A meeting of the Board of Directors of the Greater Syracuse Property Development Corporation ("GSPDC") was convened in public session at the offices of the GSPDC located at 333 West Washington Street, Suite 130, Syracuse, New York 13202 on August 13, 2013 at 12:30 p.m.

The meeting was called to order by the Chairman and, upon roll being called, the following directors of the GSPDC were:

PRESENT:

Vito Sciscioli, Chair
Mary Beth Primo, Vice Chair
Daniel Barnaba, Treasurer
Dwight L. Hicks, Secretary
James Corbett

ABSENT:

FOLLOWING PERSONS WERE ALSO PRESENT:

Katelyn Wright	Executive Director
John P. Sidd, Esq.	GSPDC Counsel

The following resolution was offered by Jim Corbett, seconded by Dwight L. Hicks, to wit:

Resolution No.: 28 of 2013

RESOLUTION ADOPTING THE LAND BANK CITIZENS ADVISORY BOARD'S GUIDELINES FOR LAND BANK MANAGEMENT AND DISPOSITION OF REAL PROPERTY WITHIN THE CITY OF SYRACUSE

WHEREAS, the Land Bank Citizens Advisory Board (CAB) has drafted certain Guidelines for Land Bank Management and Disposition of Real Property Within the City of Syracuse (the "Guidelines"); and

WHEREAS, the Board of Directors has determined that it is in the best interest of the GSPDC to adopt the Guidelines.

NOW, THEREFORE, BE IT RESOLVED BY THE GREATER SYRACUSE PROPERTY DEVELOPMENT CORPORATION AS FOLLOWS:

Section 1. The recitals above are hereby incorporated into this Resolution as if fully set forth herein.

Section 2. The Members of the Board hereby adopt the Guidelines in the form thereof presented at this meeting and attached hereto as Schedule A.

Section 3. The Executive Director of GSPDC is hereby authorized and directed to execute all documents on behalf of GSPDC which may be necessary or desirable to further the intent of this Resolution and do such further things or perform such acts as may be necessary or convenient to implement the provisions of this Resolution.

Section 4. This Resolution shall take effect immediately.

The question of the adoption of the foregoing Resolution was duly put to a vote on roll call, which resulted as follows:

Vito Sciscioli	VOTING	Yes
Mary Beth Primo	VOTING	Yes
Daniel Barnaba	VOTING	Yes
Dwight L. Hicks	VOTING	Yes
James Corbett	VOTING	Yes

The foregoing Resolution was thereupon declared and duly adopted.

STATE OF NEW YORK)
COUNTY OF ONONADAGA) ss.:

I, the undersigned Secretary of the Greater Syracuse Property Development Corporation (the "Agency"), DO HEREBY CERTIFY, that I have compared the foregoing extract of the minutes of the meeting of the directors of GSPDC, including the Resolution contained therein, held on August 13, 2013 with the original thereof on file in my office, and that the same is a true and correct copy of such proceedings of GSPDC and of such Resolution set forth therein and of the whole of said original so far as the same related to the subject matters therein referred to.

I FURTHER CERTIFY that (A) all directors of GSPDC had due notice of said meeting; (B) said meeting was in all respect duly held; (C) pursuant to Article 7 of the Public Officers Law (the "Open Meetings Law"), said meeting was open to the general public and due notice of the time and place of said meeting was given in accordance with such Open Meetings Law; and (D) there was a quorum of the directors of GSPDC present through said meeting.

I FURTHER CERTIFY that, as of the date hereof, the attached Resolution is in full force and effect and has not been amended, repealed or rescinded.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of GSPDC this 17th day of September, 2013.

Dwight L. Hicks, Secretary

Guidelines for Land Bank Management and Disposition of Real Property within the City of Syracuse

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Introduction

The Greater Syracuse Property Development Corporation (GSPDC, commonly referred to as the Land Bank) was created in 2012 to facilitate a more equitable and consistent property tax-collection policy by the City of Syracuse. Syracuse previously found itself unable to pursue an aggressive tax-collection policy while retaining control over the outcomes for its neighborhoods because the only readily available options for disposing of foreclosed properties were tax auctions, lien sales, or foreclosure in the presence of an acceptable purchase offer and the use of these tools resulted, by definition, in a single parcel approach to tax delinquency and did not maximize opportunities for neighborhood redevelopment and renaissance. The establishment of the Land Bank, which is charged with receiving properties foreclosed upon by the City and facilitating their redevelopment in a coordinated manner that is consistent with Syracuse's Comprehensive Plan, creates an organization to receive lien extinguished foreclosed property in a manner that will enable these properties to be assembled and strategically disposed of in ways that promote neighborhood revitalization and the stabilization and growth of the property tax base.

This tool, in conjunction with new municipal collection policies, will control for outcomes, ensure properties are sold for development plans consistent with the community's long-range vision for its neighborhoods, and will provide a mechanism for returning properties to productive use. At the same time, a more aggressive municipal approach to delinquent tax collection will likely result in the foreclosure of hundreds of non-performing properties. These properties will include unimproved lots as well as vacant and occupied buildings. In order to ensure that the Land Bank achieves its potential for neighborhood revitalization, it needs guidelines for the maintenance and disposition of the real property it acquires.

These Guidelines were drafted in 2012-13 by the Land Bank Citizens Advisory Board (CAB). The CAB has nine members—one appointed by each district Common Councilor, two appointed by the at-large members of the Common Council, and two appointed by the Mayor. The members of the CAB represent the diversity of Syracuse neighborhoods and are charged with advising the Common Council, City administration, and the Land Bank Board of Directors on the task ahead. Given its charge, the CAB set out to identify priorities for the redevelopment of properties that would accomplish objectives included in the Comprehensive Plan related to neighborhood revitalization, affordable housing, economic development, land use, and sustainability. The CAB drafted these Guidelines for the Land Bank's activities in the City given 1) these identified objectives, 2) the powers of the Land Bank (to assemble, acquire, maintain, redevelop, and dispose of property), and 3) the type, condition, and location of properties likely to be foreclosed upon. As the Land Bank receives properties and operating funds, these Guidelines will assist Land Bank decision-makers in the task of assembling, maintaining, redeveloping, and disposing of specific properties in a manner that furthers the goals of the Comprehensive Plan.

The CAB recognizes that the Land Bank must have sufficient discretion in the management and disposition of property to allow for the consideration of a wide range of factors—balancing carrying costs, sales price, potential to return properties to tax-paying status and grow the tax base, and a development's potential for neighborhood revitalization—and it intends these Guidelines to supplement the Land Bank's other policies

and procedures. Tax collection maximization and neighborhood redevelopment need not be mutually exclusive goals. The CAB believes that consideration of competing demands are legitimate and an important part of the Land Bank's deliberations. The CAB further believes that the Land Bank is best served if it is transparent in its operations and is open to public input regarding its actions. It is the CAB's intention that these Guidelines provide the Land Bank with a suggested structure to assist in achieving its goals. The CAB is committed to continued communication with the Land Bank and is available to assist with community engagement and strategic planning for the revitalization of Syracuse neighborhoods.

General Guidelines

The following are overarching policy objectives and are not listed in order of importance.

1. Attract qualified developers to leverage each other's investments.
   The Land Bank should aim to attract a variety of types of developers to complete projects within targeted investment areas, in such a way as to magnify the impact of their investments and speed neighborhood revitalization. When disposing of properties in areas that have already been targeted for other investment (referred to herein as "targeted investment areas"), a balance of home-ownership and rental opportunities and of subsidized and market-rate units should be pursued.
   - Private developers may be able to cost effectively rehabilitate buildings whose rehabilitation may otherwise be cost prohibitive or cumbersome using public funds.
   - Housing agencies may be more better able to construct infill housing for home ownership in a scattered manner that advances the infill objectives described below.
   - Given the abundance of homes needing rehabilitation and the scarcity of rehabilitation subsidies (to the extent feasible in pursuit of the balanced approach described above) first preference should be given to unsubsidized purchasers when selling a property and development subsidies should be directed toward projects that are otherwise not attractive for unsubsidized redevelopment.
   - Assembly of larger parcels in transitional areas may attract private new construction that would not otherwise be feasible on a scattered-site basis.

2. Promote homeownership, particularly within targeted investment areas.
   Prioritize opportunities for home-ownership when disposing of 1-2 unit residential structures. Home ownership, is a means to grow equity and expand economic opportunity among Syracuse households in addition to stabilizing neighborhoods. When possible, consider opportunities to encourage city teachers, firefighters, police officers and other municipal workers not otherwise subject to the City's residency requirement to purchase a home and move into Syracuse.

   When creating home ownership opportunities, consider quality-of-life of future occupants and potential for building home equity in a given location. With an abundance of vacant lots to build on and vacant homes to renovate, new home ownership opportunities should be located in areas that are appropriate for residential neighborhoods. For example, build near parks, schools, libraries, and other amenities, not facing an industrial or an unattractive commercial use. Location within the floodplain should also be considered, and depending on other factors (such as desire to retain density near business corridors, etc.) this may render a particular site preferable for green space rather than infill construction.

3. Partner with the City and its affordable housing partners and lending institutions.
   The Land Bank may assemble and hold properties for other City-sponsored/City-funded projects, saving these groups carrying costs through the Land Bank's tax-exempt status. Explore other opportunities for shared services and efficiencies to be gained through collaboration with agencies that possess redevelopment experience and operating capacity. Efforts should also be made to partner with

organizations, including banks and lending institutions, dedicated to providing financing and creative financing solutions for home buyers.

4. Protect historically and/or architecturally significant properties.
   Engage in preventive maintenance and prioritize the redevelopment of these properties. The Land Bank may be better equipped (due to its tax-exempt status) than a private entity to hold a difficult-to-redevelop property such as a vacant religious structure, allowing time for a creative redevelopment plan to be formulated.

5. Prioritize the redevelopment of individual properties otherwise identified as significant to their neighborhood or the community as a whole.
   When prioritizing properties to be addressed – either by preventive maintenance, rehabilitation, sales incentives, or demolition – the Land Bank should take into account individual properties of particular significance to the neighborhood or the community as a whole. These need not necessarily be historic landmarks (see #4), but may be significant by virtue of their location at a gateway into the neighborhood or other highly visible location, their sheer size, having been identified as significant by their neighborhood residents or the community as a whole, or some other factor(s). The Land Bank should look to TNTs and other neighborhood associations for assistance in identifying these properties and take this information into account when prioritizing redevelopment projects.

6. Encourage development plans that are consistent with the vision contained in Syracuse's Land Use & Development component of the Comprehensive Plan and other more localized plans such as neighborhood and TNT plans.

   This is particularly applicable to development plans that include new construction or major renovation of existing buildings. The design and character of new development and/or the redevelopment of existing buildings should fit into and complement the surrounding environment and contribute to the character desired for that area.

   The desired character of future development throughout the City at the individual block level is found in the Land Use & Development component of the Comprehensive Plan. The content of this plan was developed in consultation with the other plans referenced above.

7. Promote economic development.
   By foreclosing and extinguishing liens, and potentially assembling adjacent parcels, the land bank can attract investment to the City's commercial corridors by better positioning properties for redevelopment. This will generally open the door for private investment in renovation and maintenance and, thereby, stabilization of the tax base—encouraging investments that leverage each other and public investments will magnify this effect.

be vandalized. Partnerships with organizations dedicated to energy efficiency, conservation and sustainability should also be encouraged.

11. Prioritize the allocation of resources based on location, type, and condition of property.

Since the City's foreclosure policy will result in a scattered inventory of properties across the City, and assuming that the Land Bank will have limited resources for maintenance and redevelopment of these properties, prioritization of rehabilitation or redevelopment funds is needed. This document outlines policies to guide the prioritization, as resources allow. While this scattered inventory may seem less than desirable in that the Land Bank may hold properties that are simply stabilized in the short term and not immediately redeveloped, it is critical that the City move to foreclose on all properties that are sufficiently tax delinquent, in order to keep the collection rate up and provide funding for the land bank's activities. Furthermore, having site control of all the properties available for foreclosure will be a dramatic improvement over current conditions and will allow better planning decisions to be made, opening more options for the use of redevelopment funds and preventing real estate speculation.

This partnership between City and Land Bank is truly innovative in that it, for the first time, marries the City's fiscal obligations and its community planning responsibilities. In order to keep the tax collection rate up and to gain site control over a wider array of properties, thereby enabling better planned redevelopment projects to be carried out, the City needs the Land Bank to accept title to nearly all foreclosed properties[1]. And consequently, in order not to jeopardize their source of funding – the increase in tax collections – the Land Bank needs to accept title to these properties so as not to compromise effectiveness of the City's threat of foreclosure. It is important to keep in mind that the private-public partnership and sharing of funds and resources between the City and the Land Bank is necessary to remedy a market failure: by foreclosing on these properties, extinguishing all liens against them, and assembling them as possible, opportunities for their redevelopment, that would not otherwise be attractive to the private market, become possibilities. Better positioning properties in this way will then open the door for private and public investment. The prioritization of resource allocation, outlined in more detail below, should consider: (1) Targeted Investment Areas leveraging existing assets; (2) Condition-based Asset Management; and (3) Property Type.

I. Targeted Investment Areas: Leverage Existing Assets

Focus funds for rehabilitation, demolition, or other specialized treatment of property within targeted investment areas.

Targeted Investment Areas should include:

a. Proximity to schools
b. Proximity to parks
c. Proximity to business corridors
d. "One-House-on-the-Block" blighted properties within stable neighborhoods.
Properties that are the only vacant or abandoned property in the immediate area and for which redevelopment/return to productive use will have the maximum return on investment to

[1] With the exception of known brownfields and other extraordinary circumstances.

stabilize the block/neighborhood by addressing the single instance before it generates more disinvestment

e. "Transitional Areas" where investment may stop the spread of property abandonment and blight—typically on the edge of stable neighborhoods.

In accordance with the Land Use & Development component of Syracuse's Comprehensive Plan, reserve buildable lots within close proximity of business corridors for new construction in order to maintain density. Other lots may be appropriate for side-lot transfers, assembly for larger parcels and alternative uses such as community gardens, or assembly for larger planned developments in the future.

Among TIAs, maintaining density is important only within proximity to business corridors. Others are prioritized for funding, but without the relationship to density.

Even among properties located in TIAs, give first priority to projects that will leverage other ongoing revitalization efforts by public or private partners.

II. Conditions-Based Asset Management

Determine maintenance treatment, choose redevelopment projects, and focus investment in a manner based on property condition. Utilize a consistent set of criteria to complete a conditions assessment on all properties as they are acquired by the land bank.

Exercise preventive maintenance (in addition to basic maintenance procedures) on properties that appear to be future rehabilitation candidates; allocate rehabilitation funds as resources allow to these properties, starting with properties in TIAs. Identifying these rehabilitation candidates is discussed further in the "Management of Vacant Buildings" section that follows, but considerations may include whether it is an historically or architecturally significant property, whether it possesses some other value to its surrounding neighborhood or the community as a whole, in addition to an evaluation of rehabilitation costs, likely holding costs, and resale value.

Among properties that are likely demolition/deconstruction candidates, follow basic maintenance procedures until such time as demolition is complete. Allocate demolition/deconstruction funds to these properties as resources allow, starting with properties in TIAs.

Deconstruction and environmentally sustainable alternatives to demolition that include the salvage or recycling of building materials and contents should be prioritized over demolition whenever possible. The resale of building parts and recycling value may constitute a source of revenue for the Land Bank.

III. Property Type

Property type – commercial, residential, industrial, vacant land or improved, and occupied or vacant – may be the most obvious factor in determining a redevelopment/disposition strategy. Guidance for

these various property types, depending on their location and condition, follows in the following chapters.

In addition, when choosing what redevelopment treatment to assign a property and screening development/purchase proposals, consider whether the property type lends itself to a use that conforms to the vision contained in the Land Use & Development component of the City's Comprehensive Plan or the Syracuse Zoning Ordinance.

Assembly, Redevelopment, and Disposition of Vacant Lots

Proactive foreclosure will give the Land Bank control over an extensive inventory of vacant lots. By having completed the foreclosure process, seized property can be quickly assembled and conveyed for development. This will enable the City and its community development and economic development partners to plan better projects. In the past, projects that require early site control have been limited to properties controlled by the City or its not-for-profit partners; an expanded inventory will allow development in more optimal locations.

While the primary mission of the Land Bank is the return properties to productive tax-paying status, it is important to remember that properties may be held to take advantage of future assembly opportunities or simply to wait for a better development proposal. Land banks are tax-exempt for this reason; they can afford to wait for an appropriate development plan that will best utilize the property and achieve the community's goals and desires for it and its surrounding context.

When disposing of any property, the Land Bank should ensure that the purchasers' development plan is consistent with the City of Syracuse's Comprehensive Plan – paying particular attention to the components on Land Use & Development and Sustainability – and with the Neighborhood & Business Development Plan in addition to complying with any applicable zoning regulations.

Residential Vacant Lots

Unimproved (vacant) parcels of land located in residential zones

The following disposition strategies are appropriate for residential lots acquired by the land bank, depending on their location and dimensions:

	Within Proximity of Business District**	Not Within Proximity of Business District**
Buildable – or there is opportunity through combination with adjacent property*	Reserve for infill construction, especially within ¼ mile of neighborhood commercial corridors.	• Consider new construction only as part of a coordinated, City-sponsored plan • Side-lot transfer • Community Garden • Large-lot assembly for urban agriculture
Not buildable – and/or there is no opportunity for combination with adjacent property	• Side-lot transfer • Community Garden • New construction if it's part of a coordinated plan that justifies construction on a narrow lot	• New construction only as part of a coordinated plan with City approval and that justifies construction on a narrow lot • Side-lot transfer • Community Garden • Large-lot assembly for urban agriculture

*When evaluating the potential for combining a lot with adjacent property, consider whether demolition may be necessary for any buildings on the adjoining parcel(s). Depending on the desirability of assembly for other development, the Land Bank needn't be limited to seizable lots as it may purchase property if it desires.

** When determining whether a property is "in proximity" of a business district, look to the future land use map contained in the Land Use & Development Component of the Comprehensive Plan and the concept of "pedestrian sheds" as described in that plan. A pedestrian shed is a ¼mile buffer (¼mile as walked along the street network,

rather than "as the crow flies") meant to represent a 5 minute walk for pedestrians. Focusing infill development within pedestrian sheds is meant to support local businesses, the revitalization of neighborhood business corridors, sustain efficient public transportation service, and the preservation of urban streetscapes.

Assembly of larger parcels

In residential areas, larger parcels of assembled land may be appropriate for infill development—the density of this development appropriately matched to whether this area is in close proximity of a business corridor—or for green or "alternative" uses—gardens, urban farms or orchards, open space, bioremediation, etc.

Locating Community Gardens

1. Permit the installation of community gardens on land bank-owned property only in residential zones where there is likely to be less environmental contamination and less likelihood that the garden may be displaced in the future by economic development pressure.
2. Community gardens may be located in or out of TIA's, but careful consideration should be given to the anticipated gardeners and whether they will walk or drive and the traffic impacts that will be generated.
3. More intense Urban Agriculture activities which may include, but are not limited to, the installation of green houses, the assembly of large lots, selling produce grown on-site, animal husbandry, etc. should comply with City zoning regulations.[2]
4. Consider partnering with organizations such as Syracuse Grows and other community groups that support community gardening activities within the city.

Commercial Vacant Lots

- In commercial areas, or in instances when a number of unimproved residential parcels are adjacent to one another, the land bank should consider assembling larger parcels together to facilitate their coordinated redevelopment. Assembly of commercial parcels into larger property will facilitate commercial investment, saving developers the time and cost of assembling the parcels. The assembly of many small parcels broken up among various owners is often cited as a hurdle to commercial development in older urban real estate markets, one that adds additional time and cost to projects.

- Identify opportunities for assembly of larger commercial parcels to attract new development, consistent with the Land Use & Development component of the City's Comprehensive Plan, to the City's commercial areas. This plan identifies various types of commercial and mixed-use areas and describes the style of development and mix of uses desired in each.[3]

- When assembly for new development is not possible and sale to adjacent business is preferred, ensure that purchasers consult with the City of Syracuse Bureau of Planning & Sustainability regarding their

[2] The City intends to address Urban Agriculture and Community Gardens in detail in the pending update to the zoning ordinance.

[3] Ultimately this will guide the overhaul of the zoning ordinance, incorporating form and design standards right into the code. Upon completion, that will become the standard against which to measure development proposals.

development plans and, if their expansion involves any parking or curb cuts, that they consult with the DPW Transportation Planner regarding City's access management policies.

- Sale to adjacent property owners for expansion of surface parking or installation of new surface parking is not favored, except in special circumstances as described below. The desire expressed in the City's Comprehensive Plan to maintain density, a mixed-use character, and a continuous street-wall that enhances pedestrian experience in neighborhood business corridors is often incompatible with the expansion of surface parking fronting on major, pedestrian-heavy corridors. This is less relevant in auto-oriented commercial or heavy-industrial areas.

  However, expansion of or installation of new parking within neighborhood business corridors or within Downtown may be considered if:

  - It fronts on a secondary street
    and/or
  - New parking is adequately screened in such a way to minimize impact on surrounding residential areas and not to detract from pedestrian safety or quality of experience on major corridors

  AND

  - There are no opportunities for assembly with adjacent parcels to accommodate new development and/or
  - The adjacent property owner (the applicant) has illustrated that their existing business does not possess adequate parking for current or projected demand

Management of Vacant Buildings

Upon acquisition, a conditions evaluation should be completed and properties sorted into demolition /deconstruction candidates or rehabilitation candidates. In addition to condition, the property type and location and its potential use(s) (and their consistency or conflict with the Comprehensive Plan) should be considered prior to assigning a strategy to the property. All properties should be subject to basic maintenance procedures while only some will require preventative maintenance.

Basic Maintenance Procedures

Basic maintenance should entail compliance with the Syracuse Property Conservation code and the requirements of the Vacant Property Registry. Vegetation should be kept trimmed, trash and debris removed from the property, snow shoveled, and the building kept secure against illegal entry.

Preventive Maintenance

Buildings that may be rehabilitated in the future should be weatherized and treated to prevent any further deterioration in the interim. Roofs should be tarped, foundations repaired, and windows boarded from the interior if necessary to keep the building weathertight. Pipes should be drained and utilities shut off depending on condition of the building. Utilities may be kept on in locations where the building is unlikely to be vandalized and when the building is in good enough condition that heat should be kept on to prevent damage to finishes caused by extreme cold temperatures.

Rehabilitation Candidates

Exercise preventive maintenance (in addition to basic maintenance procedures) on properties that appear to be future rehabilitation candidates; allocate rehabilitation funds as resources allow to these properties, starting with properties in targeted investment areas (defined on page 3-4).

Depending on market demand, property location, condition of the building, proximity to other revitalization plans, and resources available to the Land Bank the property may be marketed and sold "as-is," fully rehabbed, or partially rehabbed by the land bank.

Demolition/ Deconstruction Candidates

Among properties that are likely demolition/deconstruction candidates follow basic maintenance procedures until such time as demolition is complete. Allocate demolition/deconstruction funds to these properties as resources allow, starting with properties in targeted investment areas.

Deconstruction and environmentally sustainable alternatives to demolition that include the salvage or recycling of building materials and contents should be prioritized over demolition whenever possible.

Once demolished, properties are planned for according to vacant lot procedures described above.

Management of Occupied Buildings

In some instances, properties transferred to the Land Bank may be occupied, requiring special care and precautions in how they are addressed. Upon acquisition, a conditions evaluation should be completed and properties sorted into demolition /deconstruction candidates or rehabilitation candidates. In addition to condition, the property type and location and its potential use(s) (and their consistency or conflict with the Comprehensive Plan) should be considered prior to assigning a strategy to the property. If a residential property is unfit for habitation, relocation services of the City of Syracuse Homeless Prevention Task Force should be utilized.

Residential Building to Remain Occupied

If the unit is up to code or can be brought up to code with only minor repairs by the Land Bank and the unit is to remain occupied as a rental, a property manager will manage day-to-day maintenance, collect rents,[4] and handle any evictions that may become necessary due to nonpayment of rent, vandalism, criminal or nuisance behavior, etc.

If the unit is up to code or can be brought up to code with only minor repairs by the land bank and the tenant wishes to purchase the property they may purchase it with cash or traditional mortgage financing from a lending institution. Qualified tenants should be given first right of refusal prior to selling to a landlord. In limited instances a land-contract may be appropriate.[5] Purchasers should be required to complete Home HeadQuarters' Homebuyer Education course or an equivalent homebuyer education course (see next section) unless waived by the Land Bank. Persons or businesses wishing to buy commercial, residential, or other improved property to operate as a landlord should not have a record of chronic code violations, overdue water bills, overdue taxes, nuisance abatement proceedings or criminal activity related to properties they own.

In instances in which an owner-occupant is foreclosed upon and wishes to continue to occupy the property, the Land Bank may grant them a lease until alternate living arrangements can be made. In special instances in which the owner wishes to buy back their property, it may be sold for the market value of the property or the amount of taxes, fees, and penalties extinguished at the time of foreclosure plus an administrative fee for the land bank's transactional and managerial costs, whichever is greater. The value of the liens extinguished by the City

[4] Collection of rent requires a licensed real estate agent.

[5] Land Contracts: This will allow the land bank to reduce the purchase price in anticipate of improvements made by the tenant/purchaser. Deed would be transferred once the purchase price has been paid in full and any improvements included in the contract have been made. Extensions may be granted, if necessary. It is often difficult to obtain financing for low-value properties or due to the purchasers' credit, and this land-contract strategy opens more opportunities for home-ownership. The property will become taxable upon entering into a land contract, and these taxes will be the responsibility of the purchaser. Purchasers must be screened in the same manner as those entering into an outright sale, in addition a credit check and, with a financial counselor, prepare a monthly budget to ensure that their rehab and purchase plan is within their financial means.

and County will then be remitted to the municipalities at the time of sale. This ensures that the owner will be accountable for the amount of taxes previously owed.

Commercial Building to be remain occupied

If the unit is up to code or can be brought up to code with only minor repairs by the land bank and the property is to remain occupied, a property manager will manage day-to-day maintenance, collect rents, and handle any evictions that may become necessary due to nonpayment of rent, vandalism, criminal or nuisance behavior, etc. If the tenant wishes to purchase the property, purchaser-screening as described in the next section should be required, but the tenant should be given first right of refusal before marketing the property more widely.

Building (any type) to be vacated

If a property cannot be brought up to code without major investment that does not fall within the Land Bank's immediate plans or budget the building should be vacated. Buildings also may be vacated due to planned development, tenant behavior, or other strategic planning decisions made by the land bank. If vacated for reasons other than tenant behavior or building condition, tenants should be given 90 days to vacant the property absent a "cash for keys" incentive to leave sooner.

Once vacated, properties are planned for according to vacant building procedures described above.

Disposition of Improved Properties

This section addresses all buildings, vacant or occupied

When deciding whether to assemble with adjacent properties, rehabilitate or stabilize the building, or to sell "as-is," consider its location, condition, and property type and how that relates to the City's Comprehensive Plan and whether it's located within or adjacent to any neighborhood revitalization plans or is located within a TIA.

Assembly

The Land Bank may wish to combine an improved property with an adjacent unimproved property to enhance its value and facilitate the sale of an unimproved, land bank-owned property, depending on whether this is consistent with City's or the neighborhood's revitalization plans and depending on the property's location (e.g. is this a preferable area for infill or not?)

The Land Bank may also wish to "bundle" a critical mass of properties scattered about a blighted or transitional neighborhood to attract a number of investors to redevelop them all at once in order to make a critical impact on the neighborhood and support one another's investment in an otherwise high-risk area.

Persons or businesses wishing to buy commercial, residential, or other improved property to operate as a landlord must not have a record of chronic code violations, overdue water bills, overdue taxes, nuisance abatement proceedings or criminal activity related to properties they own.

Sale of Residential Properties to Owner-Occupants

First-time homebuyers should be required to complete Home HeadQuarters' Homebuyer Education course or an equivalent homebuyer education course.

Sale of Commercial or Other Property

All properties except owner occupied residences

If the property is up to code, purchasers must provide a property management plan and anticipated monthly budget. When appropriate, encourage purchasers to utilize small business technical assistance programs. In addition, if the property is to be renovated, the purchaser should demonstrate capacity to carry out said project. This should cover the plan and budget, including proof of financing, for renovating the property.

Ordinance Creating the Citizens Advisory Board

City of Syracuse

CITY CLERK'S OFFICE

I, JOHN P. COPANAS, City Clerk of the City of Syracuse, New York do hereby certify that the attached is a true copy of an ORDINANCE:

Adopted by the Common Council on February 11, 2013

Signed by the Mayor on February 14, 2013

City Clerk

TO:

Mayor
Assessment Commissioner
Aviation Commissioner
Board of Elections
Bureau of Accounts
Citizen Review Board
City Auditor
City School District
Code Enforcement
Neighborhood and Business Development
Finance Commissioner
Corporation Counsel
United States Congressperson
Governor of New York State
New York State Senate
New York State Assembly
New York State Senator
Onondaga County Legislature
Management & Budget Director
Parks & Recreation Commissioner
Personnel & Labor Relations Dir.
Police Chief
Public Works Commissioner
Public Works/Bookkeeper
Purchase Department
Real Estate Division
Research Director
Water Department
Zoning Administration
United States Senator
Department of Engineering
Finance/Treasury
Finance (Water Bureau)
Fire Chief
Grants Management Director
Board of Education

Ordinance No. 56 2013

ORDINANCE AMENDING ORDINANCE NO. 111-2012 ESTABLISHING A LAND BANK CITIZENS ADVISORY BOARD

BE IT ORDAINED, that Ordinance No. 111-2012 is hereby amended to read as follows:

WHERREAS, the New York Land Bank Act, Article 16 of the New York Not For Profit Corporation Law (hereinafter referred to as the "Land Bank Act") permits government entities to enter into an intergovernmental cooperation agreement to establish a land bank; and

WHEREAS, the City of Syracuse and County of Onondaga have agreed to enter into an intermunicipal agreement for the creation of the Greater Syracuse Property Development Corporation, a New York Land Bank; and

WHEREAS, a Citizen Advisory Board should be created to assist the City and County in conducting future transactions with the Greater Syracuse Property Development Corporation ("Land Bank") for use of real property to be conveyed or on which tax liens shall be conveyed to the Land Bank, and to provide input to the Land Bank regarding community priorities for properties eligible for the Land Bank and other vacant or tax delinquent properties throughout the City and County; NOW, THEREFORE,

BE IT ORDAINED, that a Land Bank Citizens Advisory Board (LBCAB) be created consisting of thirteen (13) members; and

BE IT FURTHER ORDAINED, that members of the LBCAB appointed by the Common Council shall be residents of the City of Syracuse, the LBCAB should reflect the City's diverse community with respect to age, disability, ethnicity, gender, geography, language, race, religion and sexual orientation; and

BE IT FURTHER ORDAINED, that: a) each District Councilor on the Syracuse Common Council shall appoint one member; b) the Councilors-at-Large on the Syracuse

Common Council shall collectively appoint two members; c) the Mayor shall appoint two members; and d) the County Legislature shall collectively appoint four members; and

BE IT FURTHER ORDAINED, that:

a) Board members shall serve staggered three-year terms and may be reappointed for another three-year term, after which, however, the member shall not be reappointed for at least one year;
b) Initial board members selected by the District Councilors shall serve an initial term of three years;
c) Initial board members selected by the Councilors-at-Large shall serve an initial term of two years;
d) Initial board members selected by the Mayor shall serve an initial term of one year;
e) Two of the initial board members selected by the Onondaga County Legislature shall serve an initial term of three years;
f) One of the initial board members selected by the Onondaga County Legislature shall serve an initial term of two years;
g) One of the initial board members selected by the Onondaga County Legislature shall serve an initial term of one year;
h) A term shall start on June 1st of each year of that term and end on May 31 of the last year of that term; and

BE IT FURTHER ORDAINED, that the Common Council shall establish its own procedures and criteria for the selection of the members of the LBCAB; and

BE IT FURTHER ORDAINED, that the LBCAB assist the City in conducting future transactions with the Greater Syracuse Property Development Corporation ("Land Bank") for use of real property to be conveyed or on which tax liens shall be conveyed to the Land Bank, and to provide input to the Land Bank regarding community priorities for properties eligible for the Land Bank and other vacant or tax delinquent properties throughout the City and County, and report its findings and recommendations to the Land Bank, the City and the County; and

BE IT FURTHER ORDAINED, that this Ordinance shall take effect immediately.

* _____ = new material

Citizens Advisory Board Members

CAB Member	Appointed by
Win Thurlow	Councilor Jake Barrett, 1st District
Pat Body	Councilor Pat Hogan, 2nd District Councilor
Garth Coviello	Councilor Bob Dougherty, 3rd District
El-Java Abdul-Qadir	Councilor Khalid Bey, 4th District
Sharon Sherman	Councilor Nader Maroun, 5th District
Jonathan Logan	Mayor
Emanuel Carter, Jr.	
Miguel Perez	At-Large Councilors
Sharon Owens	

Recommendations for City Acquisition of Land

We recommend that the City foreclose and retain ownership of land that is:

A. Desired for expansion of adjacent parks or other public spaces

The Parks Department has expressed a desire to expand parks where they are adjacent to residential properties. Studies show that the value of properties adjacent to parks is negatively impacted (a common complaint from these property owners is that kids cut through their yard to access the park), while the value of properties across the street from parks is enhanced by proximity to the park. The Parks department finds the same issue in reverse, that having a street for a border decreases conflict between Parks and adjacent property owners. It may also be possible to someday create a continuous network of green corridors throughout the city by connecting existing parks and greenspaces with parcels seizeable through the foreclosure process.

B. Desired for the expansion or development of other municipal facilities

There may be instances when the City desires to retain foreclosed property for the expansion of other capital facilities or for the creation of new ones.

C. Not developable due to steep slopes or lack of street access

1. Oftentimes these forested parcels perform an important ecological function
2. There may be an opportunity to introduce public trails in some of these locations
3. Development is typically not desired on steep slopes, subject to erosion
4. Unlikely to ever be developed, it is foolhardy to continue sending tax bills to these properties (often being mailed to the lot itself) and failing to collect that portion of the levy, for which the City makes the Syracuse City School District whole.

The ecological benefits of retaining these sloped, unimproved parcels, that are either undevelopable or not desired to be developed due to potential soil erosion, include, but are not limited to:

- Existing vegetation is absorbing storm water, preventing it from entering the sewer system and contributing to CSOs
- The cutting of trees for development would likely result in destabilization of the soil and erosion
- Eroding soil would negatively impact occupied down-slope properties
- Eroding soil would ultimately wash into city sewers and streams, causing unnecessary, ecologically harmful sediment load and even sewer backups
- Wooded slopes within the city serve as reservoirs of biodiversity and wildlife/plant life habitat
- Wooded slopes help reduce the urban heat island effect by cooling the air in their midst and contributing to air movement (gravitational down drafts)
- Wooded slopes near highways help absorb and reduce highway noise, improving the quality of life in nearby neighborhoods
- Wooded slopes near highways filter airborne dirt and pollution, improving air quality in nearby neighborhoods
- Wooded slopes have visual merit and remind citizens that the host ecosystem is forest-based, as is the entire Central New York Region

Furthermore, landlocked lots that lack street access and are unlikely to be developed may be held by the City for the ecological benefits of ensuring that they remain forested and contribute to the functions of the urban tree canopy.

The municipality can only hold land tax-exempt if it is to be used for municipal purposes. In order to be in compliance with this law and not cause the City and County to fall short on their tax levy (and not experience a loss, by having to make the SCSD whole) these properties should be transferred to the land bank. Furthermore, the assembly, marketing, and redevelopment, and disposition of these properties is consistent with the land bank's mission, whereas the City has little capacity to address these activities.

Useful City Contacts

Tomorrow's Neighborhoods Today (TNT)

Luke Dougherty, Director of Citizen Engagement (and TNT program coordinator)
(315) 448-8123; LDougherty@SyrGov.net

TNT meeting schedule and 5-year plans can be found on the TNT website:
http://www.syracuse.ny.us/TNT_Home.aspx

City of Syracuse Comprehensive Plan

The Comprehensive Plan and all of its components, including Land Use & Development, can be found here:
http://www.syracuse.ny.us/Planning.aspx

Common Council Office

448-8446

Bureau of Planning & Sustainability

Andrew Maxwell, Director of Syracuse-Onondaga County Planning Agency
AMaxwell@SyrGov.net; 448-8005
Owen Kerney, Assistant Director for City Planning
OKerney@SyrGov.net; 448-8110
This agency is responsible for updating, maintaining, and implementing the City's Comprehensive Plan.

Department of Neighborhood & Business Development

Paul Driscoll, Commissioner – PDriscoll@SyrGov.net; 448-8100
Stephanie Pasquale, Deputy Commissioner – SPasquale@SyrGov.net; 448-8100
Housing/Community Development
Ben Walsh, Deputy Commissioner – BWalsh@SyrGov.net; 473-3275
Business Development

Division of Code Enforcement

Ken Towsley, Director of Code Enforcement – KTowsley@SyrGov.net
Main contact: (315) 448-8695 CodeEnforcement@SyrGov.net