event will Cornell Cooperative Extension of Oneida County or any of its components be responsible for damages of any nature whatsoever resulting from the use of or reliance upon such information.

Street Paving and Curbing, Sidewalks and Trails, and the Reuse and Redevelopment of Abandoned Buildings and Sites came across as strong themes for Public Improvements.



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What makes us stay...

Most Needed Amenities

Top Public General Responses

(High Need %)

- Youth Centers (71%)
- Parks and Recreation (68%)
- Farmers Markets (71%)

Top Public Advanced Responses

- Youth Centers (43%)
- Farmers Markets (42%)
- Parks and Recreation (39%)

Venues & Events to Enjoy

Top High School Responses

- Boilermaker / Road Races (50%)
- Utica Memorial Auditorium (47%)
- City Parks System (47%)

Top Public Youth Responses

- Utica Memorial Auditorium (75%)
- Boilermaker / Road Races (64%)
- Stanley / Players Theater (64%)

Additional Support Needed

Top Public General Responses

- Safe & Reliable Childcare (45%)
- Mentorships and Internships (29%)
- Mental Health Services (27%)

Top Public Advanced Responses

- Education Aligned w/ Jobs (61%)
- Mentorships and Internships (60%)
- Crime Prevention Programs (54%)
- Abused Children (54%)

1,454 Youth (under age 25) &
1,024 Adults (over age 25)
accessed the community survey

Household Income

25% of adults that answered the survey live in households with an income less than \$40,000, while 26% live in households with an income over \$80,000.

Household Income	Youth Survey	Adult Survey
Less than \$20,000	6%	10%
\$20,000 - \$29,999	2%	7%
\$30,000 - \$39,999	3%	8%
\$40,000 - \$49,999	1%	11%
\$50,000 - \$59,999	1%	9%
\$60,000 - \$69,999	2%	9%
\$70,000 - \$79,999	1%	6%
\$80,000 or More	6%	26%
Not Sure	58%	1%
Prefer Not to Share	19%	13%

Age

More than 45% of the adults that provided their age were under 40 years old.

Age Range	Youth Survey
Under 14	1%
14-17	91%
18-21	6%
22-24	1%
Over 25	1%

Age Range	Adult Survey
Under 25	9%
25-39	37%
40-54	27%
55-70	24%
Over 70	3%

Who did we hear from...

Household Size

86% of youth surveyed are from household with 3 members or more, while 71% of adults surveyed live in households with 3 members or less.

Persons per Household	Youth Survey	Adult Survey
One	1%	16%
Two	7%	40%
Three	15%	15%
Four	26%	15%
Five	21%	6%
Six	12%	2%
More than Six	12%	1%
Prefer not to share	6%	5%

Gender

Gender	Youth Survey	Adult Survey
Male	43%	34%
Female	49%	62%
Other	1%	0%
Prefer not to share	7%	4%

Race/Ethnicity

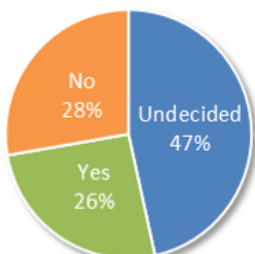
Youth respondents were far more diverse.

Race / Ethnicity	Youth Survey	Adult Survey
White / Caucasian	41%	74%
Black / African American	17%	2%
Native American / Alaskan	0%	0%
Native Hawaiian / Pacific	0%	0%
Asian	15%	1%
Hispanic / Latino	16%	3%
Two or More Races	10%	1%
Other / Prefer not to share	1%	19%

Who will live here...

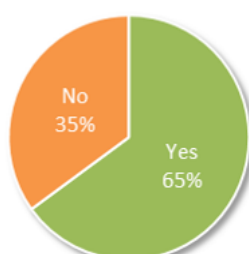
Based on the responses from the high school surveys, there is significant potential to retain youth in Utica.

Do you plan on making Utica your home upon graduating from high school/college?



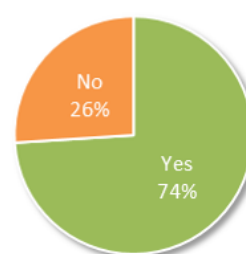
High School Students

If offered tuition incentives at a local college, would you agree to live and work in Utica for the next five years upon graduation?



High School Students

Would you consider living in Utica if there was a program to partially pay for your student loans in exchange for renting or owning a home in the City?



High School Students

Survey Themes

[Roads & Infrastructure](#)

[Jobs & Employment](#)

[Education & Training](#)

[Crime & Public Safety](#)

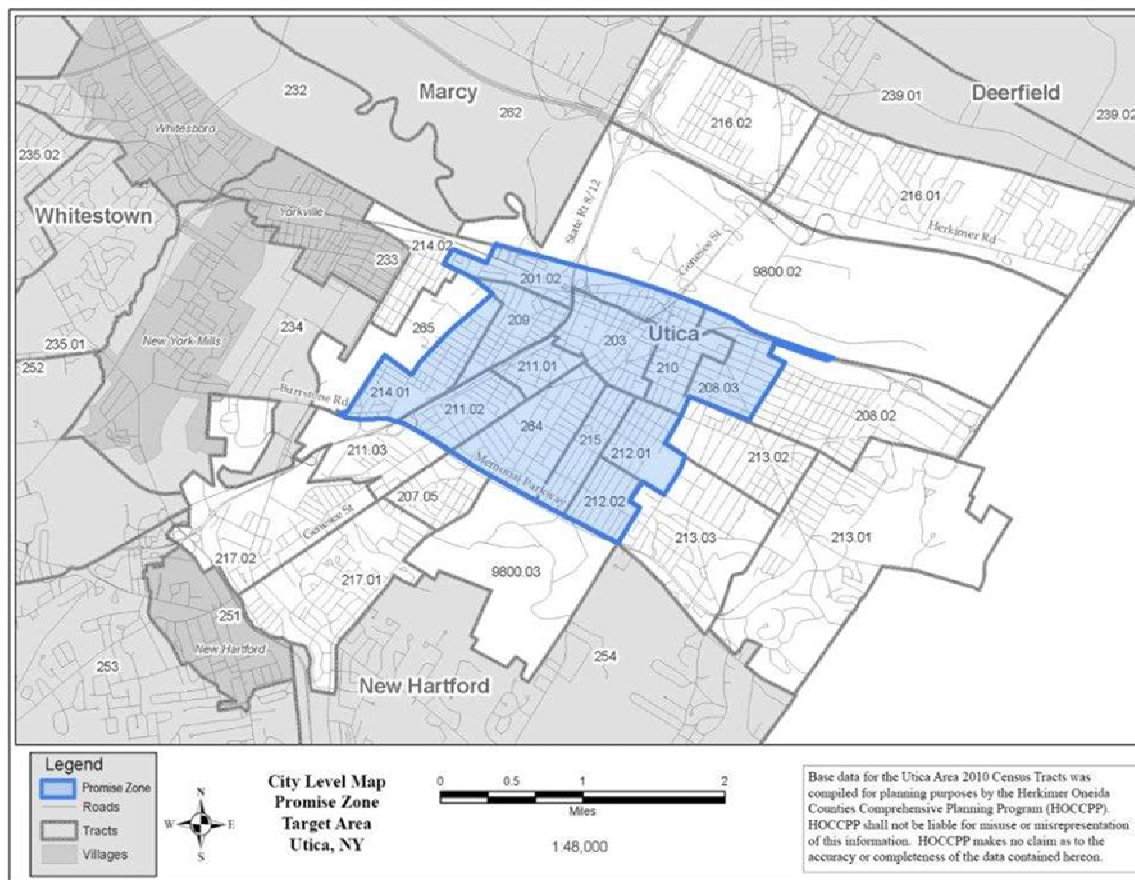
[Technology & Wi-Fi](#)

[Lighting & Beautification](#)

[Health & Housing](#)

[Quality of Life](#)

COMMUNITY NEEDS ASSESSMENT Target Area Map



Revised: July 1, 2015



**Homes and
Community Renewal**



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COMMUNITY NEEDS ASSESSMENT 2-Year Action Plan 2015



Revised: July 1, 2015



**Homes and
Community Renewal**



Cornell University
Cooperative Extension
Oneida County



City of Utica

2-Year Action Plan

2015-2017

Background

With technical assistance from Cornell Cooperative Extension's Rust 2 Green Urban Studio, and using the information gathered from the Community Needs Assessment (CNA) - community profile, roundtables, public and youth surveys, and engaged stakeholders - the City Staff collaborated to identify key findings and to develop recommendations. The recommendations, outlined below, are the basis of a 2-year Action Plan (2015-2017) which has been incorporated in the City's 2015-2020 HUD Consolidated Plan. Further analysis and updates to the CNA data will be incorporated as the City moves forward. Elements of the Federal Promise Zone Program Matrix were as the foundation for the plan's future.

2-Year Action Plan Matrix

- Goal
- Subgoals
- Rationale
- Partners
- Committed Financial Support
- Financial Support Needed
- Committed Non-Financial Support
- Expected Outcomes and Measurements
- Data Collection & Tracking
- Project Timeline

2-Year Action Plan Goals

- Goal 1: Facilitate Employment
- Goal 2: Increase Economic Activity
- Goal 3: Improve Educational Opportunities
- Goal 4: Enhance Public Safety
- Goal 5: Improve Health and Wellness
- Goal 6: Provide Enhanced Housing Opportunities

CNA 2-YEAR ACTION PLAN GOAL 1 FACILITATE EMPLOYMENT		
Provide training opportunities, financial assistance, and the support network required to raise the level of earning and employment for individuals, families and new entrepreneurs – leading to self-sufficiency		
CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Create a “community employment services” program to remove barriers to employment including basic soft skills education, coordination of childcare and transportation services and referrals to other agencies.	Provide financial and technical assistance for career development opportunities that align with private employment sector needs to include relevant and paid internships, apprenticeships and mentorships.	Develop incubators and support social enterprise development to create new avenues and accessible opportunities for unemployed and underemployed individuals and new entrepreneurs.

ID	Activity / Objective	Project Total City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
1-1	Young Scholars Program Soft Skills Programming	\$555,892 CDBG \$27,000	2015-2016	✓		
1-2	Afterschool Programs Underground Café	\$173,444 CDBG \$22,000	2015-2016	✓		
1-3	Johnson Park Center Employment Training/Services	\$131,500 CDBG \$15,000	2015-2016	✓		
1-4	“211” Service Employment Services	Non-Profits In-Kind	2015-2017	✓		
1-5	(1) Daycare Provider Assistance	\$5,000 CDBG \$TBD	2016-2017	✓		
1-6	(1) Daycare Entrepreneur Certification	\$20,000 CDBG \$TBD	2016-2017	✓		
1-7	Rescue Mission of Utica Apprenticeships	\$85,745 CDBG \$30,000	2015-2016		✓	
1-8	Workforce Education and Programming	Education Institutions \$TBD	2015-2017		✓	
1-9	One World Utica Incubator Project	\$TBD CDBG \$40,000	2015-2017			✓
1-10	Varick West Arts Incubator Project	\$TBD CDBG \$TBD	2016-2017			✓
1-11	Oneida Square Social Enterprise Project	\$100,000 CDBG \$40,000	2015-2017			✓

Goal #1 – Facilitate Employment

Provide training opportunities, financial assistance, and the support network required to raise the level of earning and employment for individuals, families and new entrepreneurs – leading to self-sufficiency

SUBGOAL #1

Create “community employment services” programs to resolve barriers to employment including basic soft skills education, coordination of childcare and transportation services and referrals to other agencies.

Activity #1.1 – Support Employment Soft Skills Programming - Young Scholars Program

During 2015-16, the City will support the Young Scholars Program which helps to identify and engage the most at-risk in-school and out of school youth in a program that motivates them to stay in school, earn a New York State Regents Diploma with the Advanced Designation, and/or to pursue post-secondary education.

Rationale

Soft skills were identified as severely lacking in the CNA, echoing the findings of countless studies and surveys. Many new graduates lack skills necessary to be become resilient, successful, and meaningful employees. Roundtable educators noted that many students find it difficult to think critically and creatively, solve problems and make decisions - and very basic skills - proper attire, non-electronic communications, and time management seem foreign to many of those students entering training programs or starting new employment.

Young Scholars Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Young Scholars OnPoint for College Utica City Schools Utica College	Total Project: \$555,892 \$509,093 Source: Liberty Partnerships, Utica College, Community Foundation & Donations \$27,000 Source: 2015-16 CDBG Activity: Tutoring, Mentoring & Soft Skills Training	Gap: \$19,799 Source: Anticipated Donations	Partner Support Referrals, meeting rooms and other amenities	180 Participants Expected to Complete Program	UED CDBG Monitoring	Project Planning: Jan-June, 2015 Program Delivery: June 2015- Sept, 2016 Data Collection: June 2015 - Sept, 2016 Final Report: October, 2016

Activity #1.2 – Support Youth Employment Soft Skills Programming - Utica Safe Schools Underground Café Literacy Program

500 students ages 13-21 are enrolled in this program which works to transform the experiences and perceptions of Utica's low income and high-risk teens by providing venues for leadership, self-expression, soft skill and interpersonal development. They run an afterschool program from 3-6pm and house the Utica City School GED literacy program.

Rationale

Soft skills training geared to youth was identified as severely lacking in the CNA process along with career exploration and mentoring programs. Providing enhanced resources for teens ages 13-18 was determined to be a priority.

Safe Schools Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica Utica City School District NYS Office of Children and Family Services Cornerstone Church	Total Project: \$173,444 \$128,638 Source: Utica Schools & OCFS \$20,000 Source: 2015-16 CDBG Activity: Underground Café Literacy Programming	Gap: \$24,806 Anticipated Source: TBD	School, Community and Church Volunteers In-kind meeting space from the Cornerstone Church	Increased Graduation Rates & GPA's and reduced discipline	UED CDBG Monitoring School District Stat Reports	Project Planning: Summer/Fall 2015 Programming 2015 – Sept, 2016 Data Collection: July 2015 - Sept, 2016 Final Report: October, 2016

Activity #1.3 – Support Youth Employment Services Programming - JPC Outreach Youth Program

The Johnson Park Center's 2015-2016 Enrichment Youth Program will provide wholesome recreation and daycare for ages 4-19 in the target neighborhood. Services include computer instruction, reading center, childcare drop-off, transportation, arts and crafts, life-skills training, cultural awareness, youth violence, drug abuse and teen pregnancy prevention education, leadership development and sports activities. The JPC Enrichment Youth Program is also focused on teaching work skills including social interaction, personal growth and civic involvement.

Rationale

Programs providing soft skills training for young employees and safe and affordable daycare options for low-income workers were identified as critical priorities in the CNA. JPC has invested over \$9 million in public and private funding for capital projects to create a total of 31 safe and supportive low-income permanent housing units for homeless mothers, children and single females, as well as emergency housing services for traditional and non-traditional families and women. The Center submitted a Choice Neighborhood Grant Program, along with Section 8 Tenant-Based Assistance Rental Certificate Program and Rental Voucher Program applications, for \$13,192,244 in funding for housing rehabilitation and Green LEED Certified energy new construction and/or upgrades related to 16 contiguous buildings, including 42 housing units with 74 bedrooms. Demolition of six buildings beyond repair and expansions to the existing community center - in preparation for new construction of a LEED-certified Multi-Purpose Childcare and Family Center - are also included. The City supports JPC's proposed projects - have recognize the need to provide solid support services with housing to be successful – especially when assisting some of Utica's most vulnerable residents.

JCTOD Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Utica City School District Neighborhood Cornhill Community Group	Total Project: \$131,500 \$15,000 Source: 2015-16 CDBG \$101,500 – Other Funding Activity: Tutoring, Mentoring and Soft Skills Training	Gap: \$15,000 Anticipated Source: TBD	Volunteers from Cornhill Community Mentoring and other assistance	Expect to Assist 500 Youth Participants	UED CDBG Monitoring	Project Planning: January-June, 2015 Soft Skills Program: June 2015 – Sept, 2016 Data Collection: June 2015 - Sept, 2016 Final Report: October, 2016

Activity #1.4 – Support Non-Emergency (211) Referral Services

Utica’s new 211 Service will provide information and referrals regarding available programs and resources (i.e. transportation services, daycare, healthcare, etc.) necessary for residents to find jobs and remain employed. During the first year and beyond, the partners will assist with marketing and improving the service to the Target Area residents.

Rationale

A 20-member committee and the CNA participants noted the 211 service is especially critical for elderly, people with disabilities, non-English speaking residents, people in crisis, unemployed residents and those with limited reading skills. The United Way estimates that 5-8% of residents will call 211 per year (4,960 in the Target Area), for health & and other human services assistance.

Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
United Way Community Foundation Non-profits City of Utica, R2G	Total Project: \$1.2M Source: NYS Activity: Establishment of “211” Service for the County and City of Utica	Gap: \$200,000 Anticipated Source: State Grant Pending	In-Kind Marketing from Non-profits Type: Marketing & Referrals	Expect to Provide Referral Services to an Estimated 5% (4,960) of Target Area	Quarterly Reports - Tracking by zip and area codes.	Marketing Plan & Fund Generation: January-June, 2015 1-Year Marketing 2015-2016

Activities #1.5 & 1.6 – Support Childcare Provider and Daycare Entrepreneur Programs

During 2015-17, R2G will help engage Cornell Cooperative Extension (CCE), Mid-York Child Care Council and neighborhood agencies to identify (update inventory), enable, train and certify (license) new daycare providers to provide quality care (including nutritious meals) to children and families - with a focus on services in the Target Area.\

Rationale

CNA participants noted that low subsidies, “cultural” differences, low incomes, and limited neighborhood options for safe and affordable care, are extreme barriers to equal access to employment and/or enhanced educational opportunities. It was also noted that a lack of adequate daycare affects employee retention and children in substandard care are often at-risk.

Childcare Project Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
CCE Mid-York Child Care Council MVRRCR Workforce Investment Board (WIB) Social Service Agencies Local Employers R2G Urban Studio	Total Project: \$5,000 – Training \$20,000 Start-up Funds No Funds Committed to Date. Source: Activity: Training and Start-up Funds	Gap: \$25,000 Anticipated Source: CDBG Business Development Funds, Grants, Donations	CCE Mid-York Childcare - Some Free Technical Assistance & Training Space Utica R2G Community Engagement & Referral	Childcare Provider Inventory Goal One (1) Existing Provider to be Certified One (1) Self-Employed Person to be Certified as a Center	R2G will help update inventory and collect data on those assisted.	Childcare Provider Inventory for the Target Area: January-March, 2016 Project Planning: January-March, 2016 Training Assistance: June, 2016-June 2017 Final Report: Fall 2017

SUBGOAL #2

Provide financial and technical assistance for career development opportunities that align with private employment sector needs to include relevant and paid internships, apprenticeships and mentorships.

Activity #1.7 – Support Career Development Programs - Rescue Mission of Utica Construction Training Program

During 2015-2017, the Rescue Mission will provide 10-12 unemployed and/or underemployed men (age 18+) with building trades job training via a 2-semester classroom and hands-on experience certificate program. The newly-trained crews will rehabilitate foreclosed homes owned by the City of Utica, working to acquire apprenticeships with the local Labor Unions. This program will create new jobs, rehabilitate some of Utica’s oldest abandoned “ZOMBIE” homes, and provide quality housing for low-to-moderate income families – returning the buildings to the tax roll.

Rationale

An estimated 26.9% of residents aged 18+ within the Target Area have less than a High School Diploma and about 32.7% have HS diplomas or equivalent compared to 79% in the City and 84.9% in New York. An estimated 8.2 % have Bachelor’s Degrees or above compared to 15.9% in the City and 32.8% in the State. 69.4% of Target Area households have estimated annual incomes of less than \$35,000. The CNA started an intervention with honest dialogue regarding Target Area education levels and recommendations suggested small steps to provide opportunities to help raise the percentages of residents with higher education leading to viable employment.

Rescue Mission Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica MVCC Local Trade Unions	Total Project: \$85,745 \$30,000 Source: 2015-16 CDBG \$11,500 Source: Rescue Mission Reserve Funds Activity: Training and Start-up Funds	Gap: \$25,700 Anticipated Source: Anniversary Funds	MVCC – will provide job training Labor Unions will assist to provide apprenticeships.	Expected Graduation of (10-15) students who currently participate in one or more of the Mission's programs, and, at least one home will be returned to the tax roll for the City in the process	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Training June 2015 – Sept, 2016 Data Collection: August 2015 - Sept, 2016 Final Report: October, 2016

Activity #1.8 – Support Education and Workforce Programming/NANO

The City will support activities to expand a dialogue which started as part of the Community Needs Assessment, between community members and the Utica City School District, Utica College, SUNY Polytechnic Institute, Mohawk Valley Community College, Pratt Utica, Utica School of Commerce and St. Elizabeth School of Nursing. The goal is to encourage educators to join forces in a collaborative effort to interest, educate and train students in the Target Area (and beyond) with a focus on vocational and emerging technical fields such as nanotechnology.

In early 2015, Oneida County issued an RFP for projects in Oneida County school districts, BOCES and MVCC to help leverage state and federal funds for Science, Technology, Engineering and Mathematics (STEM). The STEM Education Fund Grant Program was designed for activities or plans that were ready to implement but lacking the final piece of the puzzle to take these projects from the planning stage to implementation. \$500,000 was available to enable area schools to engage in the preparation for the new technology economy and announcements are pending. Funding for future programming is yet to be determined.

Rationale

With NANO Utica, the job outlook is promising. Depending on training and education, expected salaries will range upward from \$35,000 - \$50,000 for an associate's degree to \$75,000 - \$100,000 for doctorate degrees. However, CNA participants also cited other vocational fields with unmet needs – healthcare, trucking, food service and construction trades. To begin to build a more sustainable community, they recommended solid career preparation, including internships, mentorships and apprenticeships at all job skill levels.

Education Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Utica City Schools Oneida County Local Colleges NANO Utica Quad C	Total Project: \$500,000 \$500,000 Source: Oneida County Activity: Stem Education Fund Grant Program	Gap: \$TBD Initial projects and gaps TBD	Area Schools will provide referrals.	Establishment of at least one BOCES, MVCC and Utica City School District Program	Oneida County will track programming data.	Fall 2015-2017 Timelines to be determined by Oneida County - pending announcements

SUBGOAL #3

Develop incubators and support social enterprise development to create new avenues and accessible opportunities for unemployed and underemployed individuals and new entrepreneurs.

Activity #1.9 – Support Incubators - One World Utica Incubator Project

Planning has been initiated by R2G to establish a “One World Utica” incubator and marketplace designed to provide training opportunities, financial assistance, and the support network required to raise the level of earning and employment for individuals, families, and new entrepreneurs – with a focus on low income individuals and the refugee and immigrant populations. A community-wide partnership is now underway to create programming that will increase the opportunities available to the greater community through meaningful interaction and engagement with different cultures – enhancing both community and economic development in Utica and the region.

Rationale

The influx of refugees has positively affected the region through the stabilization of the population and economic declines experienced by many northeastern rust-belt cities. While Utica and the region have positively supported the resettlement of refugees, and are welcoming to new immigrants, there remain a number of challenges including the “cultural gap” between the newer refugee and immigrant populations and the indigenous community. Barriers to integration into the community include learning English, attaining job skills, and navigating a new culture and complex systems necessary to build a new life.

An estimated 17 – 19% consistent unemployment rate in the Target Areas, where many new residents live, creates a critical need to investigate and identify all avenues for employment, including entrepreneurship. A year of research by two AmeriCorps VISTA members, focused on the potential of entrepreneurship as job creator and determined that start-up funding, technical assistance, and relevant education were the most prevalent issues that deterred individuals within the Target Area from becoming financially independent. They also focused on identifying innovative ways to help segments of Utica’s refugee population to market their unique skills (weaving, masonry, jewelry-making, etc.) as entrepreneurs. Commercial (and unfamiliar) code restrictions and language were also identified as significant barriers.

One World Incubator Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica/R2G MVRRCR & Office for New Americans Community Foundation Latino Association MVCC Oneida Square Project Oneida County 20/20 Workforce Development Oneida County Social Services Veterans Outreach Center	Total Project: \$TBD \$40,000 Source: 2014-15 CDBG Activity: Incubator Funding	Gap: TBD	Type: TBD	5-10 New Jobs	UED CDBG Monitoring	Operations Planning by Fall 2015 Identify site and complete building renovations Spring 2016

Activity #1.10 – Support Incubators - Varick West Arts Incubator

R2G is working with private entrepreneurs and artists to create an arts incubator in the West Utica Target Area. The project includes gallery space and work space for local artists and art students. The artists are producing designs for a large scale and smaller “One World Utica” Target Area murals, litter receptacles and banners for commercial corridors.

Rationale

A Cornell University Oneida Square Arts study identified new opportunities for local art entrepreneurs to help improve neighborhoods. A One World Utica (arts) plan is underway to create jobs by harnessing the City’s “arts energy” via the incubators and social enterprise projects. A recent CNY Arts study indicates a need for live work spaces in the region’s urban centers - incubator and co-working networks that provide low-cost space, business services, training, and networking opportunities for startups and small businesses across a variety of art mediums. The Public and City planners identified “placemaking” projects, special events and festivals, and live/work space projects to be necessary to effectively engage the residents and stakeholders in the redevelopment of their neighborhoods. The May 9, 2015 One World Flower Fest in Oneida Square was project that clearly demonstrated the power of color and art in the revitalization of a community’s visual spaces . . . and spirit.

Varick West Incubator Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica Private Investor National Grid R2G Studio	Total Project: \$175,000 \$10,000 Source: Private donation Nat Grid Pending Activity: Amenities and rehab	Gap: \$165,000+ Private project – may be eligible for business incentives	Type: TBD	New jobs & commercial activity related to arts and culture.	TBD	TBD

Activity # 1.11– Support Social Enterprises - Oneida Square UPAD Project

R2G and the City of Utica are working with the Oneida Square Project (501-c-3 neighborhood association) to establish a social enterprise training and employment program that engages unemployed, underemployed, and hard to employ individuals (including former substance abuse individuals and former prison inmates) as Utica Public Art and Design (UPAD) - designing, manufacturing and maintaining urban public amenities like litter receptacles, benches, bike racks and public landscaping.

Rationale

It was noted in the CNA process that many urban neighborhoods are home to unemployed and hard-to-employ individuals who have viable skills and want to work and contribute to the community. The Cornerstone Church and its pastor are committed to training these individuals to create public art with a purpose. The City typically orders planters, litter receptacles and community garden beds from out-of-town sources. UPAD is demonstrating the creation of jobs while producing attractive and useful streetscape amenities that will beautify and help remove blight – at a lower cost and enhanced job creation benefit to the City.

UPAD Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica/R2G Oneida Square Project & Cornerstone Church Community Foundation Workforce Invest Bd	Total Project: \$TBD Source: 2014-16 CDBG Streetscape Funding Activity: Labor & Materials	Gap: TBD \$100,000 Credit Line Workforce Investment Board Funding - may be eligible	Type: referrals	5-10 New Jobs	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Training June 2015 – Sept, 2016 Data Collection: August 2015 - Sept, 2016 Final Report: October, 2016

CNA 2-YEAR ACTION PLAN GOAL 2 INCREASE ECONOMIC ACTIVITY		
Upgrade aging infrastructure, fill vacancies, provide incentives for the adaptive reuse of buildings, and enhance and promote quality of life amenities across all demographics and neighborhoods.		
CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Develop a comprehensive brand for the City and Target Area commercial districts to maximize current assets and amenities, including marketing strategies.	Upgrade road, water, sewer, technology, broadband, green and architectural infrastructure to address public safety and meet the needs of modern businesses and new urban residents.	Organize commercial district neighborhood associations to re-engage and empower existing stakeholders and new developers to invest in their community.

ID	Activity / Objective	Project Total City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
2-1	Neighborhood and City Branding Plans	\$40,000 CDBG \$30,000,	2015-2016	✓		
2-2	Public Infrastructure Improvements	\$780,000 CDBG \$780,000	2015-2017		✓	
2-3	Architectural Infrastructure Commercial Façade Program	CDBG \$350,000	2015-2016		✓	
2-3	Property Restorations Streetscapes Bagg's Square	\$730,000 CDBG & DA \$480,000	2015-2016		✓	
2-4	Historic Preservation Rutger Mansion Renovations	\$440,000 CDBG \$40,000	2015-2016		✓	
2-5	Neighborhood Preservation New Century Building	\$TBD \$TBD	2015-2016		✓	
2-6	Green Infrastructure Genesee Street Upgrades	\$8M \$TBD	2016-2017		✓	
2-7	Transportation Infrastructure Oriskany Blvd Upgrades	\$9M \$TBD	2016-2017		✓	
2-8	ED Capacity Building R2G Urban Studio	\$290,000 CDBG \$70,000	2015-2017			✓
2-9	Private Community Investment Fund	Private Funding \$TBD	2015-2017			✓
2-10	Business Loan & Grant Programs	\$432,000 CDBG \$432,000	2015-2017			✓

Goal #2 – Increase Economic Activity

Upgrade aging infrastructure, fill vacancies, provide incentives for the adaptive reuse of buildings, and enhance and promote quality of life amenities across all demographics and neighborhoods.

SUBGOAL #1

Develop a comprehensive brand for the City and Target Area commercial districts to maximize current assets and amenities- including marketing strategies.

Activity #2.1 – Support Planning Efforts - Branding Three (3) Commercial Districts & the City of Utica

R2G is helping the City to organize and engage business and building owners, employees and residents in four Target Area commercial districts to begin a “neighborhood” branding process that will identify and highlight each district’s uniqueness, assets and importance to the City. Part of a comprehensive plan for neighborhood renewal, which also includes housing development, streetscape improvements and small business assistance, district branding is helping to create unique neighborhoods united by a “One World Utica” identity. With an elevated web and social media presence, this project also includes the development of “Welcome to Utica” initiatives, restaurant guide, business and employee recruitment packages, etc. The ultimate objective is to create and promote visually attractive and “walkable” public spaces and fill vacancies with businesses that can support current and new residents.

Rationale

The CNA Roundtable participants identified visual improvements and branding and marketing as critical to Utica’s continued growth and prosperity. Enhanced recruitment packages designed for healthcare and nanotechnology professionals were also recommended as a priority. With the announcement of NANO Utica, there has been a renewed optimism and hope for influxes of new citizens, investments, development and growth in the City. But there is also a recognized concern regarding readiness and the ability to effectively and innovatively rise to the challenge this opportunity presents. There is a need to move quickly, strategically, carefully and creatively – with an eye on both the short and the long term and the needs of new and current residents and businesses.

Branding Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Local Media City of Utica R2G Urban Studio MVRCR District Associations	Total Project: \$40,000 \$30,000 Source: 2014-16 CDBG \$10,000 Source: R2G Contracting Activity: Branding & Community Engagement	Gap: None Anticipated Source:	Community Stakeholders – Visioning and Volunteer services	-Increased Numbers of Visitors -New Residents Renting in the Target Area -New Businesses Opening in the Target Area -Purchases of Commercial Buildings and Housing	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Public Surveys 2015 – Sept, 2016 Data Collection: July 2015 - Sept, 2016 Final Report: October, 2016

SUBGOAL #2

Upgrade road, water & sewer, technology, green and architectural infrastructure to address public safety and meet the needs of modern businesses and new urban residents.

Activity# 2.2 – Support Public Infrastructure Improvements

The R2G Urban Studio is assisting the City to assess and plan for infrastructure improvements in the Target Areas. Major infrastructure upgrades include a focus on Target Area road reconstructions. The City has committed to spending \$2 million per year (5 miles) on road paving. These improvements will complement the EFC Green Infrastructure Program improvements completed over the past few years which include pervious pavement and appropriate plants, trees, bushes and shrubs for shade and to aesthetically improve the character of the City's Genesee Street commercial corridor. Other planned streetscape improvements will improve the Downtown, Bleecker Street and Brewery District Areas which support the surrounding residential neighborhoods.

Rationale

Infrastructure improvements, including road and streetscape enhancements were identified as a priority in the CNA to remove blight and beautify the Target Area's aging building stock and wide expanse of asphalt and sidewalks – minimizing the effects of downtown urban heat islands. The needs assessment also identified infrastructure improvements as a priority to accommodate the changing needs of modern mixed-use projects - to heighten the visibility and ability of new developers and existing businesses and properties to generate increased economic development.

Infrastructure Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations City Engineering & U&ED	Total Project: \$4M Source: 2014-16 CDBG & CHIPS Streetscape and Road Construction Activity: Streetscape and Roads	Gap: TBD Anticipated Source:	District Stakeholders R2G Community Engagement	Removal of Slum and Blight	UED CDBG Monitoring	Planning and Construction June 2015 – December 2017

Activity# 2.3 – Improve Architectural Infrastructure - Commercial Façade Program

In 2015 the City restarted its Commercial Façade Program which will complete an estimated 15 projects in the Bleecker Street area over a two-year period with the other districts to follow as funds become available. Artistically designed and locally-made litter receptacles, street furniture, banners, and improved lighting are included in the planned enhancements to the corridors.

Rationale

CNA participants and economic development staff recognize the potential of this program to:

- Leverage private funds with public dollars in order to enhance the aesthetic of the City's commercial corridors;
- Encourage economic development and utilization of currently vacant commercial space by empowering building owners to attract new entrepreneurs and economic activity;
- Preserve significant historic buildings to provide an environment that attracts new investment and adaptive reuse of buildings for new and expanding enterprises; and
- Address blighting and hazardous conditions, code violations and accessibility concerns within deteriorating commercial spaces.

Infrastructure Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations	Total Project: \$365,000 Source: 2014-16 CDBG Façade Funds Total Project: \$350,000 Source: 2015-17 CDBG & Owner's Match Façade Funding Activity: Façade Improvements	Gap: TBD Anticipated Source:	District Stakeholders R2G Community Engagement	Removal of Slum and Blight 15 New Commercial Facades	UED CDBG Monitoring	June 2015 – Architect hired 3-stages of projects to be completed by December 2016

Activity# 2.4 – Support Property Restorations - Bagg's Square Division Street Lot Cleanup and Restoration as Greenspace.

R2G and the City are working with the NYS DEC, Dormitory Authority, DOT and Mohawk Valley EDGE to plan infrastructure improvements to Bagg's Square, an inner-city neighborhood whose growth has been impeded for decades by a wasteland of concrete and asphalt, hulking vacant structures and abandoned brownfield sites. The target neighborhood is currently home to a 66-unit Section 8 apartment building, a few restaurants, and a group of entrepreneurs with innovative ideas for economic opportunity. Cornell University technical assistance and State dollars will be used to tackle years of blighting conditions by remediating the 26-28 Whitesboro Street site for greenspace and green parking. This project also includes streetscape improvements to the corridor using CDBG (\$80,000) and National Grid Main Street Funding (\$250,000) which will be used for banners, litter receptacles, mural restoration, lighting and trail connections in the corridor. Future plans include infrastructure upgrades via Bouchard Lane.

Rationale

In 2014, Cornell University's R2G Capstone Design Studio, Cornell Cooperative Extension of Oneida County, and the R2G Utica Urban Studio worked with a cadre of State agencies and stakeholders to complete a community-engaged design visioning process for the area which has seen a reversal of years of disinvestment. With nearby loft housing projects well underway, the 26-28 Whitesboro Street property, at the center of the Target Area, was identified as a priority opportunity for Bagg's Square-centered greenspace in a tree-less area that is dominated by asphalt and cement. After months of study and community input, the City is working on plans for the proposed "arts and culture park" on the site and additional improvements throughout the corridor which were approved and funded as Main Street improvements by National Grid.

Bagg's Square Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Bagg's Sq. Association City of Utica R2G Urban Studio NYS DOT & DEC	Total Project: \$730,000 \$400,000 Source: NYS DEC & NYS Dormitory Funding \$80,000 Source: 2014 CDBG \$250,000 Source: National Grid Activity: Bagg's Sq. Improvements	Gap: \$None Anticipated Source:	Community Stakeholders – Visioning	Safe Parking Greenspace and Trails Elimination of slum and blight	UED Grant Monitoring	Project Planning: Summer/Fall 2015 Construction: Fall 2015 – Sept 2016 Data Collection: August 2015 – Sept 2016 Final Report: October 2016

Activity # 2.5 – Support Historic Preservation - Rutger Mansion Renovation

This project includes exterior shell restoration of the nationally significant mansions at Rutger Park in the center city so the building can be used for a history museum, a high school history center and a venue for community events. The #3 building is the Miller- (Roscoe) Conkling-Kernan House – Greek Revival (circa 1830) designed by Philip Hooker and one of the most significant structures in Oneida County – specifically designated by the National Park Service as a National Historic Landmark

Rationale

The City’s Consolidated Plan and the CNA participants identified historic preservation of the “authentic” Utica buildings as a priority community development need. The long-term preservation of the City’s unique architectural history gives Utica its distinct identity and there is a particular urgency on this project because of its unique history and the existing conditions which are posing an extreme threat to the building structure.

Rutger Mansion Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Landmark Society of Greater Utica Oneida County Historical Society City of Utica R2G Urban Studio	Total Project: \$440,000 Source: NYS EPA Source: 2015-16 CDBG Activity: Building Renovations	Gap: TBD Anticipated Source: TBD	Landmark Society Volunteers Fundraising	Preservation of a historic structure.	UED Grant Monitoring	Fall 2015 – with completion of stage one renovations by Dec 2015 and next phases by December 2017

Activity #2.6 – Support Neighborhood Preservation - New (Green) Century Building Plan

The project focuses on a pivotal, yet disinvested downtown area, including the abandoned and currently vacant neighborhood anchor New Century Building. The Stanley Theater, Tabernacle Baptist Church, city parking areas, streets and sidewalks as well as other commercial, professional and residential uses are affected by the New Century vacancy. An integrated approach, centered on the preservation of the building is necessary to transform this block into a sustainable showpiece for Utica. Potential associated projects are focused on economic and business development via renewable energy and innovative end uses for the building (potential location for the One World Utica Incubator and Community Resource Center). The project also includes the nearby proposed One World Garden project which was designed by Cornell University Staff and students as a destination anchor for the downtown.

Rationale

Cornell University, in partnership with the city of Utica, has researched the potential and has proposed the New Century Project as a transformational to the design and revitalization of a key 4-block area in Utica’s urban core. Funding for the project will activate and accelerate the city and its businesses towards the greater adoption of renewable energy and the transformation of Utica into a vibrant, healthy and livable city upholding and fostering the Mohawk Region’s Sustainability Plan.

New Century Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica R2G Utica MVRCR	Total Project: \$TBD Source: Nat Grid (Pending) Activity: Environmental Cleanup	Gap: TBD Anticipated Source: TBD	Community Volunteers R2G Studio Community Engagement	Preservation of a historic structure and commercial neighborhood.	UED Grant Monitoring	Project Planning and Fund Development: Summer/Fall 2015

Activity #2.7 – Support Green Infrastructure Development - Genesee Street Upgrades (Sewer Mitigation d Green)

This separation & mitigation project is necessary to avoid localized flooding, surcharging, and/or basement backups which often occur. A number of NYS EFC GIGP projects are in implementation stages to provide immediate stormwater relief, but a comprehensive plan for the future is necessary. Genesee Street geothermal and solar technology potentials are currently being researched by Cornell University graduate students to serve as a model to assist area businesses to survive and thrive.

Rationale

The Downtown Genesee Street Sewer Mitigation Project is an investment that is market-based and results driven. The separation of storm and sanitary sewage mains along Genesee Street from Oriskany Boulevard to Oneida Square will provide much-needed sanitary sewer capacity which will entice private development of existing building space downtown. Private development that will result from this investment by the federal government and the City of Utica will result in increased job opportunities and increased property tax revenue to Utica and Oneida County. The expectation of job opportunities related to NANO and the potential of new residents, along with businesses to support them, will help support the sustainability of the City's downtown neighborhoods.

Downtown Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
R2G Utica District Associations US EDA NYS ED	Total Project: \$5M \$3.2M Source: EDA Grant (pending) Activity: Separation /Mitigation	Gap: \$1.8M Anticipated Source: TBD	R2G Studio Community Engagement, Grantwriting	Increased Economic Development and Environmental benefit to Downtown businesses and residents	UED Grant Monitoring	Project Planning and Fund Development: Summer/Fall 2015

Activity # 2.8 – Support Transportation Infrastructure Upgrades - Oriskany Blvd Project

The Oriskany Street reconstruction project was initiated by NYS DOT to improve safety and walkability along one of Utica's most traveled and dangerous roadways – Oriskany Street from Broadway to Broad Street.

Rationale

According to NYS DOT, the project is necessary to:

- Eliminate and reduce vehicle conflicts and reduce accidents
- Improve operational conditions and calm traffic
- Improve pedestrian and bicyclist safety, access and mobility
- Provide Americans with Disabilities Act-compliant facilities
- Support economic revitalization of the project
- Create an attractive and inviting gateway to downtown Utica.

Oriskany Blvd Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica R2G Utica & Cornell Bagg's Sq. Assoc	Total Project: \$9M Source: NYS & FED DOT Activity: Highway reconstruction	Gap: NA Anticipated Source:	Bagg's Sq. R2G Studio Community Engagement & Visioning	Improved safety & access, increased greenspace, economic development opportunities	DOT	Conceptual Alternatives – In Progress Alternative Selections – 2016 Bids – 2017 Construction 2018

SUBGOAL #3

Organize commercial district neighborhood associations to help provide existing stakeholders and new developers with financial and technical assistance and incentives to encourage and leverage private investment.

Activity # 2.9: Support Special Economic Development - Capacity Building - R2G Urban Studio

Cornell Cooperative Extension will provide technical assistance, project delivery services, and material deliverables to the Department of Urban and Economic Development (U&ED), increasing the City's capacity to identify, use and leverage local, State and Federal funding to improve the CDBG Target Area.

- **Implementation of the City of Utica Consolidated Plan (including 2-year CNA Action Plan)**
R2G will work with U&ED and Downtown District Committees to implement Housing, Streetscape and Business Development projects that have been identified in the 2014-2015 HUDs Needs Assessment and the proposed Target Area.
- **Implementation of the City of Utica Master Plan**
R2G will work with U&ED and the Master Plan Committee to update, identify resources and partners, and implement action steps to move the plan forward.
- **Implementation of the Oneida Square Arts Plan**
R2G will work with U&ED, Cornell University and the Downtown Committee to identify projects, partners and funding and complete action steps necessary to move the plan forward, including the development of an annual festival and (Artspace) live/work artist spaces in the Target Area.

Rationale

In year one, (R2G) helped the City to advance ideas & plans for positive change, via a collaborative community-university partnership where municipal representatives worked with Cornell Cooperative Extension (CCE) and Cornell University to organize community-based efforts involving local government, university and community stakeholders - collectively defining problems, developing and implementing immediate action steps and researching long-term

solutions. This project improved civic capacity through combined and improved knowledge exchange; provided City access to productive and expanded “smart” networks and resources; and provided human capital and increased leveraged financial capital. (R2G) assisted with public & private NYS CFA applications and the CNA participants cited the benefits associated with R2G efforts.

R2G Urban Studio Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica Cornell University Community Foundation	Total Project: \$290,000 Source: CCE, Cornell City of Utica, Community Foundation Activity: Economic Dev Assistance	Gap: TBD Anticipated Source: City of Utica	Community Stakeholders and Volunteers Community Engagement & Visioning	Completed projects from the Consolidated Plan, Masterplan and Arts Plan for the City of Utica	UED & R2G	2015-2017

Activity# 2.10: Support Private Community Investment Initiatives - Community Investment Fund

Cornell Cooperative Extension’s R2G initiative, in partnership with The Community Foundation and the City of Utica, will establish the One World Utica Partnership Fund to enable residents, businesses and investors to focus their investments in the Target Areas of the City. Funds will be used for streetscape improvements and special events in the Target Areas with funds administered by The Community Foundation and projects administered by a Board of Directors.

Rationale

The Fund was envisioned to help raise transformative capital to preserve Utica’s authenticity as its commercial corridors continue to evolve into robust and interesting centers of commerce and culture. The fund enables the community to invest in itself using private funds to help focus and leverage public funds for innovative approaches and projects in the City’s most visible neighborhoods.

R2G Urban Studio Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica CCE Community Foundation Area Businesses and Residents	Total Project: \$TBD Source: City, Community Foundation, Private Donations Activity: Economic Dev Investment Fund	Gap: TBD Anticipated Source: TBD	Community Stakeholders and Volunteers Advisory Board Community Engagement & Visioning	Removal of Blighting Conditions via streetscape and Placemaking Projects in all Corridors	UED & R2G	2015-2017

Activity 2.11 – Provide Grants and Loans for New and Expanding Businesses

The City of Utica will investigate and implement innovative programming to attract new businesses and loan and grant programs to create jobs in the Target Area.

Rationale

CNA participants identified incentives to businesses in the Target Area – especially start-ups as critical to enhanced economic development efforts in the Target Area commercial districts.

City Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
R2G District Associations	Total Project: \$432,000 Source: CDBG Activity: Business Loans & Grants	Gap: TBD Anticipated Source: TBD	District Associations	New Jobs	UED CDBG Monitoring	2015-2017

**CNA 2-YEAR ACTION PLAN GOAL 3
IMPROVE EDUCATIONAL OPPORTUNITIES**

Improve literacy rates, support afterschool programs, increase the number of adults with college degrees, and provide work training and certificate programs for skilled trades and professionals - with a focus on emerging career fields.

CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Raise the literacy rate to improve graduation rates, reduce the need for college remedial support, improve health, reduce healthcare costs, lower crime rates, and enable increased revenues associated with a well-trained workforce.	Increase the percentage of adults with bachelor's degrees to 25% in an effort to produce higher income levels, lower poverty rates and create less reliance on local, County, State and Federal support.	Expand workforce training for skilled trades and professionals, with a focus on high tech and nanotechnology to support State and private investments in the region

ID	Activity / Objective	Project Total City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
3-1	Literacy Programs Utica Public Library	\$41,400 CDBG \$5,000	2015-2016	✓		
3-2	Boys and Girls Club Youth Employment Training	\$73,268 CDBG \$25,000	2015-2016	✓		
3-3	Adult Learner Outreach Programs	CDBG \$TBD	2016-2017	✓		
3-4	Target Area College Advancement Programming	CDBG \$TBD	2016-2017		✓	
3-5	Target Area School to NANO Program	CDBG \$TBD	2016-2017			✓

Goal #3 – Improve Educational Opportunities

Improve literacy rates, support afterschool programs, increase the number of adults with college degrees, and provide workforce training and certificate programs for skilled trades and professionals - with a focus on emerging career fields.

SUBGOAL #1

Raise the literacy rate to improve graduation rates, reduce the need for college remedial support, improve health, reduce healthcare costs, lower crime rates, and enable increased revenues associated with a well-trained workforce.

Activity # 3.1 – Support Youth Literacy Programs - Utica Public Library Literacy Program

The Library's Early Childhood Literacy program ensures that Utica's poorest children have the skills they need to enter kindergarten, parents have the skills to assist their children to learn, and other organizations have the skills to incorporate literacy activities in programming.

Rationale

According to the Literacy Coalition . . .

- Increasing literacy is a tool to help people out of poverty.
- Children entering kindergarten with limited pre-reading skills are unlikely to keep up with their peers.
- Children from families with poor literacy skills are likely to have limited skills as well.
- There are few family literacy programs and many childhood programs do not have qualified teachers.
- Children's literacy is impacted by the level of their parents and caregivers.

Library Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City of Utica Utica City School District	Total Project: \$41,400 \$36,400 Source: Utica Library \$5,000 Source: 2015-16 CDBG Activity: Literacy Program	Gap: NA Anticipated Source: Na	School	Increased numbers of students qualified to enter kindergarten from the Target Area – 500 students participate	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Data Collection: Aug 2015 - Sept, 2016 Final Report: October, 2016

Activity # 3.2 – Support Youth Afterschool Programs - Boys and Girls Club

During 2015-16, the City will help support the Boys and Girls Club who will deliver free homework help and tutoring - educational games, parental involvement activities, teacher collaborations and incentive programs via Club Tech, Teen Power, Money Matters, CareerLaunch, etc. will be included. Online programming will enable teens to take an interest survey, explore careers, identify training or college requirements, seek financial aid and play skill-building games. A "Teen Tips" guide booklet will be provided to participants with helpful higher education, interviewing and job tips, all which have been proven to be highly successful.

Rationale

According to NYS Department of Education, 43% of Utica's children live in poverty; one out of five children drop out of school in Utica and one out of three do not graduate from high school. The Underground Café is unique because they service only teens and they provide remedial education to keep the students in school. According to their stats, the West Utica and Cornhill neighborhoods, respectively, 35.1% and 54, 2% of youth have heard gunshots in their neighborhood; 29.8% and 47.4% of youth report that neighborhood youths want to join gangs; 37.7% and 52.2% have seen drugs being sold, and 26.6% and 36% have seen people attacked or robbed. The need for the Underground Café was first identified by teens at a meeting with 40 low-income high school students and faculty. A risk assessment report by Communities that Care and a report by Social Services Associates entitled Youth Violence and Juvenile Crime in Utica identified a lack of supportive services for teens in the City. Students enrolled in the 2013-2014 program improved as follows:

- 56% improved their GPA
- 48% either improved or had a "0" missed days of school
- 77% of all students either improved or had a "0" Office of Discipline referrals

Boys and Girls Club Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Utica City School District OnPoint for College	Total Project: \$73,268 \$25,000 Source: 2015-16 CDBG \$33,268 Source: United Way, Fundraising & Private Activity: Tutoring, Mentoring and Soft Skills Training	Gap: \$15,000 Anticipated Source: Fundraising	Business Organizations Career Launch Career Days	Expect to Assist 300 (6-12 years) 200 (Teens)	UED CDBG Monitoring	Project Planning: January-June, 2015 Soft Skills Program June 2015 – Sept, 2016 Data Collection: June 2015 - Sept, 2016 Final Report: October, 2016

Activity 3.3 – Support Adult Literacy Programs - Adult Learner Literacy & Outreach Programs

The City will identify ways to work with the MVCC Educational Opportunity Center and other organizations to support the United Way's Literacy Coalition's five-goal plan with a focus on Adult Learners who live in the Target Area. The objective is to increase HS equivalency (HSE) completion by 15% by:

- Increasing learner retention by creating a support network of adult learners by using a combination of Bridges out of Poverty initiatives and mentors
- Marketing successful adult learners stories to show that HSE is possible and manageable
- Work with employers to encourage learner's completion

Rationale

According to CNA participants, in order to fill the jobs this community has to offer, more workers must be trained and literate. Adult basic education and HSE are basic employability markers employers look for before hiring. Because demand is low for literacy services, we need to spark the community to see the value and know it is manageable to get an HSE. There are also issues with retention, in some cases; it takes participants up to six tries before success. This recycling could be decreased with mentors and support networks. They noted that employers can help support their efforts. These tactics were developed by the Literacy Coalition's Adult Literacy Team -a group of adult literacy providers who work with adult learners on a daily basis and implementation planning is based on a Coalition Needs Analysis.

Literacy Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Literacy Coalition Utica City School District & BOCES OnPoint for College Young Scholars Program MVCC	Total Project: TBD Source: TBD Activity: Adult Literacy Programming	Gap: TBD Anticipated Source: TBD	School, Community and Church volunteers and referrals	Increased HSE rates	UED CDBG Monitoring School District Stat Reports	Project Planning: Summer/Fall 2016 Data Collection: July 2016 - Sept, 2017 Final Report: October, 2017

SUBGOAL #2

Increase the percentage of adults with bachelor's degrees to 25% in an effort to produce higher income levels, lower poverty rates and create less reliance on local, county, state and federal support

Activity # 3.4 – Support Target Area College Advancement Programs

In support of The Community Foundation's 25/25 Goal provide support for college advancement programs which may include:

- Assist 6th Grade Students to become involved in the Young Scholars – a program which assists students who are identified as possessing the potential for success in secondary and post-secondary school, but who may not achieve their full potential due to various social and economic risk factors.
- Assist High School Seniors to become involved in On Point for College - a program that is dedicated to making higher education accessible to low-income youth who have the desire and the will to continue their education, but who feel college is out of reach due to economic, academic and other barriers.
- Assist College Students to become involved in Mohawk Valley Connect – a new program that will link college students to local employers and organizations interested in providing internships, apprenticeships and mentorships – all aimed at keeping the students in the area after graduation.

Rationale

- In 2013, The Community Foundation of Herkimer & Oneida Counties, based on data from community indicators, announced that they would work with the community to increase the number of adults in Herkimer and Oneida counties who have bachelor's degrees to 25% by 2025.
- A 2014 Pew Research economic analysis noted that "college graduates ages 25 to 32 who are working full time earn more annually—about \$17,500 more—than employed young adults holding only a high school diploma and, they were more likely to be employed full time than their less-educated counterparts (89% vs. 82%) and significantly less likely to be unemployed (3.8% vs. 12.2%)." Typically, the higher the degree - the higher the salary.
- According to US Census data, an estimated 8.2% of individuals in the Target Area have attained BA+ degrees. The Needs Assessment Education Roundtable Committee stressed that community engagement and college prep were priorities for college success - with a focus on individuals with economic and cultural barriers.

College Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Literacy Coalition Utica City School District & BOCES OnPoint for College Young Scholars Program MV Connect Community Foundation Local Colleges	Total Project: TBD Source: TBD Activity: Higher Education programming	Gap: TBD Anticipated Source: TBD	School, Community and Church volunteers and referrals	Increased college and BA rates	UED CDBG Monitoring School District Stat Reports	2016-2017 Project Planning: Summer/Fall 2016 Implementation 2016 – Sept, 2017 Data Collection: July 2017 - Sept, 2017 Final Report: October, 2017

SUBGOAL #3

Expand workforce training for skilled trades and professionals, with a focus on nanotechnology to support the State's and private investment in the region.

Activity # 3.5 -Support Target Area “School to NANO” Programs

The City will identify and support programs like Connect Mohawk Valley, an effort coordinated by Mohawk Valley EDGE, The Community Foundation and the Workforce Investment Board intended to facilitate experiential learning opportunities between area students and local businesses in the Mohawk Valley. These opportunities include: internships and apprenticeships. The goals of this initiative include: (1) build a pipeline of qualified local talent to hire from; (2) provide students with “real-world” work experience and career exploration; and (3) build relationships between local employers and academic institutions. The project is envisioned to be a centralized “database” of participating employers and up-to-date experiential learning opportunities students may apply for. Employers complete a brief opportunity description form, and their learning opportunity will then be posted on our website, accessed by high school and college students. College career service offices and professors will direct students to the website to find relevant opportunities, and high school parents, teachers, and counselors would do the same with their students. As a result, local businesses have the opportunity to strengthen relationships with local schools, and draw from the vast talent within them, thereby improving the long-term viability of the business. Additionally, students are given the opportunity to stay and thrive in their home communities.

Rationale

The NANO Utica project that started with a \$500M State investment with 900 jobs has expanded into a \$1.5B public/private investment project with 1,000 new jobs on the horizon. A job fair in April 2015 attracted 1,700 applicants for the initial 300 jobs at SUNY Polytechnic Institute’s Computer Chip Commercialization Center that is slated to open in December 2015. The jobs will range from engineering to security and maintenance, with salaries from \$35,000 to \$100,000+. The CNA Education and Employment Roundtable participants determined that vocational and technical training associated with this emerging field should be a priority in Utica

NANO Pipeline Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Utica City School District OnPoint for College Young Scholars Program MV Connect Community Foundation Local Colleges	Total Project: TBD Source: TBD Activity: Higher Education programming	Gap: TBD Anticipated Source: TBD	Schools	Students entering a pipeline to jobs in emerging fields and support businesses	TBD	Project Planning: Summer/Fall 2016 Implementation 2016 – Sept, 2017 Data Collection: July 2016 - Sept, 2017 Final Report: October, 2017

CNA 2-YEAR ACTION PLAN GOAL 4 ENHANCE PUBLIC SAFETY		
Address community perceptions regarding public safety through community policing and neighborhood-based renewal strategies, including environmental design and safety infrastructure		
CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Incorporate community policing objectives in comprehensive neighborhood planning to connect people and places, change negative perceptions, create community awareness and provide all residents with a voice.	Use innovative environmental design strategies in neighborhood streetscape plans to help increase accessibility and walkability, remove blight and deter crime.	Provide measures to enhance inclusive representation in neighborhood meetings, hiring practices and decision-making related to community development and public safety.

ID	Activity / Objective	Project Total City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
4-1	Community Policing Target Area Plans	TBD CDBG \$TBD	2015-2017	✓		
4-2	Safety Improvements Streetscape Planning	TBD CDBG \$TBD	2015-2017		✓	
4-3	Substandard Housing Demolition Program	\$150,000 CDBG \$150,000	2015-2016		✓	
4-4	Diversity Task Force Project	TBD CDBG \$TBD	2015-2016			✓
4-5	Cultural Development Programs MV Somali Bantu	\$42,800 CDBG \$10,000	2015-2016			✓
4-6	Cultural Development Programs New Arrival Center	TBD CDBG \$TBD	2016-2017			✓
4-7	James Street Public Safety Building Transfer	TBD CDBG \$TBD	2015-2017			✓

Goal #4 – Enhance Public Safety

Address community perceptions regarding public safety through community policing and neighborhood-based renewal strategies environmental design and safety infrastructure, and assess measures to enhance inclusive representation.

SUBGOAL # 1

Incorporate community policing objectives in comprehensive neighborhood planning to connect people and places, change negative perceptions, create community awareness and provide all residents with a voice.

Activity #4.1 – Create Community Policing Plans for the Commercial Districts and Surrounding Neighborhoods.

As each commercial district continues to grow and prosper, the district stakeholders will work with the Utica Police Department to have a neighborhood officer assigned to their Target Area to help identify trends and to deal with evolving public safety concerns - as they arise.

Rationale

Research shows that police departments that help promote strategizing, partnering and problem-solving, versus confrontations, are most successful in dealing with public safety issues – like crime, social disorder, and the fear of crime in City neighborhoods. Data from the Utica Police Department shows that 74% of all violent crime in Utica occurs in the Target Area. CNA Roundtables identified a “negative public perception” regarding crime in Utica as a major concern - especially as we try to attract and retain businesses, residents, visitors and new developers. Community Policing can help engage and inform residents and businesses to help reduce crime in the Target Area. TO date, the City has completed over 100 Community Sweeps (200 miles) to identify ways to “Keep it Clean & Keep it Safe” in Utica neighborhoods.

NANO Pipeline Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations Community Organizations UNHS Community Groups Sweep Team	Total Project: TBD Source: TBD Activity: Officer Overtime	Gap: TBD Anticipated Source: TBD	Residents and Businesses	Avenue for open communications. District Policing Plans	TBD	Project Planning: Summer/Fall 2016 Implementation 2016 – Sept, 2017 Data Collection: July 2016 - Sept, 2017 Final Report: October, 2017

SUBGOAL 2

Use innovative environmental design strategies in neighborhood streetscape plans to help remove blight, increase walkability and deter crime.

Activity #4.2- Include Safety Improvements – Walkable Streetscape Projects

As part of the City's Commercial District planning, small design projects, in strategic vulnerable areas in each of the four main Target Area commercial districts, will be completed to demonstrate the benefits of using Environmental Design to enhance crime prevention. Strategies developed with input from Utica Police reps might include enhanced lighting; creative uses of landscaping to control foot traffic, use of security cameras, façade designs to combat the “broken window” syndrome, etc.

Rationale

According to the National Crime Prevention Council, “Crime Prevention through Environmental Design (CPTED) is based on the principle that proper design and effective use of buildings and public spaces in neighborhoods can lead to a reduction in the fear and incidence of crime, and an improvement in the quality of life.” As the City works with stakeholders to regenerate neighborhoods, they can be taught to assess existing conditions and apply practical access control (doors, fences), surveillance (lighting, windows, landscaping), territorial reinforcement (signs, sidewalks, ordinances), and maintenance (code enforcement, community clean ups) to improve their community, neighborhood, or home. This activity will help the City reshape the negative public perceptions that were identified in the Needs Assessment regarding public safety in the commercial corridors (which are typically some of the safest areas in Utica).

Environmental Design Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations Community Organizations Utica Police Dept.	Total Project: TBD Source: TBD Activity: Design Measures	Gap: TBD Anticipated Source: TBD	Residents and Businesses CCE - Eat Smart NY has hired an Environmental Design person to assist with regional projects.	Improved Streetscape aesthetics and an enhanced “perception” of safety.	R2G will collect data at each meeting	Project Planning: Summer/Fall 2015-16 Implementation 2015 – Sept, 2017 Data Collection: July 2015 - Sept, 2017 Final Report: October, 2017

Activity #4.3- Eliminate Substandard Housing – City Demolition Program

The City of Utica will provide funding to demolish a minimum of four (4) substandard houses per year. They will also support State legislation to deal with “ZOMBIE” properties in foreclosure and out of their control which will establish an abandoned property relief fund; order regular inspections of properties held by financial institutions; and create a vacant and abandoned property registry procedure to help expedite the foreclosure process (which typically takes a year or more). The City will also investigate ways to work and/or enforce the laws relating to property management.

Rationale

The City’s Urban Renewal Agency sells most “City foreclosed” homes and buildings that come into their ownership, however there are some that are beyond repair causing blighting conditions and/or a public health and safety issues, and they have limited control over properties foreclosed by other entities. These blighting conditions were recognized as critical by CNA participants and District Associations at monthly Target Area meetings. Regarding those not in their control, in April 2015 alone, 215 properties were in “bank” foreclosure stages in the City of Utica, up 450% since 2014.

Housing Demolition Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations Community Organizations Urban Renewal Code Enforcement	Total Project: \$150,000+ Source: 2015-2016 CDBG Activity: Demolition	Gap: TBD Anticipated Source: CDBG	Residents Community Input	Improved aesthetics and enhanced public safety and environmental controls.	Urban Renewal & Code Enforcement Staff	Project Planning: Summer/Fall 2015+ Implementation Summer 2015 Data Collection: Summer 2015 Final Report: October, 2015

SUBGOAL # 3

Provide measures to enhance inclusive representation in neighborhood meetings, hiring practices and decision-making related to community development and public safety.

Activity #4.4 - Establish a Community Access and Inclusion Committee

Embracing the “One World Utica” Concept, partners will help organize a Community Access and Inclusion Committee to help identify ways to improve outreach, promote cultural understanding, and enhance community engagement efforts. The City will also investigate a partnership CDBG with the Midtown Utica Community Center (MUCC), located in the Downtown district, whose mission is to foster inclusive community participation by providing an environmentally sound facility for arts, recreation, celebration, and locally based human services in order to increase opportunity for personal and collective growth in the Utica Community. Currently, they are working with the We are excited to work with the following organizations: Bhutanese-Nepali Folk Collective, Buddha Dama Thuka Temple, Burmese Christian Fellowship, Karen Don Dancers of Utica, American and Refugee Students for a Closer Connection, Association of Hindu Society of Utica and the Mohawk Valley Latino Association to deliver and promote their programming.

Rationale

The City of Utica is a UN Resettlement Community and home to the Mohawk Valley Resource Center for Refugees. Since being founded in 1981, MVRRCR has resettled more than 15,000 individuals to the City, including Vietnamese, Russian, Bosnian, Somali Bantu, Burmese, and Nepali, just to name a few of the larger and more recent arrivals. 42 languages are spoken in the City’s Public School System. With this in mind, improved communications between public service employees and the community; improved access and inclusion measures; and, diversity education and understanding in hiring practices, board memberships and public service were identified in the CNA as top priorities for the City.

Diversity Task Force Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations MVRRCR Utica Police & Fire MUCC	Total Project: TBD Source: TBD Activity: TBD	Gap: TBD Anticipated Source: CDBG	Residents Community Input	Open Lines of communications between government and the community	TBD	Project Planning: Fall 2015-16

Activity #4.5 – Fund Cultural Arts Programs - Somali Bantu Project

The City will fund a program organized by the Somali Bantu to showcase their arts and culture through dance, creating a social network for the refugee community, providing an opportunity for the community to experience and appreciate the extensive talents of the refugee and immigrant communities, and allowing them to preserve cultural traditions.

Rationale

The Mohawk Valley Resource Center for Refugees (MVRRCR) has resettled over 15,000 refugees from more than 31 nations since its establishment in 1979. Refugees and immigrants face daunting barriers to integration into the community, which include learning English, attaining job skills, as well as navigating a new culture and complex systems necessary to build a new life. The influx of refugees has resulted in challenges for the community, but has positively affected the region through the stabilization of the population decline in the area following the economic decline experienced by many northeastern rust-belt cities that left vacant buildings, factories, and homes. While the area and region have positively supported the resettlement of refugees, there remains a cultural gap between the

newer refugee and immigrant populations and the indigenous community. Participants in the CNA recognized the need to increase the opportunities available to the greater community to interact and meaningfully engage with different cultures.

Cultural Arts Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations Community Organizations MVRRCR	Total Project: \$42,800 \$10,000 Source: 2015-16 CDBG \$38,000 Source: Private Donations Activity: Community Arts Program	Gap: NA Anticipated Source:		Improved Communications – through the arts.	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Implementation 2015 – Sept, 2016 Data Collection: July 2015 – Dec 2015 Final Report: Dec 2015

Activity #4.6 – Support Efforts to Establish a “New Arrival” Resource Center

Work with Oneida County 2020 to establish a resource center to welcome and help acclimate and consolidate services for refugees, immigrants and visitors in a one-stop location. (The New Century Building is currently under consideration)

Rationale

The Oneida County Executive noted in his State of the County address that “immigrants face many obstacles when they come to Oneida County, but the good news is the area can help.” In cooperation with the Mohawk Valley Resource Center for Refugees, which has limited space for expansion, Oneida County sees a need for a resource center in Utica, not for tourists but for refugees, immigrants and new residents. The proposed center might also include the proposed incubator which will help break down language barriers and connect some of the City’s most vulnerable residents to entrepreneurial assistance.

New Arrival Center Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
MVLA & NAACP MVRRCR MVCC Community Foundation Office of New Americans R2G & WIB	Total Project: \$TBD \$40,000 Source: 2015-16 CDBG TBD Source: Private Donations Activity: Establish a New Arrival Center & Incubator	Gap: TBD Anticipated Source: TBD	MVRRCR Staff Support	Convenient and Coordinated Service delivery program for some of the County’s and City’s most vulnerable new residents. Incubator services will also provide opportunities for new jobs.	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Implementation TBD Data Collection: TBD Final Report: TBD

Activity #4.7 – Support Community Centers - HomeOwnership Center’s Empowerment Center

Utica’s Home Ownership Center announced plans in May 2015 to lease the former Thomas Lindsey Public Safety Center on James Street as "The Empowerment Center." The building will be a five-days-a-week community center for Cornhill Neighborhood residents with residential, community policing, WIC, code enforcement, local school programs, etc. being considered.

Rationale

The CNA participants recognized a need for community centers in Utica neighborhoods to help engage the most vulnerable residents in activities and programs to improve the City and promote public safety.

Empowerment Center Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations UNHS City of Utica	Total Project: TBD Source: TBD Activity: Establish a new neighborhood Empowerment Center	Gap: TBD Anticipated Source: TBD	TBD	Community Center and services to serve an estimated 5,000 residents in the center city.	TBD – UNHS will monitor and report	2015-2017

CNA 2-YEAR ACTION PLAN GOAL 5 IMPROVE HEALTH AND WELLNESS		
Improve access to healthcare and insurance, re-assess behavioral health and addiction programs and services, improve healthy food access through community gardens and innovative environmental design, and promote walkability and healthy lifestyles.		
CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Provide enhanced support services for persons facing addiction and behavioral health issues.	Improve access to healthy food and eliminate food deserts by including innovative environmental designs in neighborhood renewal projects and by promoting community gardens, farmers markets and other healthy retail options	Evaluate and enhance neighborhood walkability and connectivity using graphic signage, streetscape and transportation amenities (lighting, bike lanes and bus shelters), and public transportation schedules, routes and rates meet employee and resident needs.

ID	Activity / Objective	Total Project City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
5-1	Behavioral Health Programs Compeer Program	\$64,000 CDBG \$3,000	2015-2016	✓		
5-2	Behavioral Health Programs VA Outreach Center	\$60,000 CDBG \$60,000	2015-2016	✓		
5-3	Behavioral Health Programs Oneida County	\$6,000 ESG \$6,000	2015-2016	✓		
5-4	Re-establish Health Coalition	\$TBD \$TBD	2016-2017	✓		
5-5	Community Gardens Sculpture Space	\$49,801 CDBG \$10,000	2015-2016		✓	
5-6	Senior Center Programs and Programming	\$52,000 CDBG \$52,000	2015-2017		✓	
5-7	Reassessment of Local Zoning Codes	\$168,750 \$56,250 CDBG	2015-2016		✓	
5-8	Access to Healthy Foods Market Garden Truck	\$TBD CDBG \$TBD	2016-2017		✓	
5-9	Access to Healthy Foods Market Shuttles	\$TBD CDBG \$TBD	2016-2017		✓	
5-10	Transportation Programs Seniors	\$22,671 CDBG \$6,166	2015-2016			✓
5-11	Park Improvements Kemble Park Project	\$300,000 CDBG \$48,000	2015-2017			✓
5-12	Lighting and Connectivity Target Area	\$TBD CDBG \$TBD	2016-2017			✓

Goal #5 – Improve Health and Wellness

Improve access to healthcare and insurance, re-assess behavioral health and addiction programs and services, improve healthy food access through community gardens and innovative environmental design, and promote walkability and healthy lifestyles.

SUBGOAL #1

Provide enhanced support services for persons facing addiction and behavioral health issues.

Activity# 5.1 – Support Behavioral Health Organizations/Programs – The Compeer Program

Compeer Inc.'s community based programs help serve adults, veterans and their families, youth and the elderly with mental and other volunteer mentoring and supportive friendship programs that inspire and engage communities through the power of volunteers.

Rationale

The CNA participants noted a strong need to connect residents to supportive mental and behavioral health services. Compeer's programs are routinely recognized for achieving measurable results: Their demonstrated programming, using volunteer mentoring relationships to help build self-confidence and independence, save health-care dollars by reducing hospitalization costs and those they serve achieve a significant increase in social support and personal well-being.

Compeer Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Oneida County Social Service Organizations	Total Project: \$64,000 \$3,000 Source: 2015-16 CDBG 54,000 Source: Private Donations & Oneida County Activity: Mental Health Programming	Gap: \$7,000 Anticipated Source: TBD	Community And Health Profession Volunteers	275 persons to be provided with support services in 2015-16.	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Implementation 2015 – Sept, 2016 Data Collection: July 2015 - Sept, 2016 Final Report: October, 2016

Activity #5.2 – Support Behavioral Health Organization/Programs - VA Outreach Center Boxing Program

Funding will be used for infrastructure improvements to the Veteran's Outreach Center to enhance their boxing program facilities, enabling them to improve services to area teens.

Rationale

CNA participants observed a need for things youth activities. Athletic programs combined with life skills training for at-risk teen Target Area participants will help to keep them engaged physically and mentally.

Outreach Center Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Oneida County Social Service Organizations	Total Project: \$60,000 \$60,000 Source: 2015-16 CDBG Activity: Facility Improvements	Gap: NA Anticipated Source:	Community Organizations and Community Volunteers Referrals from Schools	40 youth to be served in 2015-16	UED CDBG Monitoring	Project Planning: Summer/Fall 2015 Implementation 2015 – Sept, 2016 Data Collection: July 2015 - Sept, 2016 Final Report: October, 2016

Activity #5.3 – Support Behavioral Health Organizations/Programs – ESG Support Services

The City will consider future funding for behavioral health services for those in the Target Area.

In 2015-2016 ESG funding will be used for supportive behavioral health/residential services.

Rationale

The CNA participants recommended the inclusion of residential support services. Oneida County Department of Mental Health provides the planning, monitoring and reviewing of services for individuals with mental illness. They noted the need for an array of services that are critical to residents in the Target Area, including:

- Crisis Services
- Vocational-Educational Services
- Peer Advocacy
- Clinics and Clubs
- Emergency Services
- Continuing Day Treatment
- Drop-In Center
- Representative Payee
- Discharge Planning
- Legal Services
- Individual Case Reviews
- Residential Services
- Incident Review/Risk Management
- Forensic Services
- Transportation

Mental Health Program Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Social Service & Housing Agencies CoC Partners	Total Project: \$6,000 \$6,000 Source: 2015-16 ESG Funding Activity: Support Services	Gap: NA Anticipated Source:	TBD	Support Services for Housing Agencies	UED ESG Monitoring	2015-2016

Activity #5.4- Support the Re-Establishment of a Healthcare Coalition (Task Force)

The City will support the re-establishment of a Healthcare Coalition to encourage continued collaboration between Healthcare and Health and Wellness providers and professionals in an effort to identify solutions and strategies to meet priority health care needs – like the re-assessment of behavioral health and addiction programs.

Rationale

The CNA participants identified enhanced support services for those facing addiction and behavior health problems - such as supported housing, crisis services, care coordination and case management, home and community-based services and peer support services - as critical to promoting health and recovery. They also noted regulatory barriers, overuse of emergency services, and the lack of “integrated” accessible healthcare as major barriers. However, it became most obvious that, historically, there has been very little collaboration that is necessary to solve such critical issues

Healthcare Coalition Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Social Service & Health Agencies CoC Partners	Total Project: TBD Source: TBD Activity: Formation of a Healthcare Coalition	Gap: NA Anticipated Source:	TBD	Consolidation and coordination of services and innovative programming and projects.	TBD	2015-2017

SUBGOAL # 2

Improve access to healthy food and eliminate food deserts by including innovative environmental designs in neighborhood renewal projects and by promoting community gardens, farmers markets and other healthy retail options.

Activity # 5.5– Support New and Existing Community Garden Projects – Sculpture Space

Stone Soup Art in the Garden Extended Residency Program Creative Arts and Gardening will provide the neighborhood with access to healthy foods, new interests in gardening, inner-city youth with educational opportunities, and art placemaking in a downtown corridor. The area of the garden is one of the poorest neighborhoods in the City. Eat Smart New York will also be working on this project and investigating sites for a second new community garden in Utica to be established in 2016

Rationale

Through the extensive Oneida County and NYS Community Garden programs in Utica, the City has realized the many benefits, including:

Community Organizing

Community gardens increase a sense of community ownership and stewardship; foster the development of a community identity and spirit; bring people together from a wide variety of backgrounds (age, race, culture, social class); build community leaders; and, offer a focal point for community organizing, and can lead to community-based efforts to deal with other social concerns.

Crime Prevention

Community gardens provide opportunities to meet neighbors; build block clubs (neighborhood associations); increase eyes on the street; and, are recognized by many police departments as an effective community crime prevention strategy.

Cultural Opportunities

Community gardens offer unique opportunities for new immigrants (who are concentrated in the Target Area) to: produce traditional crops otherwise unavailable locally; take advantage of the experience of elders to produce a significant amount of food for the household; provide inter-generational exposure to cultural traditions; offer a cultural exchange with other gardeners; learn about block clubs, neighborhood groups, and other community information; offer neighborhoods an access point to non-English speaking communities; and allow people from diverse backgrounds to work side-by-side on common goals without speaking the same language.

Youth

Community gardens offer unique opportunities to teach youth about: where food comes from; practical math skills; basic business principles; the importance of community and stewardship; issues of environmental sustainability; job and life skills; and, healthy, inexpensive ways to bring them closer to nature, and allow them to interact with each other in a socially meaningful and physically productive way.

Food Production

Many community gardeners, especially those from immigrant communities, take advantage of food production in community gardens to provide a significant source of food and/or income; allow families and individuals without land of their own the opportunity to produce food; and, provide access to nutritionally rich foods that may otherwise be unavailable to low-income families and individuals. Urban agriculture is 3-5 times more productive per acre than traditional large-scale farming and, gardens donate thousands of pounds of fresh produce to food pantries and involve people in processes that provide food security and alleviate hunger.

Health

Studies have shown that community gardeners and their children eat healthier diets than do non-gardening families; eating locally produced food reduces asthma rates, because children are able to consume manageable amounts of local pollen and develop immunities; exposure to green space reduces stress and increases a sense of wellness and belonging; increasing the consumption of fresh local produce is one of the best ways to address childhood lead poisoning; and, the benefits of Horticulture Therapy can be and are used to great advantage in community gardens.

Green Space

Community gardens add beauty to the community and heighten people's awareness and appreciation for living things; filter rainwater, helping to keep lakes, rivers, and groundwater clean; restore oxygen to the air and help to reduce air pollution; recycle huge volumes of tree trimmings, leaves, grass clippings, and other organic wastes back into the soil; provide a place to retreat from the noise and commotion of urban environments; provide much needed green space in lower-income neighborhoods which typically have access to less green space than do other parts of the community; maintenance of garden space is less expensive than that of parkland; crime decreases in neighborhoods as the amount of green space increases; and, community gardens have been shown to actually increase property values in the immediate vicinity where they are located. (Gardeners in Community Development - www.gardendallas.org/benefits.htm)

Sculpture Space Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Thea Bowman House Social Service & Health Agencies Oneida County & NYS Health Dept.	Total Project: \$49,801 \$10,000 Source: 2015-16 CDBG \$18,801 Source: Sculpture Space, NYS DH Activity: New Community Garden with Artist in Residence	Gap: \$21,700 Anticipated Source: TBD	Community Volunteers	100 Youth involved in project to develop new food source and above-mentioned benefits. Eat Smart NY will also be developing a community garden plan for a second garden in the target area,	UED CDBG Monitoring NYS DH Monitoring Sculpture Space Report	2015-2017

Activity # 5.6 – Support Senior Centers and Programming

The City of Utica will support three Senior Centers – North Utica Senior Citizens Rec Center, West Utica Senior Center and the Parkway Senior Center

Rationale

Senior Centers provide education, social, recreation and health and wellness activities, including improved access to healthy food for senior residents – many from the Target Area. Nearly 15% of Utica’s population is over 65 years of age.

Senior Center Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Community Organizations Social Service & Health Agencies	Total Project: \$52,000 North Utica - \$20,000 Parkway - \$20,000 West Utica - \$12,500 Source: 2015-2016 CDBG Activity: Senior Center support funding for program administration.	Gap: NA Anticipated Source:	Community Volunteers	AN estimated 2,500 seniors will be served	UED CDBG Monitoring	2015-2016

Activity # 5.7 – Re-assess Utica’s Zoning Code – Urban Farming Initiative

The City will develop policy/local laws that address “Urban Poultry” and other farming practices within the City of Utica based on best practices to address food insecurity and to deal with animal husbandry and other urban farming practices occurring throughout the City

Rationale

Widespread interest in urban agriculture is forcing local authorities to re-examine rules that prohibit farming in cities, while urban farming is considered critical to eliminating food deserts in urban neighborhoods. CNA participants noted that food desserts were a real problem in Utica’s poorest neighborhoods and that not all cultural practices (currently being employed), relating to urban farming, are acceptable or legal in the City neighborhoods.

Urban Farming Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Food Policy Council CCE City of Utica Code Enforcement & City Council	Total Project: \$168,7500 \$56,250, 168, 750 Source: CDBG & NYS NYSERDA Activity: Reassessment of Utica's Zoning Code.	Gap: NA Anticipated Source:	Community and FPAC Volunteers	Mohawk Valley Food Policy Advisory Council will prepare sample legislation and construction of demonstration products and programs	FPAC Council	2015-2017

Activities # 5.8 & 5.9 – Support Access to Healthy Foods - Market Truck and Transportation to Public Markets

Replicate at least one Mobile Market Truck with EBT to serve each food desert area within the target at least one day a week and provide shuttles to the public markets. The City will work with CCE and the Eat Smart NY Program to further these activities.

Rationale

Arcadia's Mobile Market reports that almost half of the amount the produce/local food supplied at public markets and other locations was sold to customers using federal benefits like WIC/SNAP. It makes sense to take the person to the market and/or bring the market to the person.

Public Market Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Food Policy Council CCE City of Utica Oneida County Public Market	Total Project: \$50,000 (estimate) Source: TBD Activity: Development a market truck and transportation program to get target area residents to healthy food sources.	Gap: \$50,000 Anticipated Source:	Food Policy Advisory Council CCE & ESNY Staff	Provision of education and transportation options for the 28,000 people who reside in the target area without transportation or knowledge of healthy food options.	ESNY Reporting	2015-2017

SUBGOAL 3

Evaluate and enhance neighborhood walkability and connectivity using graphic signage, streetscape and transportation amenities (lighting, bike lanes and bus shelters), and public transportation schedules, routes and rates meet employee and resident needs.

Activity # 5.10 – Support Senior Transportation Programs – HomeOwnership Senior Transportation Program

UNHS will provide transportation for seniors to senior centers, healthcare appointments and access to other services.

Rationale

Senior transportation was identified as a major issue in Utica. In order for them to maintain a healthy lifestyle, seniors need access to medical services, social and educational programs, nutrition programs, volunteer opportunities and health and wellness programs and events. Private transportation averages \$65-\$100 per hour. 63% of Oneida County residents over the age of 60 have incomes less than \$15,000 – and many live in Utica with the highest concentration of low income seniors. An Office for the Aging survey indicates that 93% of low income seniors do not have adequate and affordable transportation - and 25% do not own cars.

Senior Transportation Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Social Service Agencies UNHS Senior Centers Office for the Aging Centro	Total Project: \$22,671 \$6,166 Source: 2015-16 CDBG \$16,505 Source: UNHS Activity: Senior Transportation	Gap: NA Anticipated Source:	UNHS & Senior Center Volunteers	Healthier lifestyles for seniors – quality of life amenity. # of trips and people assisted will be documented by UNHS.	UED CDBG Monitoring	2015-2016

Activity # 5-11 – Support Park Improvements - Kemble Park Project

The Kemble Park Community Design Project undertaken in 2012 brought together Cornell University faculty and students in the Department of Landscape Architecture's Rust to Green with community partners in Utica to transform a vacant lot into a beautiful, functional and ecological space for Cornhill neighborhood residents. Efforts to keep the property dedicated to community green space, and eventually develop it into a park, have been underway for years with the leadership of a core group of community residents and nonprofit partners. The City of Utica is contributing in-kind services, in addition to donating at least one vacant, adjacent parcel to the park site. This design process and resulting park design and accompanying report represent a vital step in the process of creating Kemble Park. The comprehensive proposal offers a tangible vision for the park that meets the needs of the surrounding neighborhood

The City of Utica is working with the Parks Conservancy to identify funding and other resources to complete a new Parks Masterplan for the City of Utica's 60+ parks - which occupy over 500 acres.

Rationale

CNA participants advocated for increased greenspace in the Target Area. This project is being planned and organized by community volunteer agencies and individuals – they feel invested, engaged and respected as a voice. Engage diverse Cornhill residents in a collaborative design process for Kemble Park. The design proposal weaves the neighborhood's social, ecological and community fabric and builds on previous Kemble Park planning documents (Utica Master Plan, etc.), incorporating identified programmatic needs especially as related to active recreation activities (basketball and soccer), and engaging diverse Cornhill residents in a collaborative neighborhood design process.

The City of Utica supports the American Planning Association’s findings regarding the economic benefits of parks

- Municipal revenues are increased – Property Tax, Sales Tax and Tourism – related benefits.
- Affluent retirees are attracted and retained.
- Homebuyers are attracted to purchase homes.

Kemble Park Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
UNHS Stakeholders R2G Cornell Cornhill Community City of Utica DPW & Engineering	Total Project: \$300,000 \$48,000 Source: 2015-16 CDBG \$250,000 Source: State Funding Activity: Park Improvements	Gap: TBD Anticipated Source: TBD	Community Resident and Stakeholder Input	New Greenspace and youth programming in Cornhill Neighborhood	UED CDBG Monitoring	2015-2017

Activity #5.12 – Support Improved Lighting and Connectivity Projects in the Target Area

R2G is working with District Associations to identify priority improvements in the Target Area.

Rationale

Walkable cities provide lower transportation costs, greater social interaction, and improved personal and environmental health. Walkability, connectivity and streetscape enhancements were all deemed to be priorities in the CNA.

CNA 2-YEAR ACTION PLAN GOAL 6
PROVIDE ENHANCED HOUSING OPPORTUNITIES

Provide healthy housing without lead, asbestos, mold and pests; renovate aging housing stock and build new quality affordable housing units; and provide live/work, loft and rental housing to meet the needs of Utica's changing demographics

CNA SUBGOAL 1	CNA SUBGOAL 2	CNA SUBGOAL 3
Work with private housing developers and public agencies to provide healthy housing opportunities using training and technical assistance necessary to meet fair housing law, comply with environmental guidelines and assist cost-burdened individuals.	Rehabilitate or build new units of quality, affordable housing in target neighborhoods, with a focus on quality, permanent supportive housing and emergency housing for homeless persons and families.	Complete a downtown housing inventory and provide financial and technical assistance to meet the urban living needs of any person, regardless of their income level, age, race or physical ability with a focus on the renovation of upper floors.

ID	Activity / Objective	Total Project City Funding Match	Year	CNA Subgoal 1	CNA Subgoal 2	CNA Subgoal 3
6-1	Fair Housing CNY Housing Program	\$5,000 CDBG \$5,000	2015-2016	✓		
6-2	Housing Assistance Security Deposit & CHDO's	\$71,640 \$5,000 CDBG ESG \$66,460	2015-2016	✓		
6-3	2015 Lead Reduction Program/Application	HUD \$3M (Announced) CF \$300,000 (Match) HOME: \$400,000	2015-2016	✓		
6-4	Owner Occupied Rehab W Utica Program	TBD CDBG \$96,940	2015-2016		✓	
6-5	Rental Rehab Program	TBD HOME \$117,648	2015-2016		✓	
6-6	New Housing Construction Roosevelt School	TBD HOME \$500,000 CDBG \$	2015-2016		✓	
6-7	Supportive and Emergency Housing Programs	TBD ESG \$110,234 HOME: \$200,000.	2015-2016		✓	
6-8	Housing Inventory Update	TBD CDBG \$10,000	2015-2016			✓
6-9	Live/Work Space Feasibility Study	\$15,000 CDBG \$10,000	2015-2016			✓

Goal # 6 – Provide Enhanced Opportunities for Healthy Housing

Provide healthy housing without lead, asbestos, mold and pests; renovate aging housing stock and build new quality affordable housing units; and provide live/work, loft and rental housing to meet the needs of Utica’s changing demographics.

SUBGOAL #1

Work with private housing developers and public agencies to provide healthy housing opportunities using training and technical assistance necessary to meet fair housing law, environmental guideline assistance for rehabilitation of aging housing and other help to assist cost-burdened individuals.

Activity #6.1 – Support Fair Housing Efforts – CNY Fair Housing Corporation

This project will provide education, marketing, community outreach, complaint intake and investigation, legal assistance to low income persons, housing counseling for renters, systematic investigation of fair housing issues, and staff training.

Rationale

Residents, landlords and tenants are not aware of Fair Housing laws and rights.

Fair Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Realtors City Staff Landlord Associations Housing and Financial Orgs	Total Project: \$5,000 \$5,000 Source: 2015-16 CDBG Activity: Fair Housing Education and referrals	Gap: Na Anticipated Source: NA	Community Sites and meeting spaces for education Presentations	More educated public and staff	UED CDBG Monitoring	2015-2016

Activities #6.2 – Fund Housing Assistance Programs – Security Deposit Program

The City recognizes strong need for supportive housing programs and organizations (CHDO’s). The City will work to support the development of CHDO’s and to think innovatively to provide cost-effective and sensible initiatives to assist cost-burdened residents.

Rationale

Currently, there are over 2000 families on the Utica Section 8 housing waiting list (up to 5-year wait) which means most are living in unacceptable conditions – at a rate that they are able to afford. Many families are paying more than 30 percent of their income for housing and are cost burdened. They have difficulty affording necessities such as food, clothing, transportation and medical care. A family with one full-time worker earning the minimum wage cannot afford the local fair-market rent for a two-bedroom apartment. According to US Census data, an estimated 69.4% of households in the Target Area have incomes below \$35,000. While the City makes improvements in housing conditions, assistance programs must be investigated to keep families financially afloat and safe.

Fair Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Realtors City Staff Landlord Associations Housing and Financial Organizations	Total Project: \$5,000 CHDO \$66,640 Security Deposit Program Source: 2015-16 CDBG & ESG Activity: Housing Assistance Programming	Gap: TBD Anticipated Source: TBD	Community Volunteers and Input	Lower levels of lead in children (Lead testing) A more educated public. (class attendance levels, website hits) More Healthy Houses Neighborhood Blight Eliminated More Energy Efficient and Affordable Housing Options	UED CDBG & ESG Monitoring	2015-2016

Activity #6.3 – Support LEAD Reduction Programs

The City of Utica is positioning itself and is partnering with housing developers to tackle the issues related to its aging housing stock with an immediate focus on lead. The City is also partnering with the NYS Department of Health, Oneida County Health Department and Cornell Cooperative Extension's Childhood Lead Primary Prevention Program to continue efforts to reduce the effects of lead poisoning and will be submitting a Lead Based Paint Hazard Control Program application in June to increase the lead safe housing capacity for our low income children. The funding will enable the City to provide education and training for residents and contractors through the County lead program and if they receive the Lead Hazard Grant can provide rehabilitation funding for lead reduction.

Rationale

The Target Area has an estimated long-time vacancy rate of 16.9% and most of those properties have been abandoned. Housing Rehabilitation, including the reduction of lead is a real priority in Utica. - According to the most recent NYSDOH statistics, Oneida County has the highest incidence rate of childhood poisoning in NYS, including New York City - an incidence rate of 33.9 children per 1,000 tested and is a NYS Department of Health Lead Primary Prevention site. Childhood lead poisoning causes permanent brain damage, hyperactivity, ADHD, poor decision making, aggression, hearing loss and dental caries. Children in the City of Utica who are lead poisoned are more likely to require Early Intervention, special education services, exhibit serious behavioral issues and have a seven times greater likelihood of dropping out of high school. Research shows children who are lead poisoned are much more likely to be involved in the juvenile justice system and have future experiences with adult incarceration putting further strain on public safety. Children with very high levels of lead hazard exposure are more likely to be admitted to local hospitals for five days of chelation therapy at a cost of \$10,000.00 per incident.

The higher local asthma rates (25 per 10,000 compared to 15.6 in the State, NYSDOH) may also be related to aging housing condition triggers such as poor heating and ventilation, mold, and exposure to other contaminants - contributing to overuse of emergency rooms, hospitalizations for acute asthma, absenteeism from school and loss of work productivity for parents. These are major concerns in Utica's poorest neighborhoods where over 60% of the homes, built before 1950, are candidates for these triggers. Over 95% of the housing in the West Utica and Cornhill neighborhoods was built before 1978 when lead-based paints were banned from residential use.

Fair Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Realtors City Staff Landlord Associations Housing Organizations	Total Project: \$3,700,000 \$300,000 Source: Community Foundation \$400,000 Source: HOME Activity: Lead reduction and prevention education and rehab.	Gap: \$3M Anticipated Source: Lead Grant	Community Education Volunteers	AN estimated 100 homes will be made lead free.	UED Monitoring	2015-2017

SUBGOAL # 2

Rehabilitate or build new units of quality, affordable housing in target neighborhoods, with a focus on quality, permanent supportive housing and emergency housing for homeless persons and families.

Activities #6.4, 6.5,– The City will Support Public and Private Housing Rehabilitation

The City will determine a methodology to evaluate target area homes for appropriateness for renovation or demolition. Current projects include the W. Utica Homeowner Rehab Program & Rental Rehab Program.

Rationale

A recent Harvard study shows that rehab can be more cost effective than demolition in five out of six neighborhoods as long as the rehab is confined to bringing the house up to code requirements - acceptable rehab standards that are financially feasible until market conditions improve. It is estimated that hundreds of families live in unacceptable housing in Utica's Target Area. It is estimated that Over 95% of the housing in the West Utica and Cornhill neighborhoods is considered aging housing stock.

Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Realtors City Staff Landlord Associations Housing Organizations	Total Project: \$96,940 W Utica Homeowner Rehab \$117,648 Rental Rehab Program Source: HOME & CDBG Activity: Lead reduction and prevention education and rehab.	Gap: TBD Anticipated Source: NYS Funds	Community Education Volunteers	Funding will rehab an estimated 100 homes.	UED Monitoring	2015-2017

Activity – 6.6 – Support Development of New Affordable Housing Construction

The City will support and assist in the development and construction of new rental housing units in the target area. The development will add approximately fifty (50) new units of safe, affordable housing, predominately geared toward larger families with low to moderate income levels.

Rationale

According to data derived from the American Community Survey, half of all City residents living at or below the area median income suffer a housing cost burden that is greater than 30% of their household income. Additionally, this data demonstrated that there is a gap in availability of affordable units with approximately seven thousand (7,000) households lacking access to affordable housing units.

Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
City Staff Municipal Housing Authority Housing Organizations	Total Project: \$14.5 M \$1.2 M Source: HOME & CDBG Activity: Roosevelt Residence	Gap: 13.3 M Anticipated Source: NYS and LIHTC Funds	Community Education Volunteers	Funding will develop 50 new units of affordable rental housing	UED Monitoring	2015-2017

Activity – 6.7 - Support Emergency and Supportive Housing Programs

Rehabilitate or build new units of quality, permanent supportive housing and emergency housing for homeless persons and families in target neighborhoods and expand the supply of permanent supportive housing units, for veterans and for women who are chronically homeless and struggling with a mental health disability.

Two-year Goals include:

- Support Utica Rescue Mission (private funds) to acquire a site (Lansing Street Vets House) for new veterans.
- Acquire and a site and open Utica's first shelter for homeless male youths (up to 10 beds). Allocate 2015-16 ESG funding for emergency and transitional housing programs for domestic violence victims, families and homeless youth.
- Develop 8 new units of supportive housing for chronically homeless women at Johnson Park Center JPA VI. JCTOD Outreach, Inc. dba Johnson Park Center (JPC) is a faith-based non-profit organization that promotes positive change, revitalization, and community development in the heart of Cornhill, the poorest neighborhood in the City of Utica. Their strategies for community development include recreation/education/ positive socialization for children and their families, a food pantry, community garden, nutritious meal program, mentoring/advocacy and life coaching. The Center submitted two applications in the last two rounds of the Choice Neighborhood Grant Program. The most recent application, submitted earlier this year, proposed \$13,192,244 in funding for housing rehabilitation and Green LEED Certified energy upgrades to homes they have acquired in the neighborhood for their mission. Neighborhood Security & Connectivity (Broadband-WI-FI) and Green Model Block Technology/Upgrades and a Multi-Purpose (non-traditional hours) Childcare & Family Center for 111 children with 16 bed for infants are major project components. The Center would provide Family Counseling, Behavioral & Mental Health Services, Large Meeting/Gym-Basketball Court/Dining Area, Computer/Media Center, and Energy Efficiency and STEM Education workshops. (City has committed to some CDBG match funding pending their approved application to the State for this project)
- Support the Mayoral Challenge including support for the Veteran's Outreach Center CNY Veteran's Outreach Center as they use the Supportive Services for Veteran Families Grant (SSVF) funds (\$440,640.00 to September 30, 2015). The grant is designed to serve at-risk and homeless veterans and their families in Oneida, Herkimer, Madison, Otsego, Jefferson, Lewis, and St. Lawrence counties.

Rationale

HUD requires that communities develop and maintain a Continuum of Care (CoC) that meets the requirements of the [HEARTH Act](#) to be eligible for HUD Homeless Assistance funding. The *Mohawk Valley Housing and Homeless Coalition* are designated by HUD as the single official homeless assistance “Continuum of Care” for Utica, Rome, Oneida and Madison Counties, NY. Our CoC is responsible for planning, coordination, and funding allocations of over \$3.5M for 18 different homeless assistance programs serving over 800 homeless and formerly homeless adults, youth, and children each year. The Coalition began in June of 2002 and includes over 50 local public and private agencies. The CoC and the CNA identified supportive and emergency housing as a priority. According to the Point-in-Time Count for the Rome/ Utica area, There were 21 unsheltered households; 51 persons (Adults and Children); 28 persons under age 18; 12 person 18-24; and 11 persons over age 24.

In 2014 there were 1,548 simple assaults reported in Utica of which 906 were considered domestic violence; 237 aggravated assaults of which 57 were deemed domestic violence.

To date, JPC has received over \$9 million for capital projects to create a total of 33 safe & supportive housing low-income permanent housing for homeless mothers, children and single females and emergency housing services for traditional and non-traditional families and women. Their projects have been highly successful in the Target Area.

The Veteran’s Outreach Center is making progress in ending homelessness in Oneida, Herkimer, Otsego, Jefferson, Lewis and St. Lawrence counties. Veterans represent a significant portion of the population – according to 2013 Census figures, there are 3,143 veterans in the City of Utica (5.6% total population). Estimates show there were six (6) homeless sheltered veterans in Utica in 2012 and only (1) in 2014. It has been noted locally that an integrated support system is necessary to meet the ever-changing challenges of the City’s veteran population using a collaborative process – The Mayors Challenge. Poverty, a high percentage of disabilities, mental illness, rural barriers, and substance abuse make it difficult to identify and assist many homeless veterans. The National Alliance to End Homelessness identified (2015) “Five Steps to End Veteran Homelessness:

1. Identify all homeless veterans in your community and create a sharable master list.
2. Identify all available housing stock, including currently existing and potential stock.
3. Set a clear numerical goal and timeline for getting veterans housed and regularly track progress.
4. Identify the needed supported services and resources for all veterans.
5. House the veterans.

Supportive Housing Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
Housing Organizations CoC MV Housing Coalition CNY Veteran’s Center	Total Project: TBD Source: Public/Private Funds Activity: Supportive Housing Activities	Gap: TBD Anticipated Source: TBD	Community Volunteers	Increased sheltered numbers – ending homelessness	CoC	2015-2017

SUBGOAL # 3

Complete a downtown housing inventory and provide financial and technical assistance to meet the urban living needs of any person, regardless of their income level, age, race or physical ability with a focus on the renovation of upper floors.

Activity# 6.8 - Update and Expand the 2005 Residential Market Housing Study

The Zimmerman/Volk study update will help to identify the current market potential for priority buildings in an effort to identify a housing strategy and to assist the City to attract both developers and funders. In the process, the City can designate areas for residential development based on advantageous adjacency, building and land availability, potential for expansion, and anchors and linkage. The update will help ensure appropriate design and preserve, enhance and restore downtown's character with an emphasis and incentives for adaptive re-use. The City is also working on revising its zoning code to enable adaptive re-use.

Rationale

The Urban Land Institute's 2014 annual study, Emerging Trends in Real Estate, provides evidence that young people, (born 1979 -1995) prefer living downtown close to work, rather than the suburbs and commuting, and walking and biking take precedence. At the same time, baby boomers are selling their homes and moving to urban settings with convenient amenities – like healthcare. The NANO Utica project promises an influx of new (Gen Y) residents looking for the same urban living arrangements. In 2005, the Residential Market Potential (Zimmerman/Volk) study of housing in Utica's downtown identified both a need for downtown housing and real potential by re-using existing buildings. They recommended designated areas for development, adherence to appropriate urban design, marketing the downtown, special codes for adaptive reuse, live/work spaces and gap financing. A feasibility study for live/work artist spaces has also recently been funded for the downtown area.

Housing Inventory Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations MV Housing Coalition - CoC	Total Project: TBD Source: Public/Private Funds Activity: Housing Inventory	Gap: TBD Anticipated Source: TBD	Community Volunteers	Increased mixed-use development in Downtown	City of Utica	2015-2017

Activity # 6.9 – Fund Live-Work Housing – Artspace Feasibility Study

This project will enable the City's Urban and Economic Development Department to 1) evaluate opportunities for developers to create live/work artist housing in downtown Utica – a priority identified in the Community Needs Assessment, and 2) to attract a successful national developer to consider a multi-million investment of public and private funding in the target area. An Artspace committee will be established and artists, city officials, funders, CNY Arts, residents, businesses and other community stakeholders will be engaged.

The resulting feasibility report will help the City to leverage additional financial (local, State & Federal) and human resources (City Staff, artists, neighborhood stakeholders, elected officials, etc.) for a potential Phase 2 Marketing Study that will be necessary for rehab and construction resource development. Artspace owns its projects which are financially structured to be self-sustaining, ensuring that tenant rents are sufficient to meet mortgage payments, fund reserves and operating costs, and to provide preventive maintenance, common area improvements, and building upgrades. The report will also provide Utica with an analysis and re-use potential report for some of the City's most important vacant or underutilized buildings.

Rationale

- *Tourism revenue was about \$5,000 per resident in Oneida County in 2012, compared to \$1,800 for the state.*
This project will promote new and increased opportunities for local artists and visitors.
- *Though revenues related to tourism and arts and culture have increased, State funding declined throughout the state and in Oneida County had a decline of 75% since 2001.*
This project will help identify opportunities and resources to support arts and culture development in Utica.
- *The median age under age 35 increased in Utica by 9.1%; ages 35-59 increased 2.6% and 60+ decreased 10.9%. The median age in 2000 was 37 and changed to 34 in 2012.*
This project focuses on creating neighborhoods with new affordable housing and amenities with a focus on attracting artists and residents between the ages of 20-40.
- *Utica's median income is \$31,048 compared to \$49,148 in Oneida County, and \$57,683 in the State. An estimated 44% of (Downtown) Utica residents live in poverty compared with 16% in Oneida County and 11 percent statewide.*
This initiative has the potential to grow jobs by creating unique spaces and creative hubs that enable entrepreneurs and social enterprises to create jobs while providing arts-related services and products in the target area.
- *According to a NYS Housing Needs Assessment highlighted on the site, affordable housing units are needed in Utica.*
This project will assist developers to put vacant, off-the-grid structures back on the tax roll, meeting a documented need for urban living (Zimmerman/Volk study, 2005) and providing unique housing development opportunities in areas on the brink of becoming regional destinations.
- *The Utica area has high rates of households with vehicles and a reliance on driving to work as the main method of commuting (only 3% use public transportation, 9% uses cabs, bikes, walk or other means).*
This project is based on the Smart Growth Principles – creating live/work spaces that rehab existing structures and support healthy lifestyles.

Housing Inventory Partners	Committed Financial Support	Financial Support Needed	Committed Non-financial Support	Expected Outcomes	Data Collection	Timeline
District Associations MV Housing Coalition – CoC Area Art Organizations	Total Project: \$15,000 \$5,000 Source: CDBG \$10,000 Source: Community Foundation Activity: Housing Feasibility Study	Gap: NA Anticipated Source: NA	Community Volunteers	Feasibility Study leading to a marketing study/plan	City of Utica	2015-2017