



2015 Performance Objectives

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

Capacity

- Hire a Director of Operations.¹
- Establish a permanent office location once made necessary due to staff expansion.
- Continue to seek funding from the City and County 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.
 - Continue to seek funding derived from increased City and County tax-collections enabled by the Land Bank's acceptance of foreclosed properties. Prepare to request the 50%/5 year split of taxes generated by properties returned to the tax rolls and/or identify the myriad of other ways the Land Bank has reduced the City and County's expenses or increased revenues outside of delinquent collections and discuss other sources of public support for the Land Bank's work once delinquent collections decline.
 - Continue to 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 (now projected to occur in 2017).
- Continue to support the New York Land Bank Association and statewide advocacy for legislative tools and funding to address vacant and abandoned properties.

Planning & Programming

- Develop and implement a detailed plan to spend County funds dedicated to acquisition and renovation of vacant properties in the villages of Jordan, Elbridge, and Baldwinsville and return properties acquired in these areas from the 2014 County Tax Auction to productive use. Dispose of the properties acquired via the 2014 County auction by the end of 2015.
- Continue efforts to consolidate 'surplus' property under the Land Bank's portfolio, creating a one-stop shop for buyers and developers and enabling better coordinated planning for the return of surplus property to productive use.
 - Continue to accept tax-foreclosed properties from the City of Syracuse as funds and resources allow.

¹ See job description in listing posted January 5, 2015

- Continue to accept donated properties as funds and resources allow.
 - Encourage donation in geographic areas where it is of strategic value to the Land Bank's mission.
 - Establish a formula for banks donating mortgage-foreclosed properties to ensure that cash donations accompanying these properties cover the Land Bank's costs.
- Identify and negotiate private purchase of properties whose acquisition is strategic to the Land Bank's targeted planning efforts.
- Work with the City of Syracuse to coordinate the Land Bank's targeted neighborhood planning efforts with the Department of Neighborhood & Business Development and targeted code enforcement for surrounding vacant properties that remain tax-current eluding the City's ability to foreclosure.

Programs to Increase Volume and Enhance Outcomes of Sales – define and unveil by March 2015.

- Develop a mini-grant program for owner-occupant purchasers of Land Bank properties to make post-purchase exterior improvements that will positively impact the surrounding properties.²
- Research past “\$1 Home” programs in Syracuse and elsewhere intended to encourage buyers to renovate “extreme fixer-uppers” for owner-occupancy. Identify strengths and weaknesses of past programs and work to design a similar program that might have positive results in Syracuse, (understanding that this type of program will likely appeal to a narrow subset of potential owner-occupant buyers – artists, historic architecture enthusiasts, etc.)
- Research and develop strategies to appeal to other types of buyers that might not be as attracted to homes needing repair work, such as grant programs and technical assistance for renovations at the time of purchase. Assess the types of properties the Land Bank is selling and compare to desired results and typical types of purchasers, analyzing what market segments are being missed.
- Design and unveil a “mow to own” program for side-lot purchasers. With a mix of OAG (round 2) and unrestricted Land Bank funds cover all transaction costs and provide a mini-grant for landscaping improvements for qualified buyers of eligible properties who demonstrate their dedication to maintain the property for a year. Buyers who take on responsibility for snow, lawn, and littler maintenance for a year will earn the property and a mini-grant at the conclusion of their one-year lease. Get at least 20 buyers to sign up for the program in 2015.
- Issue the Land Bank's first RFP for buyers wishing to renovate a historic property.
- Refine the scope of work for real estate brokers working for the land bank, competitively advertise brokerage contracts and enter into new brokerage contracts by March 2015.
 - Make sure that brokers are promoting use of the Landlord Loan Program for which the Land Bank has partnered with Home HeadQuarters, other financial incentives for redeveloping blighted properties, and the positive aspects of purchasing a property from the Land Bank.
- Continue to look for opportunities to partner with neighborhood groups and nonprofits interested in maintaining (for costs comparable to the Land Bank's maintenance contracts) or adopting (as volunteers) Land Bank properties in their neighborhood. This should become more applicable as the Land Bank's inventory expands.

² Coordinate with other incentive programs City-wide for maximum impact. We understand that the City plans to unveil a similar program for landlord purchasers. Attempt to ensure that similar incentives are available for all types of buyers.

- Support local efforts to expand reuse of existing buildings and, when the building cannot be renovated, building materials. Support efforts to locally recirculate materials coming out of Land Bank deconstructions.

Production

- Generate \$1.5 million in sales proceeds and dispose of 120 properties.
- Demolish or deconstruct at least 40 blighted structures.
- Integrate materials salvage and deconstruction into all demolitions pursued by the Land Bank, based on lessons learned from 2014 Deconstruction Pilot Program.
- Complete Round 1 Attorney General Funded projects – 11 more demolitions/deconstructions (counted within the 40 above), 10 renovations in partnership with the Onondaga County Division of Community Development, and 30 renovations with Home Headquarters.
- Execute at least three “Green Lots” leases.
- Install site-improvements on five lots projected to be owned by the Land Bank for the long- to medium-term using Attorney General grant funds (Round 2).
- Approve sales to at least five purchasers under the Public Safety/Teachers Discount Program.
- Acquire at least one tax-current vacant property via negotiated purchase.

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.