



# Onondaga County Legislature

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## **PLANNING & ECONOMIC DEVELOPMENT COMMITTEE MINUTES- MARCH 13, 2014** **KATHLEEN A. RAPP, CHAIR**

**MEMBERS PRESENT:** Mr. Liedka, <sup>2</sup>Mr. Corl, <sup>1</sup>Mr. Plochocki

**MEMBERS ABSENT:** Mr. Knapp

**ALSO ATTENDING:** See attached list

Chair Rapp called the meeting to order at 10:40 AM. *A motion was made by Mr. Liedka, seconded by Mr. Corl to waive the reading and approve the minutes of the proceedings of the previous committee meeting; MOTION CARRIED.*

### **1. CNY REGIONAL MARKET:**

#### **a. Confirming Reappointment of Maria Mahar to the Central New York Regional Market Authority**

*A motion was made by Mr. Liedka, seconded by Mr. Corl to approve this item. Passed unanimously; MOTION CARRIED.*

### **2. SYRACUSE CHIEFS:**

#### **a. Update - Jason Smorol, General Manager**

Chair Rapp stated that she had an opportunity to read the article in today's paper pertaining to some of the things that are happening with the Syracuse Chiefs, adding that it is very exciting. Due to the partnership between the County and stadium, Chair Rapp thought it would be great to get a foreshadowing of what they can expect to see.

Mr. Smorol:

- Currently have 18 inches of snow behind home plate; 21 days to melt the snow, thaw field and get it into playing condition for opening day - Thursday, April 3<sup>rd</sup>
- Mr. Smorol has been on the job 5 months; County and Mr. Lansley have been fantastic to work with, thanked the County and the committee for their support
- Syracuse Chiefs are doing well; 2014 main goal is customer service and engagement with their fans, partners and sponsors, need to lighten it up - starts with welcoming fans to the parking lot, shaking hands and thanking them for coming to the stadium, making it easy to find their seats and an enjoyable experience
- Can't control the weather or the team; weather is not cooperating
- Need to increase game attendance to meet obligation to the County and the community – must change the experience at the games to do this
- Joining the St. Patrick's Day Parade for the first time - opportunity to shake hands, handout pocket schedules, beads, can koozies, candy, and have mascots Scooch and Pops visible prior to opening day
- Newspaper article asked for 10 things new with the Chiefs - answer there promotional schedules; promoting value with \$1 Thursday's, have 12k seats to fill, looking to promote to 800k residents outside of Onondaga County and 400k residents within Onondaga County, \$1 hot dogs, soda, beer, programs and souvenirs along with \$3 tickets on Thursday's, make the stadium the place to be on Thursday, have a media partner to get the word out; Friday games will have fireworks, survey shows you get more fans with firework; Saturday games will have giveaways paid for by partners – 1<sup>st</sup> Saturday will be Coca-Cola/Syracuse Chiefs fleece blanket giveaway to the 1<sup>st</sup> 500 people; Sunday's are Family Days, kids are free and can run the bases after the game

- Each \$1 Thursday and Fireworks Friday will also have a theme, may be music or ethic, e.g., Justin Bieber Night will have a picture of Justin Bieber and ask fans if they want to keep or deport Justin, silly things for the fan to have fun with
- On field games are all new and have more of them
- More entertainment acts coming in, 1<sup>st</sup> four days will have Reggy the Purple Party Dude - similar to Philly Phanatic; talking with a couple of famous players - may come in and sign autographs and interact with fans; have a little bit of everything, can't appeal to everyone all the time but can provide a little taste of this and that throughout the 725 game season
- Committed to working as hard in April and May as they will in July and August; need success in April and May to carry them through the entire season
- Changing the business model, no longer giving out free tickets, ticket sales are the lifeblood of the organization; big gamble for 2014 - see if promotions, advertising, customer service, fan engagement, and fun atmosphere works and people pay to see baseball in Syracuse

In answer to Chair Rapp, Mr. Smorol stated that general admission tickets are \$5, \$10 for a reserved box seat in the 200 level and \$12 for a field box reserved seat. From a ticket and concession prospective, this is the most affordable family entertainment option in Onondaga County. There are 12,000 seats and they are trying to make it as much fun as possible. There will be some hiccups as this has been a major transition. For the most part, all of the old administration is gone. Mr. Smorol has been on the job a little over five months and has rebuilt the new staff. They have built all the promotions and are booking outside events.

### **<sup>1</sup>Mr. Plochocki arrived at the meeting.**

Mr. Smorol:

- Trying to promote themselves - heavy lifting from an administrative standpoint, dealing with inherited financial issues, changes to the Board of Directors, and regulated transactions between International League Baseball, Minor League Baseball and the Syracuse Chiefs
- Still taking care of a number of things behind the scene; doesn't change their focus - ready to play baseball April 3<sup>rd</sup> on \$1 Thursday
- In the past coupon books weren't valid for opening or fireworks days, now valid anytime; has been called the coupon book for 40 years

Chair Rapp asked what a coupon book was. Mr. Smorol responded it is actually a flex pack, 10 tickets purchased for \$60/\$6 each, can sit wherever you like, for any game; the name coupon book sounds like you have a coupon and will get a discount. The name will change to flex pack in 2015. It was too late to change the name this year, but they are marketing the coupon book as the world's greatest flex pack in baseball.

- Portable furnaces being brought in to melt snow; will be staking the field tarp on the infield and putting furnaces underneath creating a bubble of heat, need to melt snow behind home plate and get the field to thaw, counting on Mother Nature to handle the outfield and the rest of the stadium – if not, they will be shoveling before opening day

Chair Rapp asked how the administration transition was working. Mr. Smorol responded that like any transition it is interesting; major transition, trimmed board with new members, he came in a little after the fact. There is a good focus on finding solutions to their issues and nice leadership from the top down. They are changing the culture of the Syracuse Chiefs. Chair Rapp stated that this seems to be the biggest hurdle. Mr. Smorol agreed, adding that they need to start being good partners and paying their rent is part of this. Every day they face the brutal facts of being the Syracuse Chiefs. Everyone in the room probably knows those facts; they need to pay their rent and fulfill their obligations of the lease. These are agreements that have been made and this task falls to Mr. Smorol. In order to do this, they need to fill the seats and the ability to do so comes from the great leadership, from the top down, and being committed to doing the right thing.

Chair Rapp interjected that everyone was on the same page and this was half of Mr. Smorol's job. Mr. Smorol responded that it might be three quarters of his job. There have been some changes and fluctuations, all geared toward getting on the same page, fulfilling their obligations, doing what they say they are going to do and are supposed to do. This is important to Mr. Smorol and the board. It is very important for them to fulfill their obligations to the County, not just financially. If the stadium turns around and starts to shine, it could be a great resource for the County. This would free them up to do more none-baseball elements, such as using

concourse for art exhibits. They need to fix the baseball and the culture first, and then they would be able to expand from there.

Chair Rapp stated that the concert business has been dieing everywhere and asked if they had any success in booking shows. Mr. Smorol responded that they haven't had any success, adding that Mr. Carr could talk about this as also. It is a very difficult location to book a show, flooring has to be put down, which significantly increases the cost. It is difficult to get a promoter to commit to a large-scale show with increased flooring costs of \$100,000. They have discussed doing some small things in the parking lot, but are concentrating on fixing baseball, the primary tenant of the building, before expanding. Some things have been done in the parking lot before but weren't a great success. Last year they had a carnival that looked stupendous, with rides and games, but it wasn't a success. They are going to focus on what goes on inside the stadium and leave the parking lot to cars. They will add parking signage, staffing and security. Fans have stated that it is difficult to exit the stadium parking lot therefore they are working with the Local 200 to determine what the real issues are. They will attempt to improve the parking lot this year and with success, they will be able to make more suggestions to improve the parking lot experience.

In answer to Chair Rapp, Mr. Smorol stated that the \$5 parking fee would remain. It is a major source of revenue for the Chiefs and is the lowest parking fee in the County, for a sporting event.

Chair Rapp stated that this is very encouraging. Mr. Smorol responded that they are having a lot of fun. It is crazy over there, just trying to do what need to do to get ready for opening day and then they have five more months of baseball.

Chair Rapp asked if Mr. Antonacci had anything, he would like to add. Mr. Antonacci stated that all hands have to be on deck to keep the Syracuse Chiefs in Syracuse, New York. If Onondaga County were to loss Triple-A baseball, it would never come back. The franchise is worth much more on the road, than it is in Syracuse; need to make sure that they are successful. Whatever needs to be done at the County level has Mr. Antonacci's support. Mr. Antonacci is worried about the rent, but is more worried about the Chief's doing the right thing and is very happy that they responded to the letter to the editor. This was something that Mr. Antonacci had chided the former administration for - cannot let these urban legends fester.

**3. GREATER SYRACUSE LAND BANK:** Vito Sciscioli, Chair of the Board Bank; Katelyn Wright, Executive Director  
**a. 2013 Activities Report**

Ms. Wright introduced herself, Chairman Vito Sciscioli and board members James Corbett and Daniel Barnaba.

Mr. Sciscioli dispensed copies of the 2013 Annual Report (**See Attachment No.1**) and provided the following overview:

- New organization, highly regulated by public authorities law; not for profit corporation dependent on government rules and funding
- Ms. Wright has borne the brunt of building the operation to capacity; as of Tuesday will have 2 employees, goal was to operate very lean and contract for many of the services needed; managing, recording and disposing of property
- Largest expense has been legal transactions, acquired about 165 properties

Chair Rapp asked if all the properties acquired have been in the City of Syracuse. Mr. Sciscioli responded that they have all been in the City at this point, other than 304 Heman. Ms. Wright stated that there was one property acquired in East Syracuse. It has been turned over to County Community Development for the Attorney General Grant Fund. Mr. Sciscioli stated that in conjunction with County Community Development, they have targeted ten properties within the inner-ring suburbs of the County to be renovated and ready for home ownership by 2015; 304 Heman is one of them.

- Received substantial monies from the City of Syracuse – allows for financial sustainability; received grant from Onondaga County Civic Development Corporation (OCDC); Syracuse Industrial Development provided funds for demolition

In answer to Chair Rapp, Mr. Sciscioli stated they received \$250,000 from OCDC. Ms. Wright noted that there was money in this year's County budget also. Mr. Sciscioli added that they have also allowed them to operate there free of charge, with respect to their administrative offices.

- Very grateful for all funds received; governmental entities support has been forthcoming, puts them on a sound financial footing for continued operation
- Will rapidly burn off revenue listed in financial report as they continue to receive properties through foreclosure or auction process
- About to finish County contract; will allow for demolish work, additional homeownership investments and considering home loan funds; access to capital big issue with respect to investment for inner-city properties, this is one item the Chairman is concerned about is trying to develop at this time

Chair Rapp asked how the loan fund would work. Mr. Sciscioli responded that he was not sure of the details at this time. Ms. Wright stated that the center of their business model is that these properties have been abandoned and locked up by tax liens for many years. Allowing the City to foreclose, extinguish the tax liens and giving the land bank title, allows them to become available to investors wanting to come in and renovate them. They have found that in Syracuse the renovation of residential properties is 1-4 units. Most banks don't want to lend for construction loan renovations because the property is worth more as a rental revenue stream than it is in cash value, therefore they can't use the property itself as leverage for the loan. This would guarantee 20% of those loans, to get banks more comfortable with lending for those purposes; \$150,000 from them as a guarantee and another \$50,000 from foundations would create a \$200,000 guarantee and perhaps a million dollars' worth of loans, exclusively for people purchasing Land Bank properties for investments.

Chair Rapp stated that the report states they have sold seven properties to date. Ms. Wright responded that the board has approved seven, and are closing on some of them tomorrow. There will be additional sales on their agenda next week.

Chair Rapp asked if the properties have sold at market rates. Ms. Wright responded that for the most part properties come into their inventory with condition evaluation, some will be renovated with the Attorney General Grant, prior to selling and are in a holding pattern and some will be demolished. They try to market those listed as-is, at market rate; use realtors that make a recommendation based on comparisons and are listed on the MLS. Thus far, all have been at market rate, but there are a number of board approved discount programs in the report; hope to be able to better promote discount programs via their new website.

In answer to Mrs. Rapp, Mr. Sciscioli stated they want to be able to incentivize people to live in the city and inner suburbs, and to encourage homeownership. One of their incentives is to do just that; has always been talk of giving incentives to police officers and teachers to live in these areas, and they want to encourage this. The board of Syracuse 20/20 has always been interested in trying to engage in these incentive type programs. They looked at the Schenectady Key Bank program that was actively used, and are trying to duplicate this in Syracuse. Mrs. Rapp stated that she didn't know what the Key Bank program was. Mr. Sciscioli responded that the Key Bank program provided incentives to employees of the City of Schenectady to live within Schenectady; program was pretty successful. There has not been a similar program in Syracuse; tried a program called Home Funds in the past – these are the types of incentives they are considering.

Ms. Wright:

- Majority of land bank funding is unrestricted, allows them to be more flexible; discount would allow for reduction of purchase price or cash towards closing costs
- Could develop unlimited number of programs to encourage type of development that will revitalize the neighborhoods

Chair Rapp asked if they would be required to live in the home. Ms. Wright responded that they would be required to have the home as their primary residence for five years. As an enforcement mechanism, a mortgage would be placed on the property and forgiven after the term. Chair Rapp stated that this was similar to Community Development and asked if there was screening and qualifications for the buyers. Ms. Wright responded that this is another area where they are now able to do a better job. The purchase application is included with the report and has a lengthy list of items that buyers are required to attach. They are looking for

renovation qualifications, an itemized renovation budget and adequate funds for both purchase and renovation. The screening is something effectively done, in addition, post sale they will provide another mortgage equal to the amount they plan to invest in the project. When the project is completed, the mortgage is forgiven. If they never renovate, they can foreclose and take the property back. Chair Rapp stated that one of their goals was to see actual improvement, not just more of the same. Ms. Wright agreed.

Chair Rapp stated that there are many demolitions. As part of Save the Rain, a legislator suggested that the best Save the Rain project would be putting grass between some homes. Mr. Sciscioli stated that they recently undertook their first demolition; believes it was in the newspaper. They have another 24 or 25, on their first tranche of this activity. They are working with Save the Rain and have other activities in which the Land Bank will mitigate long-term, with regard to that concept. They are concerned and do not want to dispose of property in floodplains; should be retained as open space and hasn't happened in the past, with housing redevelopment programs in the City.

Mr. Corl asked if there was a 2014 objective to expand the pilot program into the suburbs or villages. Mr. Sciscioli responded that since their inception there has clearly been a role for the Land Bank in Elbridge, Baldwinsville, Jordan and some of the villages. They definitely will pursue how they can assist those towns and villages, with respect to the activities they can bring to them in the coming year. Ms. Wright added that they look to the village officials for guidance in terms of what their long range plan is, what they want their community to look like and how they might be of assistance to them. If they have a strong planning mechanism in place, it is of great help to them. They have been approached by the three villages Mr. Sciscioli mentioned but see vacancy and property management is starting to spread around the edges of the City, to places like East Syracuse and Solvay. While they haven't been approached by them yet, they are keenly aware that there is a role for them there and will be reaching out to them this year. One of the challenges, outside of the City, is the County auction. Because of this, most property owners are paying their taxes, therefore acquiring these properties for redevelopment is more difficult.

Mr. Sciscioli stated that some of the issues, for example in Baldwinsville, might be code enforcement, not so much tax avoidance; may be some things that they can get in gear for this. Ms. Wright stated that there is a great need for additional training in code enforcement. Chair Rapp stated that in Mattydale and the Village of North Syracuse one of the biggest dilemmas they face is the rent to own homes. Absentee landlords don't put any money into them and these properties are just spiraling downward. It is a real problem.

Chair Rapp asked if their recommendation would be for the town and/or village to contact the Land Bank. Mr. Sciscioli responded absolutely, they need this connection; need their feedback, ground knowledge and guidance. They cannot operate unilaterally with respect to their mission, even if it was a tax avoidance issue, not code enforcement, they would still need the feedback. They cannot operate successfully without it. Chair Rapp noted that they wouldn't want to seem imperialistic either.

Mr. Sciscioli stated that the City has a very aggressive Citizen Advisory Board and they have found it to be very useful. Chair Rapp suggested that this might be a role for Mr. Glazier. Mr. Glazier responded that they have been promoting the activities of the Land Bank with Mr. Barnaba. They have been to Mayor's Association meetings, letting them know. Properties that came up, in which Mr. Glazier has interacted, are privately owned as opposed to tax delinquent. They are having Mr. Weber keep an eye out for properties brought forward to them, to see if they come into the tax rolls.

Ms. Wright stated that the City adopted a vacant property registry last year. It is intended to target vacant properties that are paying their taxes and could be a useful tool for other towns and villages. The City is struggling to get it fully implemented and compliance rates up, but the City of Albany did the same thing a number of years ago and cut the number of vacant building in half. In answer to Chair Rapp, Ms. Wright responded that this is similar to the way rental registries work, they must have someone local and accountable. It is a way to restate maintenance responsibilities to the property owner. Some of these things are already part of the building code, but owners don't understand that if it is vacant they must still comply with the building code. The most important tool is an annual registration fee and if crafted correctly, so that the fee escalates each year, it pushes them to renovate or sell to someone who will renovate. Mr. Sciscioli stated that several towns and villages could take advantage of this and really improve their performance.

Ms. Wright stated that the Land Bank is not a silver bullet and won't be able to address every vacant building. Two-thirds of the vacant buildings in the City are paying their taxes; need the other tools, such as code enforcement and police, to provide a wholistic response to the problem. Chair Rapp responded that ongoing education would be necessary, particularly in the towns and villages. This is a tool they haven't had before.

Chair Rapp asked about solvency and sustainability. Mr. Sciscioli responded that this was a big issue from the beginning. They advocated for sustainable funding from the City; received \$1.5 million the first year, predicated on the fact that the City would receive significantly more revenue with respect to more aggressive and diligent attack on their tax delinquent property owners. The City has recognized a substantial amount of revenue this year because of that action. They believe that the backlog of inventory would allow for three years of sustainable financing at the \$1.5 million level. There is little risk to the City, as the contract with them states that if they don't recognize the gains expected they can draw some of the money back; don't believe this is will happen and know that it won't for the first year. They are asking the City for \$2 million again this year; the council reduced the amount to \$1.5 million last year. Given the councils financial condition, there is some discussion as to whether or not they want to meet this; they look at the Land Banks balance sheet with envy.

Chair Rapp stated that the balance sheet is robust. Mr. Sciscioli responded that they would burn through this quickly; not fair to look at it with respect to the amount of time they have been in operation. After three years, they depend on unrestricted revenue. They are keeping the profits from homes sold for more than they have into them and hope it reaches a sustainable level; don't know what their experience will be, so far it looks promising. They have some other issues to work through and time to go through the experience. They will still need the backstop of three years of funding from the City and the generosity of the County, IDA and OCDC doesn't hurt. They have yet to return to the local foundations for assistance; will probably focus more in that regard, this year.

Ms. Wright stated most of their funding is coming from the increase in city collections, due to their new tax collection policy, but they also collect on behalf of the County for all the properties located within the City, therefore the County should be receiving a comparable increase on these properties. Chair Rapp responded that this was the theory. Mr. Sciscioli agreed, adding that they will see how it all works out.

Mr. Sciscioli stated that the attorney general looked favorably upon them with their first grant of \$3 million dollars, because of the way in which they approached their financing, which allowed them to engage in activity. Ms. Wright added that there are currently 8 land banks in NYS, and 6 received funding. They received the largest grant of any land bank; largely because they looked favorably on the fact that the City and the County were doing this as a collaborative effort and would generously support them for their first several years.

Chair Rapp asked what the biggest challenge has been thus far. Mr. Sciscioli responded that they still have to balance everything. There is a little tension with respect to turning around properties and making a profit. They are trying to work through a balance of community needs and their financial bottom line. They are grateful for the attorney general grant, however they probably could have flipped some of those properties for a substantial sum of money, as opposed to approaching it the way they have; estimate it to be a \$1 million switch, engaging in homeownership activities and not flipping properties, which doesn't accrued their bottom line. They are planning and working, but the beauty of a not for profit organization is that you have a community goal, as well as a financial responsibility to your bottom line.

Chair Rapp stated that they doing good and running a business. Mr. Sciscioli agreed, adding that there is a little tension on their board and in the community. Sometimes they run into particular issues, such as where is your heart when taking properties, have to work through those issues and they are not always easy, e.g., had an experience in the past where the City of Syracuse evicted the Salina Street flower lady from her home, during the holiday season due to safety issues. Mr. Sciscioli is a little leery of government action, with respect to how it treats people in their homes. Chair Rapp noted that they would get bad press. Mr. Sciscioli stated that they got very bad press. The Land Bank has encountered some similar things, but they have been more complicated than the example.

Chair Rapp stated that there is more to come on this. It is complicated and groundbreaking. Mr. Sciscioli responded that as the organization grows, the administrative capacity will grow causing growing pains, which is to be expected.

Ms. Wright stated that their new website launched on Thursday and does a much better job of explaining what the land bank is and how it works, for anyone with questions. <http://syracuselandbank.org/> Chair Rapp stated that this is complicated. Ms. Wright responded that the website is a great resource and she encourages people to use it.

Mr. Antonacci stated that he and Ms. Wright would be getting together to review the first year, once the statements were complete and asked where the attorney general money was on the report. Ms. Wright stated that the income generated is in the developer's fees line for long-range projects 2014-2017. The Attorney General Grant operates by dispersing a certain amount of funds to the land bank quarterly and those funds will subsidize the renovation projects. Therefore, instead of selling a \$30,000 house in as-is condition, they will invest up to \$100,000 in renovations and sell to an income-qualified homeowner for \$60,000. A subsidy is then needed to fill the gap and pay off the construction loans. The grant funds come in, pay off the construction loans and the land bank get an administrative fee for conducting the project; rather than getting \$30,000 for selling a house as-is, they get about \$3,000, but are sell a higher quality product and end up with a homeowner. They are not really getting \$3 million dollars. Mr. Antonacci stated this was as he expected, they are getting money up front.

Mr. Antonacci asked if there had been any analysis on the effect to the tax rate; as they bring these properties in and bank them, how this effects the taxation of others. Ms. Wright responded that in the County about 0.2 of the assessed value is considered uncollectable, in the City it is about 2%. The City has historically collected only 94% of their levy on time. By taking all the nonperforming items off the rolls, they are trying to increase this to 98% or 99% on time. Property owners' taxes will increase slightly because of this. The City is spreading this out over multiple years so that the increase is softened. In addition, in years 2 and 3 when things are coming off the roll, they hope to have sold quite a bit back to private owners, thereby putting it back on the tax roll so that there will never be a maximum impact. In the worst-case scenario, where the land bank didn't return any property to the tax roll, the average taxes would increase approximately \$12 per year for a \$100,000 home.

Mr. Corbett asked Ms. Wright to explain the challenges with deconstruction. Chair Rapp asked if this was different from demolition. Mr. Sciscioli responded that it means salvaging all the materials. Ms. Wright stated when a house is demolished all the materials go to a dump; takes very few man-hours to accomplish via heavy equipment, materials are placed in a dumpster. Deconstruction is much more labor intensive, the home is taken apart, piece by piece, and recycled as much as possible. It is much more environmentally sustainable, creates more jobs and some would argue that this is a job skills training opportunity – if you can take a house apart your learning how to put a house together. They have been told that it cost 30% more to deconstruct a house, as opposed to demolition; labor costs increase much more than 30% and are offset by recycling materials. Not every house is a deconstruction candidate; can't easily recycle home with mold or other contaminants and home needs to be easily accessible. They are currently learning which houses are appropriate for deconstruction and if there is a way for them to capture the cash value at the end of the deconstruction project for those materials; might be a way to further reduce the cost of deconstruction. It may also drive the costs down, if they are done in volume.

Mr. Fisher stated that the County Executive is in favor of deconstruction and they will see this when the contract comes over; \$200,000 for deconstruction, out of the \$500,000 in contingency. They know it is more expensive. If it cost \$10,000 more per house, they could deconstruct 20 additional houses with these funds. Perhaps if they get good at it, our find people from ESF or elsewhere that build business around this, they may find that the gap decreases even further with this money. The County Executive wants to encourage the Land Bank to look at deconstruction as an alternative to demolitions. Mr. Sciscioli responded that they have had several firms and/or individuals come to them and provide presentations regarding this matter. They will defiantly pursue this on a prototype basis.

Chair Rapp asked if deconstruction stipulations were a part of the grant money received. Ms. Wright responded that they have yet to receive the funds from the County. Mr. Sciscioli stated that he believes this is what Mr. Fisher just referenced. Mr. Fisher stated that the contract would be coming over when the leadership was ready to release the funds from contingency. The draft is in the Law department, will be sent over shortly and legislative leadership will decide when the contract would be considered; money has been appropriated and is in contingency.

In answer to Mrs. Rapp, Ms. Wright stated that they would competitively bid deconstruction work out. Home headquarter doesn't actually do any demolitions or deconstructions. Chair Rapp responded that she was thinking they would receive the materials. Mr. Sciscioli stated that they might. Restores are operated by Habitat for Humanity - they have an actual building that sells used building materials and tools. Ms. Wright stated that Habitat for Humanity has contacted them about donating materials, but the deconstruct companies presenting to them have indicated that they have buyers that would purchase these materials.

**b. Authorizing the Transfer of Tax Delinquent Properties to the Greater Syracuse Property Development Corporation**

Ms. Wright:

- 2 parcel of vacant land, requested transfer to the land bank to facilitate development of affordable housing project
- Michael Byrne represents the developer

Mr. Byrne:

- Parcels are located in undeveloped residential subdivision; Brookside Heights, Town of Geddes, Section 2
- Established in 1928, 1 year before depression; no roads or infrastructure ever installed
- Number of lots were purchased on speculation, including these
- St. Camillus is acquiring parcels as they become available, campus immediately adjacent to location; many obtained from tax proceedings, some direct purchase
- 50% of the subdivision was taken via eminent domain by NYS for planned extension of Route 690, never happened; parcel now owned by the Town of Geddes
- St. Camillus owns 44 of the 46 remaining lots; have tried for some time to get these 2 remaining lots, family of owner willing to gift them but couldn't for legal reasons - parcels owned by parents that died in the 1970's with no estate proceedings, no one had legal authority to execute a deed, are tax delinquent - \$5k in unpaid taxes; asked the land bank for assistance
- If able to acquire these properties, will then acquire undeveloped paper streets from the town and proceed with planned low-income senior housing; taxable property

Chair Rapp stated that the County would forgo the \$5,000 in taxes, currently owed. Mr. Byrne responded that his understanding is that the taxes would be wedged out by the foreclosure proceedings. They just purchased a lot, with the deed recorded on Tuesday; paid \$2,700 in delinquent town and county taxes. They have done this with respect to several of these parcels; can't be done with these parcels, as no one has the power to transfer the deed.

Chairman Rapp stated this sounds like a good reuse.

***A motion was made by Mr. Liedka, seconded by Mr. Plochocki to approve this item. Passed unanimously; MOTION CARRIED.***

<sup>2</sup>Mr. Corl left the meeting.

**4. ONCENTER: Kelly Carr, General Manager; Peter Casper, Director of Finance**  
**a. Quarterly Report**

Mr. Carr presented the following:



- Financial Statement Commentary FY 2013 3
- Financial Statement Spreadsheet FY 2013 4
- Fiscal Year 2013 Highlights 5
- Financial Statement Commentary 1Q FY 2014 11
- Financial Statement Spreadsheet 1Q/Forecast FY 2014 12
- Facility Fee Update 13
- Capital Reserve Update 14
- Upcoming Events 15

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2013 Fiscal Year, The Oncenter finished the year approximately \$110k over the budgeted sales volume and \$230k above the zero balance budgeted net income.

**Sales**  
Sales are over budget \$101k primarily due to the increase in:

- Catering Sales of \$280k due to increased social business
- Parking Sales \$99k
- Other Sales (advertising/sponsorship) of \$59k

These increases were offset by:

- Lower Arena/Theater Sales of \$337k, which were caused by the budgeted feed-in business not materializing and three other contracted events canceling.

**Event Net Income** – Finished 2013 approximately \$65k over budget or even as a percent of sales 47.7%.

**Indirect Expenses** – Finished the year approximately \$150k under budget. This includes approximately \$155K for the Management Fee Incentive and other bonuses and bad debt write offs.

**Financial Statement Commentary FY 2013**

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*\$153k above the zero balance in 2012*

Location	OnCenter (Syracuse, NY)		
Fiscal Calendar	SMG		
Fiscal Year			
Reporting Month	YTD Actual	YTD Budget	YTD Prior Year
Attendance	433,390		
Events	533		
Direct Event Income	393,122	589,039	66,942
Ancillary Income	2,299,077	2,032,055	647,404
Other Event Income	178,538	363,539	78,912
Total Event Income	2,870,737	2,984,633	793,258
Other Operating Income	1,118,081	938,020	499,016
Adjusted Gross Income	3,988,818	3,922,653	1,292,274
Indirect Expenses			
Net Salaries and Benefits	2,907,605	2,828,419	1,437,968
Contracted Services	118,369	205,200	79,793
General and Admin	329,847	382,210	172,921
Operating	200,761	282,078	88,290
Repairs & Maintenance	10,311	10,020	10,139
Operational Supplies	10,851	4,500	4,260
Insurance	199,591	196,985	95,550
Utilities	595,613	810,149	313,352
Other	396,792	334,017	136,805
SMG Management Fees	357,000	195,000	97,500
Total Indirect Expenses	5,126,740	5,248,578	2,436,578
Net Income (Loss) from Operations	(\$1,137,922)	(\$1,325,925)	(\$1,144,304)
Other Income/(Expenses)			
Depreciation	(130,354)	(123,316)	(71,250)
ROTS	1,500,000	1,449,241	1,369,037
Total Other Income/(Expenses)	1,369,646	1,325,925	1,297,787
<b>Net Income</b>	<b>231,723.95</b>	<b>-</b>	<b>153,482.73</b>

**Financial Statement Spreadsheet FY 2013**

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**Carrier Theater Project**  
 SMG provided the following upgrades to the theater through the use of Facility Fees:

- All seating reupholstered
- New carpeting for the lobby, the pit and stairs
- New painting scheme inside the theater, including rows and seat numbers
- New glow-in-the-dark stair strips
- New digital sound board



**Financial Year 2013 Highlights**

5

*Soundboard needed by primary tenant of the theater; all items paid for via facility fee funds*

**Syracuse Crunch Projects**  
 SMG provided the following upgrades/repairs for the Syracuse Crunch through the use of Facility Fee funding:

- Upgrade to the Scoreboard Replay System
- Repairs to the Olympia Zamboni
- Purchase of a new wireless microphone
- Purchase and installation of new flat screen TV's for the concourses



**Financial Year 2013 Highlights**

6

*Microphone provides extended use of the ice for promotions*

**War Memorial Museum Project**  
 In conjunction with the County Facilities, the County's Veterans Affairs Office and the Onondaga Historical Association, SMG provided the following upgrades to the War Memorial Museum mannequins through the use of Facility Fee funding:

- Installation of new backgrounds for cases
- Patriotic wrappings for the bases of cases
- New signage for each case



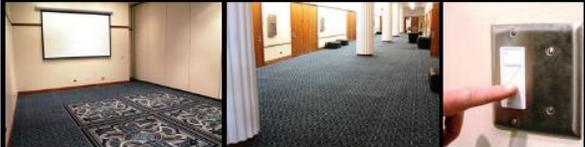
**Financial Year 2013 Highlights**

7

*Also installed new lighting- worked with the Historical Association to ensure lighting won't damage artifacts; Phase 2 will update the back case*

**Meeting Room Project**  
 SMG provided the following upgrades to Meeting Rooms 6-10 through the use of Capital Reserve funding:

- New carpeting for all Rooms and Meeting Room Foyer
- Refinishing of all air walls
- New paint and moldings
- Upgraded lighting controls
- New Audio Visual equipment including screens and controls



**Financial Year 2013 Highlights**

8

*Finished in 2013; 50% of the rooms were completed in 2012*

Mr. Plochocki stated that he is a history buff, recently reviewed all the cases and believes they did an outstanding job. Mr. Carr responded that they were proud to do it, with the guidance of the County Executive's office.

**Sponsorships/Advertising Partnerships**  
 In FY 2013 SMG created 8 new and 9 total partnerships/advertising agreements with the following companies that generated over \$250,000 in booked revenue:

- Pepsi Co Beverages: 7-year partnership worth \$175,000 (Crunch receive \$22,500 annual/SMG \$2,500)
- Solvay Bank Box Office Sponsorship: 3-year deal worth \$45,000
- Next Generation Vending: 5-year partnership worth \$22,500
- Subway Sandwiches: 2-year partnership worth \$10,000
- Beak & Skiff Apple Orchards: 2-year partnership worth \$7,500
- Perry's Ice Cream: 1-year partnership worth \$6,000



**Financial Year 2013 Highlights**

9

Chair Rapp asked the meaning of booked revenue. Mr. Carr responded that the Pepsi deal is worth \$175,000, but is over 7-years and was done in partnership with the Crunch. The Crunch had the previous contract with Coke. They have the Crunch on their selection committee and feel that together they ended up with a much better deal for the County and the Crunch overall. In addition to the annual revenue received, the Crunch will get free products, all things that they had before, but wanted to keep them whole in this process and the reason for working with them. Chair Rapp stated that the Crunch are getting what they had before and the Oncenter is getting something additional. Mr. Carr responded that previously the Oncenter wasn't making anything from the beverage deal. Now they are making \$2,500 annually, and the pricing is less so they are saving there also.

Chair Rapp stated that the one-year Perry's Ice Cream deal was one of the bigger partnerships. Mr. Carr agreed, adding that a number of the partnerships are things that have occurred in other SMG buildings. By utilizing the network of SMG, they were able to find ways to generate additional revenue, another goal for this upcoming year.

**Syracuse Alliance**  
 A model developed by SMG in other markets that creates a collaboration between the Convention Center, the Convention & Visitor's Bureau, the Municipality and the Convention Center Hotel.

For this market the Alliance is made up of SMG/Oncenter, the Syracuse Convention & Visitor's Bureau, Onondaga County and the Greater Syracuse Hospitality & Tourism Association.

The goal of this organization is to review, discuss and plan sales, marketing and service strategies for room night producing business utilizing the Oncenter.

Logos for Onondaga County, The Oncenter, SYRACUSE, and Greater Syracuse Hospitality & Tourism Association.

**Financial Year 2013 Highlights**

10

*Alliance was put into place in 2013; starting to see the fruits of their labor*

Chair Rapp stated that this has been a pull and tug for as long as she has been here, therefore this is an exciting development. Mr. Carr responded that another thing to mention is an organization called Convention Sales Professionals International (CSPI) – an international organization that tries to combine bureaus and centers so that they work collaboratively on doing business within their destination. This doesn't always happen as Convention Centers have revenue driven goals and room night goals are what the bureaus are after, which are polar opposites in most cases. To find a way to work together and generate the events that benefit the entire community is the idea behind CSPI. Both they and the bureau are members. CSPI created a seal of approval process last year. They were one of only two destinations – Syracuse and Portland, which received the first piece of the seal of approval. They are working on completing the entire puzzle, before the end of the year.

**February 2014**, The Oncenter finished the month approximately \$332k under the budgeted sales volume and \$71k below the zero balance budgeted net income.

**Sales**  
 Sales are under budget \$332k primarily due to contracts not materializing for Banquets (\$53k), Concerts (\$150k), Family Shows (\$75k) and Performing Arts (\$32k). Parking Revenue is under budget \$11k as a result of the above.

**Event Net Income** – finished February \$91k under budget but as a percentage of sales the net event income is 4.8% above budget.

**Indirect Expenses** – we finished the month approximately \$19k over budget. This is primarily due to the change in our utilities account from a fixed pricing account (45k) to market price account (90k).

**Financial Statement Commentary FY 2014**

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Location Fiscal Calendar Fiscal Year Reporting Month	OnCenter (Syracuse, NY)					
	December					
	2014 February					
	YTD Actual	YTD Budget	YTD Prior Year	Full Year Forecast	Full Year Budget	Full Year Prior Year
Attendance	90,751	124,549	93,631	365,494	471,969	433,390
Events	83	57	70	255	275	533
Direct Event Income	43,477	34,285	42,975	414,003	369,406	393,122
Ancillary Income	300,766	391,632	424,047	2,262,853	2,191,819	2,299,077
Other Event Income	42,583	59,062	56,636	255,942	258,504	178,538
Total Event Income	386,826	484,980	523,657	2,932,798	2,819,729	2,870,737
Other Operating Income	197,229	192,296	198,254	1,120,248	1,070,212	1,118,081
Adjusted Gross Income	584,055	677,276	721,911	4,053,046	3,889,941	3,988,818
Indirect Expenses						
Net Salaries and Benefits	510,213	489,208	530,453	3,001,340	2,949,709	2,907,605
Contracted Services	15,859	19,000	24,294	110,859	114,000	118,369
General and Admin	43,956	59,920	70,353	342,393	358,357	329,847
Operating	56,692	52,873	41,444	290,467	287,190	200,761
Repairs & Maintenance		541	350			10,311
Operational Supplies	1,912	1,083	1,186	8,679	7,850	10,851
Insurance	33,458	34,598	32,568	206,447	207,587	199,591
Utilities	146,708	121,246	104,931	741,939	727,476	595,613
Other	55,869	72,246	84,805	407,381	423,672	396,792
SMG Management Fees	32,988	33,150	32,500	198,738	198,900	357,000
Total Indirect Expenses	897,655	883,865	922,884	5,308,243	5,274,741	5,126,740
Net Income (Loss) from Operations	(\$313,599)	(\$206,589)	(\$200,973)	(\$1,255,197)	(\$1,384,800)	(\$1,137,922)
Other Income/(Expenses)						
Depreciation	(15,759)	(19,201)	(20,227)	(94,553)	(115,200)	(130,354)
ROTS	225,790	225,790	167,908	1,500,000	1,500,000	1,500,000
Total Other Income/(Expenses)	210,031	206,589	147,681	1,405,447	1,384,800	1,369,646
Net Income	(103,568.04)	-	(53,292.36)	150,250.00	-	231,723.95

**Financial Statement Spreadsheet 1Q/Forecast FY 2014**

*Two primary reasons for being under budget: previous primarily 1<sup>st</sup> quarter business relocated to later in the year and large spike in electrical bill; spent \$45k in February 2013 and budgeted the same for 2014, bill was \$90k without significant change in usage*

In answer to Mr. Liedka, Mr. Carr stated that the increase in electric was not due to the renovations.

In answer to Chair Rapp, Mr. Carr stated that the first quarter business wasn't actually booked by the organization; was budgeted as such, since they traditionally hold the event in January. National Grid is the organization and they moved to October.

SMG/Oncenter	
Facility Fees	
12/31/12 ending balance	106,540.96
2013 Sources:	
Facility Fees	178,835.36
2014 Uses:	
Computers	(26,051.64)
War Memorial - Museum	(6,380.00)
War Memorial - Monitors & Wireless Mic	(16,736.95)
Crunch Replay System	(11,000.00)
Crunch Zamboni	(15,000.00)
Carrier Theater Upgrades	(68,849.05)
Convention Center - Drapes	(15,039.60)
Catering Equipment	(54,730.00)
Total Usage	(213,787.27)
12/31/13 Balance	71,589.05

**Facility Fee Update**

In answer to Chair Rapp, Mr. Carr confirmed that the uses are for 2013 and apologized for the error in the presentation.

Oncenter Complex Capital Reserve Account Balance Report As of February 28, 2014				
	Description	Current Balance Amount	Forecasted Amount	County Funds
12/31/13 ending balance		308,142.94	308,142.94	264,000.00
Sources:				
	Capital Reserve Funding		250,000.00	500,000.00
	Grant Funding			100,000.00
	Interest Income & Bank Fees			
Uses:				
	<u>2013 Forecasted Projects</u>			
	Parking Garage Cameras & EBS		(192,580.00)	
	Oncenter Signage		(30,000.00)	
	Meeting Room Renovation	(88,034.80)	(26,323.26)	
	<u>2014 Forecasted Projects</u>			
	Ballroom Lights		(245,000.00)	(62,000.00)
	Dasher Board System			(400,000.00)
	Roof - phase II			(125,000.00)
	State Street Door System			(144,000.00)
	Harrison St Doors System		(54,000.00)	(18,000.00)
	Painting of Meeting Room Foyer		(10,000.00)	
	<b>Total Uses</b>	<b>(88,034.80)</b>	<b>(557,903.26)</b>	<b>(749,000.00)</b>
Account Balance As of February 28, 2014		220,108.14	239.68	15,000.00

## Capital Reserve Update

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*Working closely with Facilities department and County Executive's guidance on projects; unable to repair ballroom chandeliers, company out of business and have no replacement parts, dasher board system in War Memorial needs upgrading, hockey making changes to safety rules in the upcoming years – getting ahead of this and putting curved glass around the edges of the benches*

Chair Rapp asked if the projects were done with County capital funds. Mr. Carr responded that according to the facilities commissioner, \$1.5 million dollars was set aside for Facilities to use on the Oncenter complexes between 2012 and 2014. Mr. Fisher interjected stating that the funds were capital funds that was approved via the Facilities Management budget and were spelled out by the commissioner in detail. The funds are spread out over three years, with the general idea of \$1.5 million each year for things that are the County's responsibility as property owner of those properties.

**Upcoming Events**

**Irish Hooley**  
Parade Day at the Oncenter  
Y94

**Goo Goo Dolls**  
The OTIS Midnight Sessions  
The Oncenter Carrier Theater  
April 2, 2014

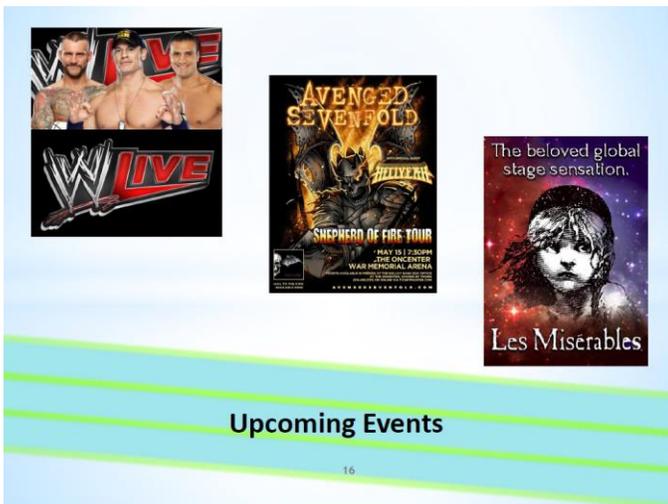
**Brian Regan Live**  
The Oncenter Civic Center Theaters  
Sunday, April 27, 7PM

**Lisa Lampanelli**  
"The Girl Intentionally"  
April 18 & 19  
7PM & 10PM  
The Oncenter Carrier Theater

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*Lack of 2013 concerts was widespread for most SMG facilities; Albany Times Union is an SMG facility and exceeded budget by \$800k because of the concert business in 2012, yet struggled to make budget in 2013*

*See increase in trend for 2014 concert business - some already on the books, with two additional concerts to be announced in the coming weeks*



Mr. Plochocki responded that he continues to be very happy that they went with SMG. Mr. Carr responded that they were very happy to be here. Chair Rapp stated this was a good move.

Mrs. Ervin asked if the veterans had been involved with changes to the war memorial. Mr. Carr responded that they are working closely with Corliss Dennis from the County Veteran’s Service Agency.

Chair Rapp stated that there has been some progress made with the Syracuse Police department. Mr. Carr responded that it was better. Chair Rapp asked that Mr. Cuffy continue working on this. Mr. Fisher added that it is a process and Mr. Carr agreed.

Chair Rapp added that there was a little success with the IATSE contract, which was making them noncompetitive. Mr. Carr responded that the contract was finalized in August. It took much longer than anticipated, but in the end they got some things that they are very pleased with, primarily for community groups in the theaters and War Memorial high school graduations.

Chair Rapp asked Mr. Carr’s thoughts on the amphitheater. Mr. Carr responded that he sees the amphitheater as an opportunity for the destination. However, if the amphitheater is built, it closes the door on every using the stadium as a concert venue. Chair Rapp stated that after Mr. Smorol’s comments, this would be good. Mr. Carr agreed.

Mr. Fisher asked Mr. Carr to speak about the informal study they have been conducting on the stadium. Mr. Carr responded that they are writing a report today, containing everything that they have been able to determine in the last several months. The stadium is a unique area, as field cover must be put down; very expensive process ranging from \$.50 to \$1.00 per square foot to rent and the same range applies for installation and removal. There is also the additional cost of building a stage, police, fire, EMTs and portable bathrooms. Before putting a ticket on sale, a promoter is looking at additional out-of-pocket upfront costs of \$150,000 to \$250,000. No promoter would be willing to put out this kind of a risk. They are also of the opinion that it wouldn’t make since to use the revolving fund set up to generate this type of business, as they probably wouldn’t see those funds coming back to replenish the fund. The stadium just isn’t a viable option for concerts, based on the way it has to be done and the way it has been being done. Chair Rapp stated that concerts could still be held in the War Memorial and at the Oncenter. Mr. Carr agreed.

Mr. Fisher stated that they have also asked SMG for input on managing amphitheatres. The Koka Booth Amphitheatre, located in Carny, NC was built recently for slightly less than \$20 million dollars. They pull in 10-12 concerts per year, comparable to what is seen at Darien Lake or CMAC. They are on the water, well landscaped, and have open lawn seating. SMG has done a good job of managing this facility therefore, the County Executive’s office asked them for their experience; cost to build, operation cost, realistic goals for number of concerts. They are currently looking at non-state fair concerts and are very encouraged by what they have learned so far from SMG, about the business prospects.

Chair Rapp stated that conceptually the amphitheater could be part of the Oncenter Complex. Mr. Fisher responded that the Law department has to determine if the facilities could be expanded to include an amphitheater; currently defined as the Civic Center Theaters, War Memorial, Oncenter, County sponsored events at NBT Stadium and the Everson Plaza. Chair Rapp stated that it makes since to have a professional handle this. Mr. Carr responded that SMG would be happy to handle this.

Mr. Plochocki stated that he agrees that the stadium isn't the best venue for concerts, but wanted to know how to explain to constituents, the Dave Matthews concert. Mr. Carr responded that the concert was a very specific tour geared toward minor league baseball stadiums and the reason that it came here. It wasn't touring through amphitheaters or other arenas. They made a little money from this, but should have made much more for the number of tickets that were sold. This goes back to the over absorbent costs. The Dave Matthews settlement is one of the things that they have used in the process of trying to determine everything for their report; stage cost \$110,000 and did not include the field cover or the IATSE labor for setup and teardown, approximately another \$150,000.

Mr. Plochocki asked if he was correct in stating that the War Memorial wouldn't be competing with the amphitheater, as they are two different sized facilities. Mr. Carr responded that this was correct. The amphitheater discussed thus far has been 7,500 covered seats with between 15,000 and 17,000 total seats. This is an entirely different arena than what the War Memorial is. It is also a different time of year. Historically, the War Memorial doesn't get concerts in the summer and is specific to a certain genre or group. Syracuse is a Tuesday, Wednesday, Thursday concert market, but the amphitheater makes Syracuse a Friday, Saturday market.

Chair Rapp stated that it is a pleasure listening to these quarterly reports, because they have been a different story.

The meeting was adjourned at 12:02 PM.

Respectfully submitted,



KATHERINE M. FRENCH, Deputy Clerk  
Onondaga County Legislature

ATTENDANCE

COMMITTEE: **PLANNING & ECONOMIC DEVELOPMENT**

DATE: **MARCH 13, 2014**

NAME	DEPARTMENT/AGENCY
PLEASE PRINT	
Michael Byrne	Attorney In Sp. Committee
Jason Smbrol	Syracuse Chiefs
Kelly Carr	SMG
Reter Caspe	SMG
Jim Corbett	Land Bank
BILL KIRME	LEG
Mike LaFlair	MEHDA



## Greater Syracuse Land Bank 2013 Annual Report to Onondaga County Legislature

Delivered March 13, 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 obtained grant funds from the Office of the New York Attorney General to renovate 10 homes in the inner-ring towns for sale to low-income home-owners and is working with the Onondaga County Division of Community Development to acquire and redevelop these properties. 304 Heman Street in East Syracuse was acquired for this purpose from the County's 2013 tax auction. Two of these will be completed by the end of 2014 and the remaining eight will be completed in 2015. In addition, the Land Bank plans to pursue redevelopment activities in Jordan, Elbridge, and Baldwinsville this year.

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</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). As more properties are acquired the organization will operation much more efficiently. The Land Bank's 2013 financials are not representative of a typical year of the organization as it only hired staff in August, acquired its first properties in October, and only acquired 131 properties over the course of the year. The 2014-2017 budget projection provides a clearer picture of how the organization expects to operate once having acquired a larger inventory of properties.

### (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.syracuselandsbank.org](http://www.syracuselandsbank.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* will be of use countywide, as well, and 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 for homes purchased within the City of Syracuse 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.

Attachments:

- 2013 Financial Reports
- 2014-2017 Budget Projection
- 2013 GSPDC Performance Objectives
- Land Bank Property Purchase Application
- 2014 GSPDC Performance Objectives
- 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	\$ 177,251.88

<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**

201 East Washington Street, Suite 500  
Syracuse, NY 13202  
Tel (315) 448-8177 Fax (315) 448-8705

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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.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
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