



## Greater Syracuse Land Bank 2013 Annual Report to Syracuse Common Council

Delivered March 11, 2014

As required by section 1612 of the New York Land Bank Act:

*(c) In addition to any other report required by this chapter, the Land Bank, through its chairperson, shall annually deliver, in oral and written form, a report to the municipality. Such report shall be presented by March fifteenth of each year to the governing body or board of the municipality. The report shall describe in detail (1) the projects undertaken by the Land Bank during the past year, (2) the monies expended by the Land Bank during the past year, and (3) the administrative activities of the Land Bank during the past year. At the conclusion of the report, the chairperson of the Land Bank shall be prepared to answer the questions of the municipality with respect to the projects undertaken by the authority during the past year, the monies expended by the municipality during the past year, and the administrative activities of the municipality during the past year.*

### (1) Projects Undertaken in 2013

In 2013 the Land Bank acquired 132 properties via the City of Syracuse’s foreclosure proceedings. Day-to-day maintenance is assigned to property management companies selected via an RFP and contracted by the Land Bank.

Once acquired, properties are stabilized and secured and trash and debris removed. A plan is assigned to each property based on its condition and location. Many of these homes are slated for renovation using Community Initiative Grant Funds awarded to the Land Bank by the Office of the New York Attorney General. See attached diagram of the status of each property currently held by the Land Bank. To date, the Land Bank has acquired 165 properties in the City of Syracuse:

- |                          |   |
|--------------------------|---|
| 7 Sold                   | 6 Other Renovation Pending              |
| 5 Sale Pending           | 19 Hold for Plan/Evaluation in Progress |
| 21 For Sale on MLS       | 26 Demolition Pending                   |
| 6 Listing Coming Soon    | 57 Vacant Lots                          |
| 18 AG Renovation Pending |   |

The Land Bank acquired its first properties in October and listed many in as-is condition in November. In December the Board of Directors voted to sell six properties:

Address	Property Type	Buyer’s Development Plan	Sales Price	Buyers’ Planned Investment
257 S. Collingwood	Single-Family	Renovate for Owner-Occupancy	\$46,000	\$10,900
2001 S. Geddes	Two-Family	Renovate for Owner-Occupancy	\$24,900	\$40-50,000
322 Spring St.	Single-Family	Renovate for Rental	\$9,500	\$14,375
303 Curtis St.	Single-Family	Renovate for Rental	\$34,500	\$8,950
2201-03 Grant Blvd.	Two-Family	Renovate for Rental	\$16,000	\$13,750
2207 Grant Blvd.	Two-Family	Renovate for Rental	\$16,000	\$12,750

The Land Bank’s business model as originally conceived capitalizes on site control to attract private investment that supports its mission. As we have continued to consult with neighborhood groups and the Citizens Advisory Board regarding our disposition priorities, it has become apparent that in many instances the Land Bank will need to renovate properties and market them as move-in ready in order to attract buyers who will occupy the properties as their primary residence (the Home-Ownership Choice program described below also resulted from these discussions). In the coming year the Land Bank intends to pursue this strategy, using unrestricted funds for renovation in addition to renovating homes using the Attorney General Grant since much of the Land Bank’s inventory requires less extensive renovation in order to make it move in ready and renovations using unrestricted funds will net more revenue for the Land Bank, enhancing the Land Bank’s financial sustainability. When selling homes that do require renovation, the Land Bank diligently screens the redevelopment and management plans and proof of funds of its buyers (see Purchase Application Form). Once sold, these plans are enforced using an enforcement note and mortgage; the Land Bank affixes a mortgage to the property that is forgiven upon project completion and on which the Land Bank will foreclose if the project is not completed as submitted in their purchase application.

**(2) Monies Expended in 2013**

A large proportion of 2013 expenditures are attributable to overhead costs since the Land Bank worked to establish policies and procedures and develop operational capacity for most of 2013 and only acquired properties in October. With the acquisition of its first properties the Land Bank began to incur costs associated with the acquisition, stabilization, and maintenance of properties. The Land Bank’s 2013 financial reports are attached. Direct costs of property acquisition and maintenance are not booked as expenses until the properties are sold, so you see that they are tracked, but reclassified to the balance sheet. In 2013 the Land Bank spent approximately:

\$87,000	40% of total costs	Acquisition and Maintenance of Properties
\$33,500	13% of total costs	Salaries, Wages, and Associated Costs
\$23,700	9% of total costs	Insurance Premiums
\$101,000	35% of total costs	Professional Services <i>including legal, accounting, and IT (note \$18,000 covered the one-time cost of customization and training on Land Bank-specific property management software, for \$13,000 of which the Land Bank was reimbursed from a grant)</i>
\$4,750	2% of total costs	Other Miscellaneous Expenses

Having acquired a sizeable inventory of properties to renovate, maintain and sell, we anticipate that overhead costs will make up a much lower percentage of total costs in 2014 and that sale of real estate will make up a much larger portion of revenues (see attached budget projections).

**(3) Administrative Activities**

See the attached 2013 Performance Objectives, adopted by the Board of Directors in March 2013. This document summarizes the accomplishment of these mostly administrative goals and policies and procedures established in furtherance of long-range performance objectives. 2013 was a year of capacity building and planning in preparation for large-scale property acquisition. The Board of Directors met frequently in 2013, refining the Land Bank’s policies and procedures; the following meetings were held in 2013:

- January 8, 2013 – Annual Meeting
- January 10, 2013 – Hiring Committee
- February 12, 2013 – Regular Meeting
- March 18, 2013 – Regular Meeting
- March 19, 2013 – Hiring Committee
- March 29, 2013 – Hiring Committee

- April 9, 2013 – Regular Meeting
- April 11, 2013 – Hiring Committee
- April 26, 2013 – Hiring Committee
- May 10, 2013 – Hiring Committee
- May 14, 2013 – Regular Meeting
- May 22, 2013 – Hiring Committee
- May 29, 2013 – Hiring Committee
- June 5, 2013 – Hiring Committee
- June 7, 2013 – Hiring Committee
- June 11, 2013 – Hiring Committee
- June 11, 2013 – Regular Meeting
- June 27, 2013 – Special Meeting
- July 9, 2013 – Regular Meeting
- July 18, 2013 – Special Meeting
- August 13, 2013 – Regular Meeting
- September 17, 2013 – Regular Meeting
- October 8, 2013 – Regular Meeting
- November 12, 2013 – Audit Committee
- November 12, 2013 – Regular Meeting
- November 25, 2013 – Governance Committee
- December 4, 2013 – Finance Committee
- December 10, 2013 – Hiring Committee
- December 10, 2013 – Regular Meeting

I encourage you to review all the Greater Syracuse Property Development Corporation’s Policies and Procedures published at [www.syracuselandbank.org](http://www.syracuselandbank.org), which were all reviewed and readopted in January, 2014 unless otherwise noted.

The Land Bank retained legal counsel, procured accounting services, retained an independent auditor, and hired its executive director in 2013. The Land Bank will continue to outsource services where this will enable it to act most efficiently and cost effectively, as it has done so far with professional services and property maintenance. The Land Bank has advertised for and will soon hire a full-time Property Renovation and Maintenance Manager in order to better incorporate property condition into decision-making and planning, integrate requirements for energy efficiency upgrade into rental sales, reduce construction management costs otherwise outsourced, carry out renovations using unrestricted funds in order to market more properties to home-owners, and to facilitate architectural salvage and deconstruction.

In addition, the Land Bank Board of Directors adopted the *Guidelines for Maintenance and Disposition of Real and Personal Property within The City of Syracuse* developed by the Land Bank Citizens Advisory Board. This document has guided our property intake and maintenance procedures, the process of assigning disposition strategies to certain properties, and leveraging our activity and available subsidies (such as the grant funds awarded by the Office of the Attorney General) to attract private investment that supports goals contained in the City of Syracuse Comprehensive Plan. Amendments to our Disposition Policy based on these *Guidelines* include:

- Minimum Qualifications and Disqualifying Criteria for Buyers
- Procedures for Screening Buyers’ Qualifications and Development Plans
- Discount Programs, and
- A Development Plan Enforcement Note and Mortgage (described above).

Discount Programs (which will be promoted more heavily in 2014 using the Land Bank’s new website and MLS listing notes) include disposing of property at a nominal price for:

- Purchase or Lease for Community Gardens or Green Space
- Residential Side-Lot Sales
- Affordable Housing Development

The following discounts maybe taken as a reduction in purchase price, cash assistance toward closing costs, or a combination thereof equal to 10% of the listing price:

- Public Safety Employees and Syracuse City School District teachers – discount available if they make the home their primary residence for five years.
- Affordable Home Ownership – buyers earning less than 80% of Area Median Income (as defined by HUD) if they make the home their primary residence for five years.

In addition, the Land Bank has adopted two sales preference programs:

- Home-Ownership Choice: When listing move-in ready or nearly move-in ready single-family homes for sale, will wait for up to 60 days prior to considering any purchase offers, in order to offer owner-occupants a chance to apply. The Board shows a preference for owner-occupancy when considering qualified offers. In certain neighborhoods this waiting period will be extended and may apply to two-family homes, as well.
- Tenant to Home-Owner: Tenants living in the home at the time of foreclosure are given the first opportunity to purchase the home prior to it being listed on the MLS.

The Land Bank will also develop special incentive programs and enhanced terms of sale when working on geographically targeted revitalization plans such as the Butternut Corridor plan currently being developed. The Land Bank has acquired 13 vacant homes along this corridor and intends for their sales and redevelopment to leverage one another.

The Land Bank is prepared to accept title to as many properties as the City of Syracuse can foreclose on in 2014 and is eager to make more properties available to buyers whose development plans align with our mission. With adequate financial support from the City the Land Bank is able to choose disposition plans that might not necessarily generate the most revenue, but that support the community's revitalization goals. For example: Generous financial support from the City and County allowed the Land Bank to forego approximately \$1 million in revenue that would have been generated by market-rate sales of forty single-family homes within the City of Syracuse in order to make them available for low-income home-ownership. Diverting forty homes to this program will generate approximately \$120,000 in program income for the Land Bank whereas market-rate sale would have generated approximately \$1,200,000 in revenue, but resulted in fewer owner-occupied units very likely renovated to a lower quality. We hope with continued support the Land Bank can continue to make choices such as these in partnership with the City and driven by long-term benefits.

Attachments:

- 2013 Financial Reports
- 2014-2017 Budget Projection
- 2013 GSPDC Performance Objectives
- Land Bank Property Purchase Application
- 2014 GSPDC Performance Objectives
- 2013 Annual Report to Common Council PowerPoint Presentation
- See also: [www.syracuselandbank.org](http://www.syracuselandbank.org)

**Greater Syracuse Property Development Corporation**  
**Balance Sheet**  
As of December 31, 2013

	<u>Dec 31, 13</u>
<b>ASSETS</b>	1,674,665.32
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
20000 · Accounts Payable	39,816.83
<b>Total Accounts Payable</b>	<u>39,816.83</u>
<b>Other Current Liabilities</b>	
2300 · Deferred Revenue	83,333.33
21000 · 401(k) Payable	300.00
22000 · Accrued Expenses	35,592.75
<b>Total Other Current Liabilities</b>	<u>119,226.08</u>
<b>Total Current Liabilities</b>	<u>159,042.91</u>
<b>Total Liabilities</b>	159,042.91
<b>Equity</b>	
<b>Net Income</b>	1,515,622.41
<b>Total Equity</b>	<u>1,515,622.41</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,674,665.32</u></u>

**Greater Syracuse Property Development Corporation**  
**Profit & Loss**  
 January through December 2013

	Jan - Dec 13
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
40000 · Government Grants	
40010 · City of Syracuse	1,500,000.00
40020 · Onondaga Civic Develop. Corp.	166,666.67
<b>Total 40000 · Government Grants</b>	1,666,666.67
40050 · CenterState C.E.O.	13,000.00
49000 · Rental Income	1,922.00
<b>Total Income</b>	1,681,588.67
<b>Cost of Goods Sold</b>	
50000 · Cost of Sales	
50010 · Property Purchase Cost	22,499.00
50020 · Recording Fees	2,129.00
50030 · Property Inspections	20,080.00
50040 · Board-Up	19,061.06
50050 · Debris Removal	2,050.00
50060 · Re-Key	3,250.00
50070 · Lawn Maintenance	125.00
50080 · Snow Removal	3,949.84
50090 · Renovation	10,887.96
50130 · Utilities	42.90
50160 · Rental Management	1,653.15
50200 · Property Appraisal	1,675.00
50999 · Reclass to Balance Sheet	-86,408.07
<b>Total 50000 · Cost of Sales</b>	994.84
<b>Total COGS</b>	994.84
<b>Gross Profit</b>	1,680,593.83
<b>Expense</b>	
60000 · Accounting Fees	11,425.00
60100 · Automobile	539.25
60200 · Depreciation	1,763.07
60300 · Legal Fees	63,802.12
60400 · Office Expense	2,122.03
60500 · Payroll	
60510 · Salary	27,000.00
60520 · Payroll Taxes	2,497.01
60530 · Employee Health Insurance	2,229.20
60540 · Employer 401(k) Match	1,350.00
60550 · Payroll Processing Fees	460.37
<b>Total 60500 · Payroll</b>	33,536.58
60600 · Professional Services	25,998.44
60700 · Insurance	23,696.14
60800 · Telephone	1,552.45
60900 · Travel	440.33
61000 · Bank Service Charge	97.00
<b>Total Expense</b>	164,972.41
<b>Net Ordinary Income</b>	1,515,621.42
<b>Other Income/Expense</b>	
<b>Other Income</b>	
70000 · Investments	
70100 · Interest-Savings, Short-term CD	0.99
<b>Total 70000 · Investments</b>	0.99
<b>Total Other Income</b>	0.99
<b>Net Other Income</b>	0.99
<b>Net Income</b>	1,515,622.41



		2013	2014	2015	2016 (peak inventory)	2017
<b>Revenues</b>	City of Syracuse	\$ 833,333.33	\$ 1,666,666.66	\$ 2,000,000.00	\$ 2,000,000.00	\$ -
	OCDC/Onondaga County	\$ 250,000.00	\$ 500,000.00	\$ 800,000.00	\$ 800,000.00	\$ -
	Grants (other)	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -
	Rental Income	\$ 2,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 25,000.00
	Sales Proceeds	\$ -	\$ 500,000.00	\$ 800,000.00	\$ 1,200,000.00	\$ 1,500,000.00
	Architectural Salvage	\$ -	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
	50%/5year split	\$ -	\$ -	\$ -	\$ 14,130.05	\$ 26,690.10
	Developers' Fees	\$ -	\$ 63,903.75	\$ 122,542.50	\$ -	\$ -
<b>Revenue Total</b>		\$ 1,098,333.33	\$ 2,790,570.41	\$ 3,787,542.50	\$ 4,079,130.05	\$ 1,566,690.10

<b>Property Intake Costs</b>	Initial Inspections	\$ 19,000.00	\$ 90,000.00	\$ 90,000.00	\$ 67,500.00	\$ 15,000.00
	Acquisition Costs	\$ 33,975.00	\$ 140,600.00	\$ 140,600.00	\$ 110,400.00	\$ 40,100.00
	Recording Fees	\$ 5,622.50	\$ 16,867.50	\$ 16,867.50	\$ 16,867.50	\$ 4,842.50
	Board-Ups	\$ 19,000.00	\$ 50,540.00	\$ 63,175.00	\$ 78,968.75	\$ 39,484.38
	Re-keying	\$ 3,250.00	\$ 8,645.00	\$ 10,806.25	\$ 8,104.69	\$ 1,625.00
	Debris Removal	\$ 2,050.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 60,000.00
	Evictions	\$ -	\$ 31,000.00	\$ 46,500.00	\$ 31,000.00	\$ 6,200.00
	Relocation Assistance	\$ -	\$ 15,000.00	\$ 20,000.00	\$ 20,000.00	\$ 10,000.00
	<b>Intake Subtotal</b>		\$ 82,897.50	\$ 432,652.50	\$ 467,948.75	\$ 412,840.94

<b>Property Ongoing/Sales Costs</b>	Periodic Inspections		\$ 177,060.00	\$ 287,560.00	\$ 250,000.00	\$ 200,000.00
	Occupied Property Management	\$ 1,020.00	\$ 11,520.00	\$ 21,600.00	\$ 21,600.00	\$ 21,600.00
	Sales Commissions	\$ -	\$ 35,000.00	\$ 56,000.00	\$ 84,000.00	\$ 105,000.00
	Yard-Care	\$ 125.00	\$ 60,000.00	\$ 90,000.00	\$ 115,000.00	\$ 86,250.00
	Snow Removal	\$ 3,400.00	\$ 50,000.00	\$ 85,000.00	\$ 95,000.00	\$ 71,250.00
	Renovations	\$ 11,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 300,000.00
	Stabilization	\$ -	\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 50,000.00
	Demolitions/Deconstruction	\$ -	\$ 200,000.00	\$ 400,000.00	\$ 300,000.00	\$ 200,000.00
	Utilities	\$ 50.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	Permits/Fees		\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
	Special Assessments + partial year taxes	\$ 7,300.00	\$ 45,035.25	\$ 59,585.25	\$ 72,860.25	\$ 54,645.19
	Property + Property GL Insurance	\$ 1,200.00	\$ 68,410.00	\$ 116,345.00	\$ 130,000.00	\$ 97,500.00
	Construction/Operations GL Insurance	\$ 36,680.00	\$ 173,667.96	\$ 202,890.64	\$ 212,049.32	\$ 135,977.27
	Title Searches	\$ -	\$ 50,000.00	\$ 50,000.00	\$ 25,000.00	\$ 22,000.00
	Architectural Services; additional evaluations	\$ 500.00	\$ 20,000.00	\$ 20,000.00	\$ 10,000.00	\$ 20,000.00
Surveyor Services	\$ -	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	
Appraisals	\$ 1,675.00	\$ 25,000.00	\$ 50,000.00	\$ 75,000.00	\$ 75,000.00	
<b>Maintenance/Sales Subtotal</b>		\$ 62,950.00	\$ 1,400,693.21	\$ 1,973,980.89	\$ 1,925,509.57	\$ 1,474,222.45

<b>Expenses - Overhead</b>	ED Salary	\$ 27,000.00	\$ 74,400.00	\$ 76,632.00	\$ 78,930.96	\$ 81,298.89
	Staff Salaries	\$ -	\$ 68,541.67	\$ 105,000.00	\$ 108,150.00	\$ 111,394.50
	Payroll taxes, payroll admin, and mandatory expenses (workers comp, statutory disability)	\$ 4,412.44	\$ 23,007.25	\$ 28,735.15	\$ 29,152.88	\$ 29,943.46
	Benefits	\$ 4,808.08	\$ 25,377.15	\$ 30,836.08	\$ 30,991.75	\$ 30,868.35
	Travel/Professional Development	\$ 772.33	\$ 1,200.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
	Parking Validation; Mileage reimb.	\$ 335.00	\$ 3,350.00	\$ 4,850.00	\$ 4,850.00	\$ 4,350.00
	Other GL Insurance	\$ 930.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
	D&O Insurance	\$ 4,721.00	\$ 4,721.00	\$ 4,721.00	\$ 4,721.00	\$ 4,721.00
	Legal Services	\$ 64,262.00	\$ 100,000.00	\$ 100,000.00	\$ 80,000.00	\$ 50,000.00
	Accounting Services	\$ 13,742.00	\$ 50,000.00	\$ 50,000.00	\$ 30,000.00	\$ 18,000.00
	Independent Audit	\$ 5,000.00	\$ 7,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
	Office Supplies	\$ 400.00	\$ 2,500.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
	Web Development; Graphic Design	\$ 10,400.00	\$ -	\$ 2,500.00	\$ -	\$ -
	IT/Internet	\$ 24,727.95	\$ 11,750.00	\$ 11,220.00	\$ 11,220.00	\$ 11,220.00
	Phone; hardware and service	\$ 1,850.00	\$ 5,500.00	\$ 5,285.00	\$ 5,285.00	\$ 5,285.00
	Events/Marketing	\$ -	\$ 3,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	Rent/Utilities	\$ -	\$ 15,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
<b>Overhead Subtotal</b>		\$ 163,360.80	\$ 396,347.07	\$ 478,279.23	\$ 441,801.60	\$ 405,581.20

<b>Contingency</b>	10% of budgeted expenses	\$ 14,584.75	\$ 183,334.57	\$ 244,192.96	\$ 233,835.05	\$ 165,147.43
<b>Capital Reserve set-aside</b>	25% of revenues, yr 1; 20% subsequent yrs	\$ 270,833.33	\$ 433,333.33	\$ 560,000.00	\$ 560,000.00	\$ -
<b>Expenses Total</b>		\$ 594,626.38	\$ 2,846,360.68	\$ 3,724,401.83	\$ 3,573,987.15	\$ 2,222,202.96
<b>Excess This Year</b>		\$ 503,706.95	\$ (55,790.27)	\$ 63,140.67	\$ 505,142.90	\$ (655,512.86)

\$ 256,249.99 total cap reserve after 2014

End of 2017 \$ 1,824,166.66 Sum budgeted cap reserve  
 \$ 360,687.39 sum deficit/surplus  
 \$ 2,184,854.05 reserves remaining

**GREATER SYRACUSE  
PROPERTY DEVELOPMENT CORPORATION**

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**2013 Performance Objectives**

*Preparation of annual performance objectives is required by Section 7.06 of the Intermunicipal Agreement creating the GSPDC. The 2013 Performance Objectives were approved by the GSPDC Board of Directors on March 18, 2013.*

**Inputs**

***Operational Capacity***

- ✓ Secure a sustainable source of operating funds from the City and County's increased property tax collections

*Year 1 funding commitments made by the City and County. The Land Bank will need larger commitments in years 2 and 3 of operations.*

- ✓ Secure start-up capital

*Provided by Onondaga Civic Development Corporation: \$250,000 and free rent for the first year of the Land Bank's operations.*

- ✓ Obtain legal services
- ✓ Obtain accounting services
- ✓ Hire an executive director
- ✓ Obtain Directors & Officers Insurance
- File for federal 501(c)(3) status – *final draft being refined in consultation with Bowers, submission to IRS expected February/March 2014 in advance of filing the GSPDC's return*
- ✓ Obtain an independent auditor for 2013 fiscal year report; establish internal controls and accounting procedures

***Property Management Capacity***

- ✓ Contract for liability and casualty insurance
- ✓ Contract for rental property management
- ✓ Contract for property maintenance – board-ups, lawn mowing, trash and snow removal
- ✓ Obtain property management database software, integrated with an independent GSPDC website which will automate required public disclosure of property acquisition and disposition, and that will advertise inventory available for purchase

***Property Redevelopment and Disposition Capacity***

- ✓ Obtain title to properties from the City of Syracuse, comprehensive foreclosure process
- ✓ Continue outreach and planning to address vacant and tax-delinquent properties in Towns and Villages
- ✓ Plan for property disposition according to guidance received from the City

*See CAB Guidelines and targeted planning efforts such as Butternut Street Corridor.*

- ✓ Contract for demolition/deconstruction of derelict structures owned by the GSPDC
  - ✓ Contract with residential and commercial real estate broker(s)
  - Contract with a general contractor for stabilization and/or partial or full rehab of strategic properties
- This hasn't been done yet, but will be with AG funds and on specific properties upon hiring a staff Property Manager with construction expertise. Utilizing the Land Bank's unrestricted funds to renovate single-family homes and sell at market rate will prove to be a more cost effective way for the Land Bank to create home-ownership opportunities than utilizing restricted affordable housing subsidies.*

## **Outcomes**

### **Performance Goals**

1. Acquire and redevelop vacant and abandoned properties in Syracuse and Onondaga County, in a coordinated manner, consistent with local municipalities' Comprehensive Plans.
  - *Obtained funding for 10 renovations in the Towns/Villages, 40 renovations in the City, and 40+ demolitions.*
  - *Began accepting title to foreclosed properties in the City of Syracuse.*
  - *Published policy on acceptance of donated property.*
2. Support the revitalization of neighborhoods and enhance quality of life for neighborhood residents.  
*Look to CAB Guidelines for policies that support these objectives. See #7 below.*
3. Encourage investment in business districts through the assembly and marketing of commercial and industrial properties for private development.  
*Commercial properties have proven difficult to acquire as most pay their property taxes prior to foreclosure. Some commercial properties have been acquired, but not in any concentrations; this is anticipated to change with phase III and IV acquisitions.*
4. Hold and maintain landmarks and properties of interest to the community in order to enable a rational planning process for their redevelopment.  
*Several of these properties are slated for Phase IV and V acquisition.*
5. Acquire real property or an interest in real property in order to preserve land for future public use such as for parks and recreation, the preservation of open space, view sheds, agricultural use, natural areas, or for other environmental or ecological benefits.  
*The Land Bank remains involved in conversations between the City, County, and environmental groups regarding who will most cost effectively steward these properties for the long-term.*
6. Lessen the burdens of government and act in the public interest.
  - *Accomplished (short-term) by taking ownership of abandoned properties the City would otherwise have to mow and board.*
  - *Accomplished (long-term) by facilitating growth of the tax base and improving property values.*
7. Stabilize and grow the value of the real property tax base.
  - *Land Bank policies re: screening purchasers' financial sustainability and appropriateness of development plans.*
  - *Land Bank capital investment in properties it sells.*
  - *Land Bank investment in demolition of blighted properties reduces their negative impact on surrounding property values.*
8. Enable the City to increase the property tax collection rate within the City of Syracuse, by acting as a receiver of foreclosed properties.  
*The Land Bank's willingness to accept title to foreclosed properties has enabled the City to increase collection of delinquent and on-time taxes for itself and the County of Onondaga (for which it collects within the City boundaries).*



## Property Purchase Application

Submit completed Application with Purchase Contract to the broker with which the property is listed.

### Purchaser

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Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
(no PO Box) \_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_

### Indicate type of entity:

Corporation      Incorporated in what state: \_\_\_\_\_ Date incorporated: \_\_\_\_\_  
Authorized to do business in New York State? \_\_\_ Yes \_\_\_ No

Partnership      Indicate type of partnership: \_\_\_\_\_  
Number of general partners: \_\_\_\_\_ Number of limited partners: \_\_\_\_\_

Not-for-Profit      Incorporated in what state? \_\_\_\_\_ Date incorporated: \_\_\_\_\_

Limited Liability Company  
Formed in what state: \_\_\_\_\_ Date formed: \_\_\_\_\_  
Authorized to do business in New York State? \_\_\_ Yes \_\_\_ No

Sole Proprietorship  
Name of Sole Proprietor: \_\_\_\_\_

Individual Person

Not-for-Profits and Corporations, attach Articles of Incorporation. LLCs, attach Articles of Organization.

	Yes	No
Do you own any other properties in Onondaga County?		
Do you have a personal or professional relationship with the Greater Syracuse Property Development Corporation, any of its directors, or employees?		
Are there any outstanding judgments against you?		
Have you filed for bankruptcy within the past 7 years?		
Are you party to a lawsuit?		
Have you directly or indirectly been obligated on any loan which resulted in foreclosure, transfer of title in lieu of foreclosure, or judgment?		
Have you owned property foreclosed on for tax-delinquency?		
Have you or an immediate family member previously owned the property for which you are applying?		

*If yes, attach list of properties.*

If you answered yes to any of these questions, attach an explanation.

**Property**

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Address(es) of the property you are interested in purchasing:

This is a: \_\_\_\_\_

**Development/Management Plan**

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	<b>Redevelopment</b>	<b>Management</b>
I plan to:	Renovate	Occupy this property
<i>(Check all that apply)</i>	Occupy/Operate As-Is	Operate it as a rental
	Demolish/Deconstruct	Redevelop and resale
	New Construction	

**Redevelopment Plan:** Attach detailed work specifications and an itemized budget for all work to be completed. If proposing new construction, also include construction documents. Include a brief description of the project, whether the applicant will undertake certain portions of the project or hire contractors, and an estimated timeline for completion. In addition, attach proof of financing available to complete the work proposed. Acceptable forms of proof of financing include:

- Bank statement      Loan Pre-Approval Letter
- Letter of Credit      Grant Award/Funding Commitment Letter

**Management Plan:** If the applicant plans to manage the property as a rental, attach a monthly income and expense budget for the property and a narrative description of your marketing plan, management procedures, standard lease agreement, and anticipated market served.

**Financial Ability to Maintain Property:** If the property is to be owner-occupied, provide documentation of current income (W2 or three recent pay stubs) and an estimate of anticipated mortgage, taxes, insurance, and maintenance costs.

**Applicants' Experience/Qualifications:** Unless the purchaser plans to occupy/operate the property in as-is condition, they must attach a narrative description of their experience completing similar development or renovation projects, their qualifications or training to complete the project, and/or their plan to engage qualified individuals to complete the project.

Is your proposal eligible for any of the land bank's defined discount programs?

- Affordable Housing Development
- Public Safety Employees and Teachers Discount Program
- Affordable Home Ownership Program

If you plan to occupy the home, have you owned a home before?      Yes      No

The Land Bank encourages first-time home-buyers to take a home-buyer education course. Attach certificate of course completion. More information at [www.syracuselandbank.org](http://www.syracuselandbank.org).

## Attachments

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Remember to include all applicable attachments (see page 2 for further explanation):

- Description of applicant's experience/qualifications to complete the proposed project
- List of other properties owned in Onondaga County
- Redevelopment Plan (with itemized budget) and Proof of Financing
- Management Plan (for rentals) or Evidence of Financial Ability to Maintain the Property (home owner)
- Purchase Contract (offer)
- Deposit
- Articles of Incorporation or Articles of Organization (corporate applicants)
- Copy of Applicant's Photo ID
- Home-Buyer Education Course certificate of completion, if applicable

## Signature

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The applicant hereby certifies that the statements contained in this application are truthful and complete and agrees to provide further documentation upon request. Attach a copy of the applicant's photo ID. This application does not guarantee transfer of property. All sales are subject to approval by the GSPDC Board of Directors.

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Signature

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Date

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Name (print)



## 2014 Performance Objectives

*Preparation of annual performance objectives is required by Section 7.06 of the Intermunicipal Agreement creating the Land Bank.*

### **Capacity**

- Hire (staff) Property Manager
- Obtain additional administrative support
- Launch website
- Secure a permanent location for the Land Bank's offices
- Support the creation of a New York Association of Land Banks, communication between land banks, and ensure that the Greater Syracuse Land Bank is represented in both local and statewide dialogue on issues related to vacant and abandoned property or that otherwise relate to land banks' missions.
- Continue to seek funding derived from increased City and County tax-collections enabled by the Land Bank's acceptance of foreclosed properties.
- Plan for the organization's financial sustainability in light of the anticipated decline in delinquent collections once the City's new tax collection policies are fully implemented (2016).

### **Planning and Programming**

- Develop a framework for strategic, geographically targeted plans that, where needed, may supplement the Land Bank's countywide and citywide policies. Develop at least three geographically targeted strategic plans for Land Bank operations.

*The Land Bank strives to act in compliance with the adopted Comprehensive Plans of the municipalities in which it operates and has incorporated citywide guidance, developed by the Land Bank Citizens Advisory Board (CAB), regarding how it might best accomplish this within the City of Syracuse into its Disposition Policies. In addition, there may be instances that warrant the development of strategic, geographically targeted plans to guide the Land Bank's operations. These may be needed in areas where the Land Bank has acquired a dense concentration of properties in a distressed real estate market in order for the Land Bank to most effectively advance its mission. These plans will guide the Land Bank in strategic acquisition of additional properties, targeted capital investment, special incentive programs to attract buyers or certain types of development, and enhanced terms of sale. Such plans for Land Bank operations should be developed by the Land Bank, but should include consultation with the CAB, municipal planning staff, neighborhood residents, other relevant stakeholders, and existing neighborhood plans where they exist.*

- Launch pilot-programs for:
  - Targeted Redevelopment Plans in the Towns/Villages  
*Plan and begin acquisition & redevelopment for a targeted redevelopment plan in partnership with a Town/Village and the County*
  - Neighborhood-Based Property Maintenance Program  
*Engage at least one neighborhood group to provide maintenance services for Land Bank owned lots*
  - Neighborhood-Organization Side-Lot Sales Program  
*Engage at least one not-for-profit or neighborhood organization in marketing side-lots for sale*
  - Green Lots (Community Garden) Program

*Establish a standard lease and program guidelines to be published online; enter into at least one (1) lease of a vacant lot for a community garden or other “green” or community-oriented purpose*

- Establish minimum home energy performance standards for investor renovations of residential properties purchased from the Land Bank

*This will contribute to long-term affordability of residential rental units*

- Evaluate funding available for energy efficiency upgrades

*Consider partial reimbursement for costs of compliance with required home energy performance standards*

- Endeavor for the Land Bank to become the default entity to assemble and hold for tax-foreclosed and surplus properties in order to 1) consolidate purchase processes to provide clarity to buyers, 2) to consolidate ownership under one entity to facilitate coordinated long-range planning and 3) to reduce property maintenance costs by utilizing the Land Bank’s economy of scale.
  - Continue to acquire tax-foreclosed properties via the City’s tax-foreclosure process
  - Promote the donation of other vacant properties in proximity to Land Bank properties in order to facilitate their redevelopment
  - Evaluate and acquire ‘surplus’ property owned by other public entities (City, SURA, etc.) within the City of Syracuse

### **Production**

- Approve property sales totaling \$500,000 (see 2014 budget)
- Renovate five (5) properties using unrestricted Land Bank funds in order to sell “move-in ready” to owner-occupants
- Complete twenty (20) residential renovations with Attorney General grant funds
- Demolish or deconstruct twenty-five (25) blighted structures
  - Establish standard work-specs and bid procedures for demolitions and deconstructions managed by the Land Bank
  - Complete a pilot program of no less than six (6) deconstruction<sup>1</sup> projects
  - Ensure that, to the maximum extent feasible, all demolitions include architectural salvage of reusable materials prior to demolition

### **Guiding Principles** – continued 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.

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<sup>1</sup> Deconstruction includes recycle or sustainable disposal of all building materials