



## 2017 Performance Objectives

*Preparation of annual performance objectives is required by Section 7.06 of the Intermunicipal Agreement between the City of Syracuse and County of Onondaga, which jointly created the Land Bank.*

### Capacity

- Continue to seek public funding for the Land Bank's operations. Some level of public support will always be necessary for the Land Bank to effectively pursue its mission to eliminate vacant and abandoned properties, lessen the burdens they pose to local governments, improve quality of life in neighborhoods afflicted with this challenge in an effort to retain existing residents, attract new ones, and grow the value of the local property tax base.
  - Significant local support has enabled the Land Bank to successfully apply for and be awarded nearly \$5 million in funding from the Office of the NY Attorney General, funding things like renovations and demolitions that wouldn't otherwise be budgeted for at such levels.
  - Public financial support may take the form of direct line-item allocations for the Land Bank in the County and City's annual budgets or the tax-sharing agreement permitted by the Land Bank Act, in which the Land Bank can reach an agreement to split taxes generated by properties returned to taxable status through their efforts for a five-year period after the properties are sold by the Land Bank.
  - Ensure that the County's financial support fully offsets sewer unit charges levied against land bank properties or that the land bank be exempted from these charges.
  - Seek a long-term, predictable revenue stream that will ensure the Land Bank's financial sustainability. This is necessary if the Land Bank is to address the scale of abandoned property throughout Onondaga County.
  - Continue to advocate for state funding for land banks' work.
- Periodically reevaluate the Land Bank's operations to identify opportunities to reduce expenses (reevaluate which services are performed in-house versus by subcontractors, strategies for bulk-bidding certain work, automating recurring administrative tasks, etc).
- Continue to support the New York Land Bank Association's efforts to promote beneficial legislative amendments, to identify additional sources of funding for land banks' work, to provide training, and to promote information-sharing among land banks across the state.
- Issue an RFQ and consider retaining a marketing consultant to assist the Land Bank with developing a marketing strategy.

### Planning & Programming

- Continue efforts to consolidate ownership of all abandoned properties under a single-owner to better facilitate planning and to provide a clear, consistent process for buyers interested in purchasing these properties. Property ownership is currently fractured under City, County, still seizable, SURA, etc.
- Work to assemble clusters of properties that can facilitate larger development projects and transformative change in blighted neighborhoods. Identify and pursue at least two more opportunities for site-assembly similar to the Butternut Street project.

- Convene at least three community meetings in these areas where the Land Bank owns a concentration of properties to educate neighbors about the Land Bank’s objectives and gather their feedback on desired redevelopment outcomes.
- Engage at least one neighborhood group to ‘adopt’ and beautify Land Bank properties in their area.
- Pursue diversion of building materials from the landfill and encourage their reuse locally.
- Continue to advocate for more aggressive utilization of tools at the City’s disposal to address tax-current, blighted properties: methods to repair violations and bill property owners, seize abandoned property, and geographically focus code enforcement to complement public investments and the Land Bank’s targeted revitalization efforts.
- Expand operations outside the City of Syracuse. In addition to acquiring properties via the County tax auction, work with Towns and Villages to address tax-current blighted properties.
  - Partner with the Town of DeWitt for a pilot program involving eminent domain of zombie homes.
  - Purchase bank-foreclosed properties when the Land Bank can improve outcomes.
  - Advocate for the County of Onondaga to provide capacity building to Towns’ and Villages’ code enforcement officials so that they can more effectively respond to tax-current, blighted properties.

### **Production**

- Sell at least 150 properties and gross \$1.5 million in sales proceeds.
  - ✓ Require buyers to keep a sign on the property during renovations raising awareness that “this renovation is made possible by the Land Bank.”
- Strive to ensure that all homes redeveloped by the Land Bank, our development partners, or our buyers attain Lead Safe certification.
  - ✓ Starting with a pilot program in early 2017, list certain properties with a lead risk assessment attached, integrating lead risk reduction into the scope of work, and require a lead clearance inspection and Lead Safe certification prior to discharging the enforcement mortgage. Consult with the City’s Department of Neighborhood & Business Development and the County Health Department to select which properties are included in this pilot program.
  - ✓ Work with City’s Department of Neighborhood & Business Development and the County Health Department to evaluate outcomes of the pilot program and explore practical ways to expand this requirement to all ‘fixer upper’ properties sold by the Land Bank.
- Demolish at least 60 blighted structures.
- Diversify the Land Bank’s standard “as-is” sales model
  - ✓ Remodel and sell homes fully renovated through the Neighbors for Neighborhoods Program
  - ✓ Explore other opportunities where partial or full renovation prior to sale might make properties more marketable and/or better attract owner-occupant purchasers (in cases where a full, subsidized renovation isn’t needed).

**Guiding Principles** – carried over from 2013 Performance Objectives

1. Acquire and redevelop vacant and abandoned properties in Syracuse and Onondaga County, in a coordinated manner, consistent with local municipalities' Comprehensive Plans.
2. Support the revitalization of neighborhoods and enhance quality of life for neighborhood residents.
3. Encourage investment in business districts through the assembly and marketing of commercial and industrial properties for private development.
4. Hold and maintain landmarks and properties of interest to the community in order to enable a rational planning process for their redevelopment.
5. Acquire real property or an interest in real property in order to preserve land for future public use.
6. Lessen the burdens of government and act in the public interest.
7. Stabilize and grow the value of the real property tax base.
8. Enable the City to increase the property tax collection rate within the City of Syracuse, by acting as a receiver of foreclosed properties.