



2018 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 \$7 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.
 - 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 secure additional sources of funding for land banks' work, to provide training, and to promote information-sharing among land banks across the state.
- Hire a full-time Community Outreach Coordinator, modeled after this position at the Genesee County Land Bank in Flint, MI. This person will maintain communication between the Land Bank and community based organizations and neighborhood residents and act as an advocate within the Land Bank.

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.
 - Explore ways to bundle clusters of properties for privately financed redevelopment.

- 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.
- Work with neighborhood based nonprofit(s) to develop a maintenance program so that local youth can get job training and get involved in (and have a stake in) maintaining the properties in their community.
- Work with the City of Syracuse on strategies to ensure that the Land Bank's decision to sell or land bank certain properties complements the City's targeted deployment of code enforcement, subsidies such as CDBG and HOME funded projects, or other public investments.
- 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.

Production

- Sell at least 150 properties and gross \$1.5 million in sales proceeds.
- Strive to ensure that all homes redeveloped by the Land Bank, our development partners, or our buyers pass a lead clearance inspection upon completion.
- Secure funding for and complete at least 60 blighted structures.
- Upon intake, when developing work specs, or otherwise during periodic inspections, identify moderate stabilization measures that will minimize visual blight and make homes more attractive for sale. Bid out these jobs if needed and complete as soon as is practically feasible.
- Review inventory for 'significant' properties such as 406 Danforth and develop a plan for each to stabilize the property and prevent any further deterioration. Bid out and complete these jobs as soon as practically feasible.
- Utilizing 2018 funding from Onondaga County, launch an architectural salvage and re-sale pilot program that integrates workforce development training programs administered by Onondaga County.
- Issue RFPs and select preferred developers for 2520 S. Salina Street (Sean Casey Apartments), 2110 S. Salina Street (South Presbyterian Church), and 1819 South Ave.
- Remodel and sell at least three more homes fully renovated through the Neighbors for Neighborhoods Program.

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.