



Chautauqua County

DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT

200 Harrison Street • Jamestown, New York 14701

Phone (716) 661-8900 • Planning Fax (716) 483-6679 • www.planningchautauqua.com

March 30, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

Re: New York State Land Bank Program Application – *Chautauqua County Land Bank Corporation*

To Whom It May Concern:

Herein attached please find Chautauqua County's application to Empire State Development (ESD) to be considered for designation as a Land Bank as part of the recently created New York State Land Bank Program under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act." The Chautauqua County Community has worked very diligently on developing a strategy and in building the capacity to establish a Land Bank program that we believe will be sustainable and affective in addressing the incessant issue of vacant, abandoned and tax foreclosed properties in our rural community.

We really appreciate the opportunity to apply to ESD to become one of the first Land Banks established in New York State. We also very much appreciate all of the assistance that ESD and the Center for Community Progress have afforded Chautauqua County throughout this process.

Should you require additional information, please contact me at 716-661-8912.

Best Regards,

A handwritten signature in cursive script, appearing to read "Mark Geise".

Mark Geise
Deputy Director of Planning & Economic Development
Chautauqua County
200 Harrison Street
Jamestown, NY 14701
Phone: 716-661-8912
Cell: 716-581-5211
www.planningchautauqua.com

Applicant Name: Chautauqua County

Round 1

NEW YORK STATE LAND BANK PROGRAM

Empire State Development (ESD)

APPLICATION

**Application Due Date:
3:00 p.m. – Friday, March 30, 2012**

Land Bank Program Information

New York State's Land Bank Program was established with enactment of Article 16 of the New York State Not-for-Profit Corporation Law (the "Act"). Pursuant to the provisions of the Act, governmental entities that possess the power to foreclose on tax liens are permitted to create a not-for-profit corporation whose purpose is to facilitate the return of vacant, abandoned and tax delinquent properties to productive use. Pursuant to Section 1603 of the Act, the creation of a land bank is conditioned upon approval of the New York State Urban Development Corporation d/b/a Empire State Development ("ESD"). The Act further limits the number of land banks permitted to be created in the state to ten.

The application and review process for ESD approval of land bank applications can be found in the ESD Land Bank Approval Guidelines which can be accessed on ESD's website at:

<http://www.esd.ny.gov/BusinessPrograms/Data/LandBankProgram/112111LandBankProgramGuidelines.pdf>

Prior to completion and submission of this application, applicants are strongly encouraged to review the Program Guidelines and the provisions of the Act which can be found on the New York State Legislature's website at:

<http://public.leginfo.state.ny.us/LAWSSEAF.cgi?QUERYTYPE=LAWS+&QUERYDATA=@SLNPC0A16+&LIST=LAW+&BROWSER=EXPLORER+&TOKEN=15473598+&TARGET=VIEW>

Applications must be submitted to the appropriate ESD Regional Office as identified in the Guidelines by **3 p.m. on March 30, 2012** in order to be considered. ESD shall also accept applications electronically submitted in .PDF format that are emailed to NYLandBank@esd.ny.gov and received prior to the deadline.

Part 1 – Application Checklist and Certification

Applicant Name	Chautauqua County		
Requirements	Yes	No	N/A
1) Certification signed by municipal official?	X		X
2) Applicant is a Foreclosing Government Unit ("FGU") as defined pursuant to Section 1602(c) of the NYS Not-for-Profit Corporation Law?	X		X
3) Applicant has adopted a local law, ordinance or resolution for creation of a land bank?	X		X
4) The local law, ordinance or resolution includes the following:	X	X	X
a) the name of the land bank?	X		X
b) the number of members of the Board of Directors?	X		X
c) the initial individuals to serve as members of the board of directors and the length of terms for which they are to serve?	X		X
d) if two or more FGUs and/or municipalities agree to the creation of a single land bank, authorizes execution of an intergovernmental agreement?			X
5) Required attachments are included:	X	X	X
a) copies of the local law(s), ordinance(s) and/or resolution(s)	X		X
b) copies of all intergovernmental agreements			X
c) copy of the proposed certificate of incorporation and proposed by-laws of the land bank	X		X
d) copy of the proposed non-discrimination and affirmative action policy of the land bank	X		X

Certification: The undersigned solemnly affirms that to the best of my knowledge, information and belief, the application is complete and that all statements and information submitted in connection herewith are true and accurate.

Municipal Official Signature		
Type Name	Mark R. Geise	
Title	Deputy Director, Planning & Economic Dev.	Date March 29, 2012

Part 2 – Applicant Information

Part 2 – A. Municipal Information - Complete for each FGU, municipality and school district

Applicant Name	Chautauqua County	
Street Address (not PO Box)	200 Harrison Street	
City, State, Zip	Jamestown, NY 14701	
County	Chautauqua	
Contact Name	Mark Geise	
Title	Deputy Director, Planning & Economic Development	
Phone Number	716-661-8912	
E-Mail Address	geisem@co.chautauqua.ny.us	
Type of Municipality or School District	County <input checked="" type="checkbox"/> City <input type="checkbox"/> Town <input type="checkbox"/> Village <input type="checkbox"/> School District <input type="checkbox"/>	
Senate District(s) # and Name(s) (If multiple, list all. Attach additional page if necessary.)	# 57	Catherine Young
Assembly District(s) # and Name(s) (If multiple, list all. Attach additional page if necessary.)	# 150	Andy Goodell

Part 2 – B. Land Bank Information

Name of Land Bank	Chautauqua County Land Bank Corporation	
Geographic area the Land Bank will operate	All of Chautauqua County's municipalities (2 cities, 27 towns, 18 school districts and 15 villages) which encompasses 1,100 square miles and has a population of 134,768 people according to the 2010 Census.	
Does the land bank consist or more than one FGU, municipality and/or school districts (if yes, attach copies of the intergovernmental cooperation agreements governing operation of the land bank and complete the above section, Part 2-A, for each FGU, municipality and/or school district).	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
List the name of each FGU, municipality and/or school district participating	Chautauqua County	
Number of Directors (must consist of odd number, and shall not be less than five or more than eleven).	11	
List the name and title of the individuals to serve as initial members of the board of directors.	James E. Cafilisch, Director - Real Property Larry L. Barmore, Legislator - District 9 Lori B. Cornell, Legislator - District 12 Steven Centi, Director - Jamestown Dev. Dept Steve R. Neratko, Director - Dunkrik Dev. Dept. Michael L. Bradshaw, Director - CODE, Inc. Peter A. Lombardi, Director of Neigh Inits. - JRC Daniel P. Reininga, President - LSS&L Lyman A. Buck, Board Member - CRCF William W. Carlson, Broker - HHH Real Estate Garrett A. Brooks, Member - CC Planning Board	

Part 3 – General Information - Use additional pages if necessary

Applicant Name | Chautauqua County

Part 3 –A: General information

1. Describe the overall goals, mission and focus of the land bank.

Background

Seeking to address the issue of an increase in the number and concentration of vacant, abandon and tax foreclosed properties negatively impacting neighborhoods across Chautauqua County, in the 2008 the County Legislature established the Chautauqua County Housing and Neighborhood Trust Fund (HNTF) in the amount of \$200,000. They also created the Chautauqua County Housing and Neighborhood Trust Fund Task Force which was tasked with devising a strategy to utilize the allocated funding to address this acknowledged problem in Chautauqua County. The HNTF Task Force developed a report that provided the following recommendations:

- (1) Develop a long term strategy to revitalize the housing stock;
- (2) Leverage dollars from the housing trust fund;
- (3) Facilitate new partnerships to maximize resources; and
- (4) Create operating guidelines for investment.

Recognizing that in order to implement the committee's recommendations a program would need to be designed that was feasible and sustainable, in March of 2011, Chautauqua County Executive, Greg Edwards, charged the Chautauqua County Department of Planning & Economic Development (CCPED) with the task of devising a strategy for how the County could best utilize the HNTF funding to deal with the chronic property disinvestment issues that plagued rural Chautauqua County.

(Additional pages to this question are included in Part 4, Appendix A)

2. Describe the nature and extent of the intergovernmental cooperation for the proposed land bank.

CCLBC has garnered intergovernmental cooperation in terms of financing, governance and operations by developing capacity from the private, public and quasi-public/private sectors throughout the Chautauqua County community.

Financing:

Chautauqua County currently administers the tax foreclosure process on behalf of all of the County's municipalities and school districts (2 cities, 27 towns, 15 villages and 18 school districts). The County has become the sole tax foreclosing governmental unit in Chautauqua County by way of joint tax collection agreements, statutory mandate, and local law. Chautauqua County's application to the State does not therefore require inter-governmental agreements as the properties we would be addressing through the CCLBC would be granted to the Land Bank by the County that has already been established as the single county-wide foreclosing governmental unit. However, we recognize that the CCLBC will need to seek formal permission on an annual basis for the sharing of tax revenues (5 yr./50% tax share agreement) from the municipalities and school districts that the properties are within, prior to formalizing transactions with prospective buyers, which will take the form of an annual resolution considered by the Municipal and School Boards. We believe this is likely to be a successful request as evidenced by the letters of support contained in Part 4, Appendix D.

(Additional pages to this question are included in Part 4, Appendix A)

3. Explain why a land bank is needed in the jurisdictions in which the land bank will operate?

Antiquated Property Disposition Process

As is the case with so many counties across the United States, the tax foreclosure sale is an antiquated system that leads to purchasers whose primary interest is to make money, with little concern for the impact of their properties on the surrounding environs. The tax foreclosure auction affords foreclosing governmental units (FGUs) little control over the fate of properties, which has led to further deterioration and disinvestment. The tax foreclosure system in Chautauqua County clearly needs to change! But for the CCLBC, we do not think that this issue will be dealt with and that conditions will continue to deteriorate to a point of no return. CCLBC is the ONLY entity in Chautauqua County that will be set up to acquire, manage and re-purpose vacant, dilapidated and tax foreclosed properties and return these properties to productive use.

(Additional pages to this question are included in Part 4, Appendix A)

4. Describe the measurable results and economic impact the applicant expects to achieve through the operation of the land bank.

Considering the mission and goals prescribed in Part 3 – A, Chautauqua County proposes the following strategy and expects the following quantitative and qualitative results:

Proposed Strategy:

* Start out modestly and develop a sustainable system steadily over time, concentrating primarily on residential properties: 6 properties in year 1; 12 in year 2; 16 in year 3; etc. Evaluate annually to assess the effectiveness and health of CCLBC, as well as the impact on County finances;

* Using established evaluation criteria, select 1/2 of the properties from the tax foreclosure list prior to the auction (Type A Properties); 1/3 of the properties from the list of properties that were not sold at the auction (Type B Properties), and approximately 1/6 of the properties that remain unsold (Type C Properties);

Note: Refer to Part 4, Appendix E, Attachment D - Descriptions of Type A, B & C Properties.

(Additional pages to this question are included in Part 4, Appendix A)

5. When is the land bank expected to begin operating? Include in this response the expected time line for when the land bank is expected to be created, when it is expected to begin operating, when it is expected it will acquire its first property and any other expected milestones.

Given its small and flexible operating model, the CCLBC is capable of commencing operations as early as May 2012, in preparation for the County's mid-June tax auction (Refer to 2012 Timeline in Part 4, Appendix F). The County publishes a list of non-redeemed properties (Type A Properties - all non-redeemed properties) in mid-April each year; however, property owners are granted an opportunity to redeem their properties until 2-weeks prior to the auction, which occurs in mid-June of each year. Highest bidders at the tax auction are granted a 30-day window to close on the properties, meaning that the County Tax Department knows in mid-July which properties were sold at the auction and which properties were not sold and remain for the RFP sale (Type B Properties). In early August, the County publishes the list of Type B properties to be sold to the highest bidder through a sealed bidding process. By early October, the County finishes its review of the proposals, awards properties to the successful bidders, and has a list of the remaining properties that were not sold (Type C Properties).

(Additional pages to this question are included in Part 4, Appendix A)

Part 3 – General Information - Use additional pages if necessary

Applicant Name | Chautauqua County

Part 3 –B: Property information

1. Describe the nature and extent of the inventory of vacant, abandoned and tax delinquent properties in the geographic area in which the land bank will operate.

Tax Delinquent/Foreclosed Properties

Chautauqua County annually forecloses on approximately 380 - 385 properties annually (Type A Properties). From this inventory, approximately 330 - 335 of these properties are sold at the tax foreclosure sale, and 50 properties are not sold (Type B Properties). From this inventory, approximately 25 - 30 are sold at the RFP sale following the auction, and approximately 20 - 25 remain unsold (Type C Properties) and remain in the County's inventory. A general description of Type A, B & C Properties is provided in Part 4, Appendix E, Attachment D, and sample pictures and descriptions of Type A, B & C properties are provided in Part 4, Appendix G, Attachments A through C.

City of Jamestown Emergency Demolition Initiatives and Code Violations

As communicated by the City of Jamestown's Development Director, Steve Centi, the City works from a "prioritized demolition list" that only deals with the worst of the worst and does not come close to including the entire inventory of properties that need to be demolished (refer to Part 4, Appendix L – Attachment A). This is because the needs far exceed the City's financial ability to fully address the problem. There are currently thirty-three (33) structures on the emergency demolition list that must be removed post-haste due to major health & safety concerns. Given the fact that the City of Jamestown's last completed quadrant sweep in the City's southeast area in 2010 resulted in 2465 structures being inspected with 793 containing code violations (33%) and 1258 total violations cited, it is quite evident that there is an extensive problem.

(Additional pages to this question are included in Part 4, Appendix B)

2. Describe how the land bank will acquire property?

All or most of the properties will be granted to the Land Bank by the County from the tax foreclosure process or granted to the CCLBC by other entities; however, there may be occasions where the CCLBC would find it advantageous to invest in purchasing properties if it is deemed they are pivotal to the mission of CCLBC and its partners. As stated in Part 4, Appendix E, Attachment D, Type A Properties would be pulled from the foreclosure list prior to the auction (50% of all CCLBC acquisitions), Type B Properties would be pulled from the properties not sold at the auction prior to the RFP sale (40% of all CCLBC acquisitions), and Type C Properties would be chosen from the properties that did not sell and remain in the County's inventory (1/6 of all CCLBC acquisitions).

3. Describe the expected inventory of property that will be acquired by the land bank.

There are a wide range of properties that go into tax foreclosure; however, the majority of them are deteriorated residential properties in economically-challenged neighborhoods. The selection of the properties will be a balancing act that considers revenue for the Land Bank (in the case of Type A & B properties) AND what properties would have the greatest impact when improved or removed. Selection criteria, that will be developed by the CCLBC Board of Directors, will need to include the condition of the properties, condition of the surrounding properties, structural and architectural integrity, number of units/bedrooms and the demand for these properties, whether it is a chronic problem, whether it has been identified in an existing list of "problem" properties, and other criteria to be determined. They will also need to determine the process they use to rate properties.

The inventory of properties acquired by the CCLBC to be "banked" for future consideration would be kept to a minimum. The CCLBC foresees cases where it would make sense to bank properties where there is an end-game in mind involving a multiple-property strategy that warrants accumulation of adjacent parcels. The decision to "bank" properties may be based upon whether the strategy is consistent with a land-use or strategic plan that proposes their re-use for the purposes of furthering an economic, housing or green space plan; however, at least initially this would be the exception, not the rule.

4. Describe how the land bank will dispose of property. Include any priorities for use of real property disposed of by the land bank.

Type A & B properties will likely be sold through real estate agents working on behalf of the CCLBC, through the CCPED website, through the County Tax Website, and/or through a website specifically set up for the CCLBC. The criteria for sale, to be devised by the Board of Directors, must clearly specify the conditions of sale, including purchasers' reputations, requirements that the properties go back on the tax roll, requirements for owner-occupied residency, fulfillment of a recognized need or strategy, and other prescribed criteria to be determined. Since we are concentrating initially on residential properties, the criteria for commercial and industrial properties will need to be crafted by the CCLBC Board of Directors at a later date if and when the CCLBC becomes a State-designated Land Bank.

5. Describe the geographic area in which the land bank will operate. Include whether the area is primarily urban, suburban or rural.

The CCLBC will initially serve all of Chautauqua County, a rural area of approximately 1,100 square miles with a population of 134,768 (2010 Census). Initially, we foresee a majority of the Land Bank's activities revolving around residential properties in the Cities of Jamestown and Dunkirk, and primarily on or near the Main Streets of our rural communities. As the CCLBC matures, a greater percentage of work will take place in the rural municipalities and will likely include a greater number of commercial properties.

The CCLBC expects to expand in years 3 through 5 to serve Cattaraugus County and to serve Allegheny County in years 6 through 9. Cattaraugus and Allegheny Counties are the other western Southern Tier communities with similar demographics, resources, issues and needs.

Part 3 – General Information - Use additional pages if necessary

Applicant Name | Chautauqua County

Part 3 –C: Land bank organization and financing

1. Describe in detail how the land bank’s activities will be funded. Include a description of all financial resources to be made available to the land bank, including any in-kind contributions.

The CCLBC is expected to be funded by the following means (Refer to Part 4, Appendix E, Attachment A):

- \$135,000 - \$175,000 Local Seed Funding (Approved via resolution)
- \$25,000 Annual In-Kind Contribution (refer to App. B - Capacity Matrix) - \$250,000 over 10 years
- \$600,000 in Grant Funding over ten years
- \$205,000 in demolition funding (at a minimum) from the Cities CDBG funding over ten years
- \$230,000 in Foundation funding over ten years
- \$180,000 in bank CRA funding over ten years

2. Explain how the land bank will be staffed.

The Land Bank will be housed in the CCPED in Jamestown, NY, initially utilizing existing CCPED staff in year 1, but ramping up to 1 part-time staff in Years 2 and 3, 1 full-time staff in years 4 and 5, 1.5 staff in years 6 and 7, 2.0 staff in years 8 & 9, and 2.5 staff in year 10. The CCLBC offices would likely remain in the CCPED Department even after it is staffed by outside sources as the space and resources are available, although this would ultimately be decided by the CCLBC Board of Directors. Administrative support will be provided by County Departments, Municipalities, housing-related agencies, and other public and private interests (Refer to Part 4, Appendix H – Capacity Matrix).

(Additional pages to this question are included in Part 4, Appendix C)

3. Describe the nature and extent of the authorization for sharing of future property tax revenues?

The CCLBC will need to seek formal permission on an annual basis for the sharing of tax revenues (5 yr./50% tax share agreement) from the municipalities and school districts that the properties are within, prior to formalizing transactions with prospective buyers, which will take the form of an annual resolution considered by the Municipal and School Boards. We believe this is likely to be a successful request as evidenced by the Letters of Support contained in Part 4, Appendix D.

Part 4 – Required Attachments

Attach copies of the documents listed below.

1. Copies of the local law(s), ordinance(s) and/or resolution(s) for creation of the land bank.
2. Copies of all intergovernmental agreements, if applicable.
3. A copy of the proposed certificate of incorporation and proposed by-laws of the land bank.*
4. A copy of the proposed non-discrimination and affirmative action policy of the land bank that at a minimum, shall state that the land bank shall not discriminate upon the basis of race, creed, color, sex or national origin and that any transferee or purchaser of land bank property and every successor in interest in such property shall not discriminate upon the basis of race, creed, color, sex or national origin in the sale, lease or rental, or in the use or occupancy of the property or improvements erected or to be erected thereon or any part thereof. *

* *As the Act prohibits land banks from being formed until approval of ESD, copies of these items are to be supplied in draft form. ESD understands that the proposed documents that are adopted by the land bank may differ from what is provided with this application.*

All documents MUST be included with the application.

ESD, at its sole discretion, reserves the right to accept minor amendments and additions to this application.

Address all questions to

Stephen Gawlik – Senior Counsel
(716) 846-8257
sgawlik@esd.ny.gov

Or contact the ESD Regional Office in your area.
Phone numbers can be found in the Guidelines Section VII.

Part 4 – Required Attachments (Appendix)

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Part 3 – A: General Information (Additional Pages)

Part 3 – A: General Information – Additional Pages

1. Describe the overall goals, mission and focus of the land bank.

Meanwhile, the County was in the process of developing a County-wide Comprehensive Plan, which was initiated in September of 2009, unanimously adopted by the County Legislature in April of 2011 (Refer to www.planningchautauqua.com) and was awarded the American Planning Association's Western and Upstate New York awards for Planning Excellence. Through a tremendous amount of focus group attention, public input, and county-wide scrutiny, *Chautauqua 20/20* recommends, among other initiatives, to "Assess and develop identified housing strategies that lead to the preparation of a proactive strategy to adjust the County's housing supply to meet current market demands....including reinvestment by a public/private partnership in reuse of existing buildings and land banking/disposition of properties as part of complementary open space initiatives" and "Investigate property management/land banking opportunities to identify and strategically remove existing, derelict properties to improve neighborhood conditions, and find ways to reduce housing demolition and disposition costs (e.g., a pilot program at the County Landfill linked to municipally-approved housing revitalization plans)."

As part of the implementation stage of *Chautauqua 20/20* and in accordance with the County Executive's directive to recommend an approach that addresses the problem of vacant, abandoned and tax foreclosed properties, CCPED and an informal steering committee studied the issue to identify the most feasible option for the County to pursue. After thorough research and attendance at several housing and land bank-related conferences, CCPED and the steering committee recommended that the County pursue designation as one of the State's ten (10) Land Banks, with the primary goals of being selected in the first round and to act as a model for developing and utilizing land banks in rural areas. The objective of Chautauqua County's proposed land bank is:

To create a County-wide State-designated Land Bank to control and manage strategically selected dilapidated residential and commercial properties granted to the agency by the County from the tax foreclosure process. The Chautauqua County Land Bank Corporation (CCLBC) will seek to minimize the negative impacts that substandard properties and structures have on communities, thereby stabilizing neighborhoods and Main Streets alike.

As communicated by the public through *Chautauqua 20/20*, the CCPED and the informal steering committee fully recognize that this community is confronted by problems associated with vacant, abandoned and tax foreclosed properties, and we desire to establish the Chautauqua County Land Bank Corporation (CCLBC) with the following mission and goals to address this issue:

Mission:

- * Create a new paradigm for how foreclosed properties are managed in Chautauqua County to reverse the trend of further deterioration of the housing and commercial stock;

- * Control and modestly improve promising properties so that we can attract reputable buyers committed to investing their time and resources in improving them;
- * Return improved properties to the tax roll and productive use via sales and grants;
- * Collaborate with municipalities, housing-related agencies, and the private sector to improve good structures that fulfill a need, and remove dilapidated structures that do not;
- * Leverage internal assets with external resources to effectuate change;
- * Make it affordable for reputable entities to acquire properties at a reasonable cost so that they can afford to invest the required capital to substantially improve properties; and
- * Bank properties that may fulfill a recognized future need.

The following goals were developed in order to meet the objective set by the group:

Goals:

- * Continue to cultivate collaboration with a wide array of stakeholders so that resources stay focused on a common vision and mission;
- * Develop criteria for rating and determining which properties to seek control of;
- * Develop criteria for how and to whom properties are sold so that it is an unbiased and transparent process;
- * Seek reduced demolition costs and landfill tipping fees from the County and/or private sector;
- * Seek to reduce asbestos and lead abatement costs through a variety of means;
- * Seek outside revenue to supplement the LB funding in order to hire staff to administer the program and expand the Land Bank's operations; and
- * Reverse the trend of deterioration in our neighborhoods and on our Main Streets, and right-size the available supply with the identified demand.

Focus:

In October of 2011, the County contracted with the *Center for Community Progress* (CCP) to assist the County in developing an achievable strategy, build capacity, and formulate a revenue/expense model so that it would be sustainable over the long-term. Because resources are limited, the Team concluded that the Chautauqua County Land Bank Corporation (CCLBC) must purposefully start out modestly, build scale, and develop a sustainable system that increases its impact steadily over time, concentrating primarily on residential properties: 6 properties in year 1; 12 in year 2; 16 in year 3; etc. The Board of Directors and other stakeholders must also evaluate progress annually to assess and re-assess the effectiveness and health of the CCLBC, as well as the impact the activities are having on the County's finances, to ensure that stated goals (including quality of life ambitions) are being achieved and that the entity is sustainable over the long-term. The CCLBC would maintain a residential focus in the first couple of years, and would expand to include commercial properties in the mezzanine years when a full-time administrator is managing the program (years 3 – 5). Again, because resources are limited, CCLBC would initially be administered with existing staff within County Government, along with in-kind assistance from municipalities, housing-related agencies, local development groups, and private sector interests.

Chautauqua County recognizes the importance of having a county-wide and regional focus, and the necessity for intergovernmental cooperation. The fact that CCLBC will be taking a County-wide focus allows the processing of properties in a large geographic area with a broad typology of property characteristics (condition, type, value, etc.) so that the land bank is not just dealing with the very low-value properties, for example. This shared economy lends itself to the scrupulous selection of properties so that we can balance the sustainability of the CCLBC with the needs of the community. The County is also committed to initiating the Land Bank in Chautauqua County and expanding, when the CCLBC has the capacity, to include the other rural western Southern Tier Counties that have comparable demographics and needs: Cattaraugus County (year 3) and Allegheny County (year 5).

2. Describe the nature and extent of the intergovernmental cooperation for the proposed land bank.

Governance:

The steering committee has made an exerted effort to gain expansive community participation and buy-in for this initiative. To this end, CCLBC is proposing a Board of Directors that has a broad composition representing an extensive range of interests. They include representation from the following entities:

- * County Government
- * Municipal Government
- * County Legislature
- * Housing Agencies
- * Development Corporations
- * Foundations
- * Banks
- * Real Estate Agencies
- * County Planning Board

In an effort to educate the community about our planned Land Bank initiative, the County hosted a public forum on February 22, 2012 at the County Seat in Mayville. The guest speaker, Mr. Dan Kildee from the Center for Community Progress (CCP), spoke passionately about the opportunities that exist for communities, and gave a presentation to the County Legislature on the same evening. Municipal officials, County Planning Board Members, Legislators and the general public were educated on Land Banks in general, and specifically about Chautauqua County's proposed strategy. These events were well attended, well received and widely publicized.

As evidence of how energized (and eager to contribute resources) the Chautauqua County Community is about the prospect of the County creating a Land Bank, attached in Part 4, Appendix D are letters of support from municipalities, housing-related agencies, development groups and other stakeholders. Cattaraugus and Allegheny County Officials

have verbally communicated a desire to work with Chautauqua County in the coming years to expand the Land Bank to include their jurisdictions. At the time when we bring Cattaraugus and Allegheny Counties into the fold, the composition of the Board would change to include representation from the regional community.

The Cities of Dunkirk and Jamestown, who are Community Development Block Grant (CDBG) Entitlement Communities, have also pledged, through letters of support, that they are anxious to work with the CCLBC, and will appropriate CDBG and Housing Opportunities Made Equal (HOME) resources (including demolition funding) to properties targeted by them and the CCLBC so that we work cooperatively towards removing the most blighted structures in areas that will have the greatest positive impact.

Operations:

Various entities in Chautauqua County have committed significant resources to creating the CCLBC. The County is donating space in the Jamestown, NY facility to house CCLBC, and is offering to initially utilize existing CCPED staff and other county staff resources to administer the program at least until which time full-time staff is hired. Additional administrative support will be provided by multiple County Departments, Municipalities, housing-related agencies, and other public and private interests (*Refer to Part 4, Appendix H – Capacity Matrix*).

3. Explain why a land bank is needed in the jurisdictions in which the land bank will operate?

Conditions and Trends

The Chautauqua County Comprehensive Plan: *Chautauqua 20/20*, adopted in April 2011, provides an understanding of the conditions and trends that are shaping Chautauqua County today, and its evolution into the future (*Refer to www.planningchautauqua.com*). The needs of the community were voiced loud and clear through the arduous process of developing *Chautauqua 20/20* that involved the following public input:

- * 15 County-wide public meetings;
- * 15 different Focus Groups, ranging from Housing to Energy, representing 150+ experts in their respective fields;
- * 50 Focus Group meetings;
- * 3 surveys (1 scientific phone poll and 2 representative web-based surveys); and
- * Direct input from more than 3,000 individuals.

The Strategic Issues section provides a summary of current conditions and key issues for Chautauqua's future, based on a review of a range of current data. Excerpts paraphrased from the *Strategic Issues* section provide a compelling argument for why Chautauqua County and its communities need a land bank. The following are excerpts from *Chautauqua 20/20* and the *City of Jamestown's 2010 Neighborhood Revitalization Plan* that explain the "need" for the creation of this management tool:

Population Trends

Declining Population

The population of Chautauqua County has experienced slow decline for decades, but there are signs of stabilization.

The Population of Chautauqua County has decreased steadily since it peaked in the 1970s at 147,305 residents. The population count from the 2010 Census is 134,789, which indicated a 3.5 percent decline from the 2000 Census.

Aging Population

The population of Chautauqua County is becoming older.

The percent of the population over age 65 grew from 12.4 percent to 16.6 percent between 1970 and 2010, versus 13.0 percent for the U.S. The median age for Chautauqua County at the 2010 Census was 40.9 years versus 38.0 years for New York State and 37.2 for the U.S.

Chautauqua County has high levels of vacant housing and buildings in only fair or poor condition.

Housing Stock Quality

In both the 1990 and 2000 Census, the average age of the housing stock in Chautauqua County was the oldest of any Metropolitan Statistical Area (MSA) in the nation. At the 2010 Census, 47.3% of housing units were built in 1939 or earlier. Only 10.1% of housing units were built since 1990. Single-family houses make up 66% of the housing stock, multi-unit apartments 27%, and mobile homes 7%, while 66 % of units are owner-occupied.

A County GIS assessment found that 71% of housing units in the County are in need of work, based on two factors.

1. 76% of units built before 1960 are likely to have lead paint and asbestos hazards, which significantly increases the cost of demolition;

2. 13.4% of housing units are in "fair" (with signs of excess deterioration for its age) or "poor" (obvious signs of excess deterioration) condition.

Vacancy Rates

While the age of Chautauqua County's housing means that much of it is historic in character, there are issues with vacancy and upkeep. Vacancy rates have increased as the population of the County has declined. As of the 2010 Census, 12,676 (18.9%) of the County's 66,920 housing units were vacant, which is a 2.9% increase since the year 2000. Although 60% of the vacant units in the County are seasonal or

recreational units, the remaining units are concentrated in the County's urban and rural centers. In Jamestown, more than one in ten housing units was vacant. This is a large vacancy rate (almost double the state average) for a rural region considering the New York State vacancy rate of 9.7%, according to the 2010 Census.

Additionally, vacancies that are most prone to abandonment are contained in the Census category of "other vacant." Chautauqua County's "other vacant" have more than doubled in the period from 1980 to 2010 from 897 housing units to 2,067 units. This mirrors the County's increase in vacant properties, which increased from 8.3% in 1980 to 18.9% in 2010 according to the US Census. If this increasing rate of decline continues, the County and its communities would be impacted by a projected 2,700 potential abandoned housing units by 2020.

Chautauqua County is within an economically depressed region and has a low market value for a majority of its properties by State and National standards.

Income and Poverty

Chautauqua County's residents have a significantly lower household income and the County has a much higher percentage of residents living in poverty compared to New York State and the U.S. as a whole.

The median household income for Chautauqua County residents in 2010 was \$40,639. By comparison, the median household income for New York State and the U.S. in 2010 was \$55,603 and \$56,175 respectively.

In 2010, a total of 12.3% of families in Chautauqua County live below the poverty line, while 17.1% of the population overall lives below the poverty line. By comparison, New York State had only 10.8% of families living below the poverty line and 14.2% of the overall population.

Value of the Housing Stock

Amongst other market factors, the age and condition of the housing stock has driven down the market value of homes in Chautauqua County. At the 2010 Census, the median value of owner-occupied housing in the County was \$79,600, compared to \$303,900 for New York State as a whole. Values in Jamestown (\$63,500) and Dunkirk (\$57,400) were well below the County median.

Low household incomes for Chautauqua County families has depressed values of homes in Chautauqua County and limited the potential return on investment for most needed improvements. The existence of these factors further discourages reinvestment into neighborhoods. Often the only investment into a neighborhood is the speculative investment by out of town investors who purchase properties at the County's foreclosure auctions with the sole purpose of extracting any value remaining in the properties.

4. Describe the measurable results and economic impact the applicant expects to achieve through the operation of a land bank.

- * Type A & B Properties will receive modest improvements and will be sold at a reasonable cost to reputable buyers for taxable, owner-occupied purpose;
- * Type C Properties with structures will be demolished and the properties will be granted over to the neighbors or to other reputable parties; and
- * Administer the program in the early stages with existing staff and resources, and bring in a qualified administrator(s) as the program progresses and becomes sustainable.

Expected Results and Economic Impacts of Land Bank Operations

Quantitative Impacts

In cooperation with the CCP, CCPED developed a revenue/expense model that forecasts the expected results and economic impacts associated with modest operations of the Land Bank over a 10-year period (*Refer to Part 4, Appendix E – Attachments A through D*). The Land Bank Revenue/Expense Model accounts for the following criteria:

- * Types of properties to be controlled by the Land Bank
- * Average sale price of Type A, B and C Properties
- * Tax revenues and accrued tax revenues from 5yr./50% tax share arrangement for properties restored to the tax roll
- * Ongoing maintenance costs
- * Foreclosure and sale costs
- * Demolition costs
- * Outside revenue/resources
- * Administrative costs
- * Overall net revenues vs. costs

By leveraging \$150,000 of the County's in-house financial resources and the departmental resources of Chautauqua County Government, the CCLBC Revenue/Expense Model forecasts the following quantitative impacts:

Attachment A – Land Bank Revenue/Expense Model

Attachment A - CCLBC Revenue & Expense Model, provides details regarding Land Bank Operations for the first ten years, with the assumptions for the model provided in Attachment D. The model predicts that over a ten (10) year period the CCLBC would conservatively result in the following highlighted impacts:

- * 165 Type A Properties sold (as owner-occupied), improved and returned to the tax roll by a reputable concern at a significantly higher tax assessment (35%)
- * 110 Type B Properties sold (as owner-occupied), improved and returned to the tax roll by a reputable concern as a significantly higher tax assessment (35%)

- * 34 Type C Properties (with structures) demolished and land granted over to a reputable concern (neighbor)
- * 21 Type C Properties (without structures) improved and granted over to a reputable concern (neighbor)

Type A Properties

- * Almost \$1 Million in revenue to the CCLBC from property sales
- * \$2.5 Million in increased assessment of A Properties returned to tax roll
- * \$485,500 of revenues to the Land Bank from the 50%/5 year tax share arrangement
- * \$247,500 spent by Land Bank on Maintenance Costs

Type B Properties

- * Almost \$230,000 in revenue to the CCLBC from property sales
- * \$2.4 Million in increased assessment of A Properties returned to tax roll
- * \$238,875 of revenues to the Land Bank from the 5yr./50% tax share arrangement
- * More than \$340,000 spent on maintenance and improvement costs

Type C Properties – with structures

- * \$850,000 spent by Land Bank on demolition

Outside Revenue/Resources

- * Almost \$90,000 expended from local seed monies (HTF Money)
- * \$600,000 expected from state and federal grant funding to the CCLBC
- * More than \$200,000 expected from CDBG Entitlement funding towards demolition
- * More than \$400,000 expected from Banks and Foundations for Land Bank operations

Attachment B – County Revenue from Non-Redeemed Properties

Attachment B - The County Revenue from Non-Redeemed Properties provides details regarding the impact that the Land Bank operations would have on the County operations for the first ten years, with the assumptions for the model provided in Attachment D. The model predicts that over a ten (10) year period, the CCLBC would conservatively result in the following highlighted impacts to the County:

- * Modest loss of revenue from properties granted to the Land Bank
- * Modest loss of revenue from the 5yr./50% tax share arrangement with the Land Bank
- * Increased tax revenues of \$346,500 to the County from increases in market values experienced by properties neighboring those processed and improved by the CCLBC.
- * Decrease in costs associated with managing/maintaining properties that are granted to the Land Bank
- * Increase in revenue to County from Land Bank properties returned to the tax roll after 5 years

Attachment C – County Revenue from Non-Redeemed Properties - Equilibrium

The following are highlights over ten years ascertained from Attachment C:

* A reverse in the loss of revenues to an exponential gain in revenues to the county by granting properties to the Land Bank in year 11 and beyond primarily associated with the increased tax revenues from properties returned to the tax roll and the externality affects of surrounding properties.

Qualitative Impacts

The unforeseeable and unpredictable qualitative results would include increased investment and equity in surrounding properties, improved self-image, increased tourism potential, removal of excess-supply of properties, reduction in crime, and overall quality of life improvements. This will be scrutinized closely as part of the annual assessment utilizing the County-wide Geographic Information System (GIS) and other means to not only capture the results of CCLBC's initiatives, but to look at trends and to determine where resources should be targeted going forward to address declining conditions.

5. When is the land bank expected to begin operating? Include in this response the expected time line for when the land bank is expected to be created, when it is expected to begin operating, when it is expected that it will acquire its first property and any other milestones.

Although it is not clear when ESD will make a determination regarding Chautauqua County's Land Bank designation, it would be helpful, but not essential, to know a couple of weeks prior to the mid-June auction this year (end of May/early June 2012). If we don't get notice by then, we will proceed to select several properties prior to the auction (Type A Properties) and request that the legislature hold off on auctioning these properties until which time we know if Chautauqua County was selected for a State Land Bank and the CCLBC is formally created. If Chautauqua County is notified that it was not selected as a State Land Bank, these properties would be returned to County control and would be sold by the County in the RFP sale or held until the following year's auction.

The Land Bank steering committee appreciates the complexities of setting up the Land Bank operations, becoming a non-profit organization, creating property selection evaluation criteria and unbiased/transparent criteria for selling properties, as well as the other logistical, legal and management objectives required to get underway; however, because we are starting out modestly, our needs are also modest. This gives us the flexibility, nimbleness and wherewithal to operate within our humble means. The revenue and expense model (*Part 4, Appendix E, Attachments A through C*) provides a general timeline pertaining to how many and what type of properties would be selected each year using the aforementioned timeline; when staff would be added and at what level; and the timing of sought after external revenue sources. As previously stated, The CCLBC will be housed in the CCPED in Jamestown, NY, initially utilizing existing CCPED resources. We would expect the CCLBC offices could remain in the CCPED Department

even after it is staffed by outside sources as ample space and resources are available long-term, although this decision would ultimately be made by the CCLBC Board of Directors (*Refer to Part 4, Appendix H – Capacity Matrix*).

Appendix B
Part 3 – B: Property Information (Additional Pages)

Part 3 – B: Property Information – Additional Pages

1. Describe the nature and extent of the inventory of vacant, abandoned and tax delinquent properties in the geographic area in which the land bank will operate.

A recently published article by the Jamestown Renaissance Corporation (JRC), entitled *Jamestown's 'Zombie' Properties – The Scale and Impact of Chronically Vacant Housing*, applies 2010 Census Data to reveal new insights about vacant housing in Jamestown, including the scale of long-term vacancy in city neighborhoods. It reveals that Jamestown has a vacancy rate of 11% and that nearly 650 housing units—representing 4.5% of all units and almost half of all vacancies—are chronically empty due to structural problems and market forces that make them difficult to rent or sell, and impractical to repair. What is really troubling is that many of these units may be unmarketable and are on a certain road to demolition by neglect, fire, or other means. Limiting the liabilities that these properties pose to neighbors, taxpayers, and the City's housing market is the greatest long-term challenge of neighborhood revitalization. The article in its entirety can be referenced in *Part 4, Appendix L - Attachment B*.

In March of 2010, the JRC also commissioned a firm to inventory the City of Jamestown's housing situation and develop strategies to reverse the negative housing trends within the City. Some of the more interesting statistics from this study, that also apply to the County's rural communities, revealed that in Jamestown "proximity to a poor building reduced high-quality property's average sale price by more than one-third and proximity to a poor building reduced a fair-quality property's average sale price by nearly 40%." The JRC study also revealed that the average sale price of single family units in Jamestown is significantly higher than the sale price of multiple-unit dwellings, and that there is a direct correlation between the age of a housing unit and its value."

County-wide Vacant Housing

As previously stated, vacancy rates have increased as the population of the County has declined. As of the 2010 Census, 12,676 (18.9%) of the County's 66,920 housing units were vacant, which is a 2.9% increase since the year 2000. In Jamestown, more than one in ten housing units was vacant. This is a large vacancy rate for a rural region considering the New York State vacancy rate of 9.7%, according to the 2010 Census.

Additionally, vacancies that are most prone to abandonment are contained in the Census category of "other vacant." Chautauqua County's "other vacant" have more than doubled in the period from 1980 to 2010 from 897 housing units to 2,067 units. This mirrors the County's increase in vacant properties, which increased from 8.3% in 1980 to 18.9% in 2010 according to the US Census. If this increasing rate of decline continues, the County and its communities would be impacted by a projected 2,700 potential abandoned housing units by 2020 without a new strategy to reverse this trend of disinvestment."

New Construction/Investment

It is recognized that communities in Chautauqua County need to balance their needs for removal of antiquated/dilapidated properties with thoughtful renovation and new construction. As properties are removed, it is important that we evaluate the specific

needs of the community and focus investments in new housing projects that employ green building initiatives and address current population trends. There is a significant lack of new, clean, safe, affordable and right-sized housing in Chautauqua County. A large proportion of our housing stock is antiquated, therefore these buildings are not energy efficient and they contain environmental hazards such as lead, asbestos, mold and high levels of radon. Although the Land Bank will primarily address renovation of existing properties and demolition of antiquated properties, we also recognize that it may be necessary to attract funding which will allow for new construction projects so we can reap the social/economic benefits associated with this influx of investment in our community.

Appendix C
Part 3 – C: Land Bank Organization and Financing
(Additional Pages)

Part 3 – C: Land Bank Organization and Financing – Additional Pages

2. Explain how the land bank will be Staffed.

The initial in-kind core administrative staff will include the following:

Administration: Mark Geise, Director – Chautauqua County Department of Planning & Economic Development

Property Disposition: Jim Caflisch – Chautauqua County Real Property/Tax Department

Financial: Rich Dixon, CFO – County of Chautauqua Industrial Development Agency

Legal: Steve Abdella, Kurt Gustafson – Chautauqua County Law Department

IT: John DeAngelo, IT Support – Chautauqua County IT Department

Property Assessment/Inspections: Cities of Dunkirk and Jamestown Code Enforcement Departments

Funding Procurement: CODE, JRC and other housing/development-related agencies

Appendix D
Support Letters

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

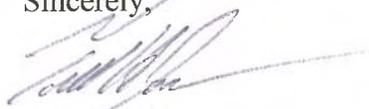
RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express *The Town of Hanover* wholehearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses *The Town of Hanover* intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Town of Hanover applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



Todd H. Johnson
Supervisor
Town of Hanover



119-121 West Third Street
Jamestown, NY 14701
March 13, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

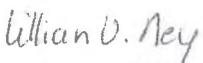
To Whom It May Concern:

The Jamestown Renaissance Corporation (JRC) strongly supports Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act." As an entity charged with implementing downtown and neighborhood plans in the county's largest city, the JRC believes that a land bank would serve as an essential revitalization tool and a key reform to a flawed foreclosure system.

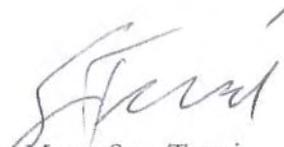
To support the land bank, JRC pledges to collaborate with Chautauqua County by providing in-kind and other necessary resources to accomplish the land bank's mission and objectives. As a non-profit organization founded to facilitate public-private partnerships in Jamestown, JRC understands the need to collaborate locally and regionally to realize our common goals.

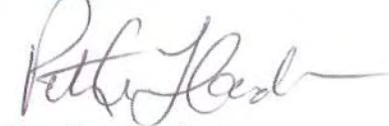
A land bank in Chautauqua County would join many other progressive efforts to address blight and abandonment in the county's urban and rural communities and would greatly reinforce the ongoing efforts of JRC and its many partners.

Sincerely,


Dr. Lillian V. Ney
Co-Chair


Jason Stronz
Executive Director


Mayor Sam Teresi
Co-Chair


Peter Lombardi
Director of Neighborhood Initiatives



Chautauqua County

DEPARTMENT OF PLANNING AND ECONOMIC DEVELOPMENT

200 Harrison Street • Jamestown, New York 14701

Phone (716) 661-8900 • Planning Fax (716) 483-6679 • www.planningchautauqua.com

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

March 6, 2012

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Chautauqua County Planning Board's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Chautauqua County Planning Board's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Chautauqua County Planning Board applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

Douglas Bowen, Chair
Chautauqua County Planning Board



Southern Tier West
Regional Planning & Development Board

James Cooper, Chairman
Richard T. Zink, Executive Director

March 6, 2012

William Daly, Director
Chautauqua County Department
Planning & Economic Development
200 Harrison Street,
Jamestown NY 14701

RE: Support for the Chautauqua County Land Bank Application

Dear Mr. Daly:

This letter is intended to express Southern Tier West Regional Planning and Development Board's support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

Across the country land bank's have been known to restore value to the community by acquiring, developing and selling vacant and abandoned properties in cooperation with stakeholders who value responsible land ownership. Southern Tier West applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets. The successful implementation of a County-wide Land Bank in a rural county of New York State will create an example of a program that can be duplicated across other rural areas.

If you have any questions concerning this letter of support please do not hesitate to contact me at (716) 945 5301 ext 203.

Sincerely,

Richard T. Zink
Executive Director

Mayor
J. Dale Abram

VILLAGE OF BROCTON

34 WEST MAIN STREET
P.O. DRAWER B
BROCTON, NY 14716-0061

TELEPHONE: (716) 792-4160 • FAX: (716) 792-4170

TDD 711

Trustees
David Hazelton
Harry Pugh
Nicholas Rizzo III
Arthur Donovan

Clerk / Treasurer
Karen M. Ardillo
e-mail: brocton@stny.rr.com

March 14, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Village of Brocton's whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act".

This letter further expresses the Village of Brocton's intent, as schedules and projects determine, to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources to accomplish the mission and objectives as stated in their application.

The Village of Brocton applauds Chautauqua Counties progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



J. Dale Abram
Mayor

Mayor
DAVID T. WORDELMANN

Village Treasurer
ANDREA J. WINDOFT

Village Clerk
JOSEPH M. JOHNSON

D.P.W. Supervisor
THOMAS R. PILLING

Village of Lakewood

ON THE SHORES OF BEAUTIFUL LAKE CHAUTAUQUA

Incorporated 1893

Trustees
P.J. WENDEL
JOSEPH M. TROCHÉ
GALE A. DENN
SUSAN F. DRAGO

Village Attorney
EDWARD P. WRIGHT, ESQ.

March 12, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

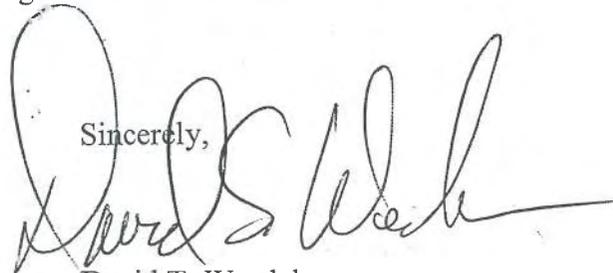
TO WHOM IT MAY CONCERN:

This letter is intended to express the Village of Lakewood's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Village of Lakewood's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Village of Lakewood applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



David T. Wordelmann
Mayor

cc: file

COPY



**VILLAGE
OF
BEMUS POINT**

**P.O. Box 450
Bemus Point, New York 14712-0450
Phone/Fax (716) 386-4398**

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

March 12, 2012

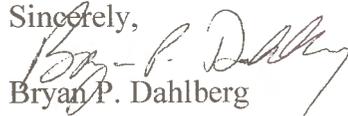
RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Village of Bemus Point's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Village of Bemus Point's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Village of Bemus Point applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main streets.

Sincerely,


Bryan P. Dahlberg
Mayor



Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

March 7, 2012

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express *Robert Fritzingers* whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses *Robert Fritzingers* intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

Robert Fritzingers applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

A handwritten signature in dark ink, appearing to be "Robert Fritzingers". The signature is stylized with a large, circular initial "R" and a long, sweeping horizontal stroke extending to the right.

Robert Fritzingers

Director, SUNY Fredonia Technology Incubator



City of Dunkirk
Department of Planning & Development

342 Central Avenue
Dunkirk, NY 14048

Phone: 716-366-9876
Fax: 716-363-6460

March 11, 2012

Empire State Development Corporation
95 Perry Street, Fifth Floor
Buffalo, New York 14203

RE: Support for Chautauqua County's Land Bank Application

Greetings,

As Director of the Dunkirk's Department of Planning & Development, I express my utmost support and commitment towards Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

This letter expresses our intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary assistance to accomplish the mission and objectives as stated in their application.

I urge you to fund Chautauqua County's application to form a Land Bank and we applaud Chautauqua County's progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Neratko", written over a light blue horizontal line.

Steve Neratko



C.O.D.E. INC.

A NEIGHBORHOOD PRESERVATION CO.

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express Citizens Opportunity for Development and Equality's (CODE Inc.) whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses CODE Inc's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources to accomplish the mission and objectives as stated in their application.

CODE Inc., applauds Chautauqua Counties progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

Michael L. Bradshaw
Executive Director



79 North Pearl Street, 3rd Floor
Albany, NY 12207
TEL (518) 458-8696
FAX (518) 458-8896

March 8, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

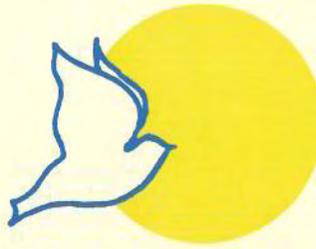
This letter is intended to express The New York State Rural Housing Corporation's whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses The New York State Rural Housing Corporation's intent to work collaboratively with the Chautauqua County Land Bank by providing technical assistance and other necessary resources, where possible, to accomplish the mission and objectives as stated in their application.

The New York State Rural Housing Corporation applauds Chautauqua County's progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

Blair W. Sebastian
Executive Director



Southwestern Independent Living Center, Inc.

Meeting The Challenges Of Daily Living

<http://www.ilc-jamestown-ny.org>
843 North Main Street
Jamestown, New York 14701

716/661-3010 (Voice)
716/661-3012 (TDD)
716/661-3011 (Fax)

March 5, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

To Whom It May Concern:

This letter is intended to express Southwestern Independent Living Center's whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

Southwestern Independent Living Center intends to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources to accomplish the mission and objectives as stated in their application.

Our agency applauds Chautauqua County's progressive efforts to create a means by which local communities can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

Marie T. Carrubba
Executive Director

Westfield Development Corporation
71 East Main Street
Westfield, NY 14787

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

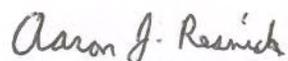
RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Westfield Development Corporation's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Westfield Development Corporation's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Westfield Development Corporation applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



Aaron J. Resnick
Executive Director

DEPARTMENT OF DEVELOPMENT

STEVEN CENTI
DIRECTOR OF DEVELOPMENT

CITY OF JAMESTOWN

(716) 483-7541 • FAX (716) 483-7772

March 7, 2012

Empire State Development Corporation
95 Perry Street, Fifth Floor
Buffalo, New York 14203

RE: Support for Chautauqua County's Land Bank Application

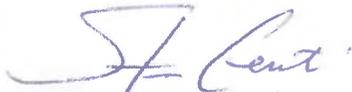
Dear Sir/Madam:

I am writing to express the City of Jamestown's strong support of Chautauqua County's application to form a County-Wide Land Bank under Article 16 of the New York State not-for-profit corporation law, known as the "Land Bank Act."

It is Jamestown's intent to work collaboratively with the Chautauqua County Land Bank, in accomplishing the mission and objectives as stated in their application should they be successful in achieving this designation. As it currently does with other community partners, the City is prepared to provide in-kind and other necessary resources, including, but not limited to; target area code enforcement mini-sweep activities, Community Development Block Grant (CDBG) and HOME program assistance on a targeted area basis offering owner-occupied housing rehabilitation, rental rehabilitation, street lighting, blighted property demolitions, and neighborhood infrastructure improvements.

Jamestown looks forward to partnering with the County to create the means by which communities in Chautauqua County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



Steven Centi

Director of Development

Cc: Mayor Sam Teresi
Mark Geise, Chautauqua County Deputy Director of Planning & Economic Development
William Rice, Principal Planner

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

March 7, 2012

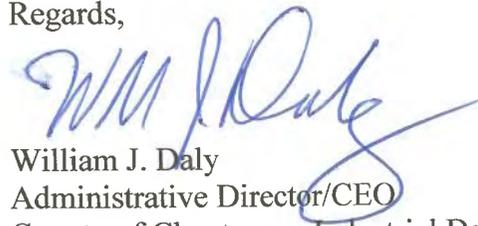
RE: Support for the Chautauqua County Land Bank Application

This letter expresses the County of Chautauqua Industrial Development Agency's (CCIDA) continued support of Chautauqua County's application to Empire State Development to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further pledges the CCIDA's support to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The CCIDA applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Regards,



William J. Daly
Administrative Director/CEO
County of Chautauqua Industrial Development Agency
200 Harrison Street
Fredonia, NY 14701



CHAUTAUQUA OPPORTUNITIES, INC.



March 5, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express Chautauqua Opportunities' whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses our intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources to accomplish the mission and objectives as stated in their application.

Chautauqua Opportunities Inc. applauds Chautauqua County's progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Respectfully,

Roberta Keller
Executive Director
Chautauqua Opportunities Inc.

Central Administrative Offices

17 West Courtney Street, Dunkirk, NY 14048 (716) 366 - 3333 FAX (716) 366 - 7366 TTY/TDD: (716) 366 - 3420

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Small Business Development Center (SBDC) at Jamestown Community College's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses SBDC's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The SBDC applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,



Irene A. Dobies, Director
Small Business Development Center
at Jamestown Community College



Downtown Jamestown Development Corporation

119-121 West Third Street
Jamestown, NY 14701
(716) 664-2477 Fax (716) 483-6175
Email lharkness@discoverjamestown.com

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Downtown Jamestown Development Corporation's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Downtown Jamestown Development Corporation's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Downtown Jamestown Development Corporation applauds Chautauqua Counties progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

Lee D. Harkness
Executive Director



www.discoverjamestown.com

Town of Villenova

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

February 23, 2012

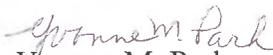
RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Town of Villenova's whole-hearted support of Chautauqua County's application to form a Land Bank under Article 16 of the not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Town of Villenova's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources to accomplish the mission and objectives as stated in their application.

The Town of Villenova applauds Chautauqua Counties progressive efforts to create a means by which communities in the county can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,


Yvonne M. Park
Supervisor



Mayor
John M. Keeney

Clerk/Treasurer
Shirley A. Sanfilippo, MMC

Highway Supervisor
Terry Schrecengost

Code Enforcement
Frank J. Fonti

VILLAGE OF CELORON

21 Boulevard Avenue, P.O. Box 577
Celoron, New York 14720-0577

Phone: 716/487-4175

Fax: 716/664-6693

E-Mail: celoron@netsync.net

Trustees

Richard P. Kogut
Norman Mattison
Scott Schrecengost
Robin A. Young

Attorney

John D. Vanstrom

February 27, 2012

Empire State Development
95 Perry Street, Fifth Floor
Buffalo, NY 14203

RE: Support for the Chautauqua County Land Bank Application

This letter is intended to express the Village of Celoron's whole-hearted support of Chautauqua County's application to form a County-wide Land Bank under Article 16 of the NYS not-for-profit corporation law, known as the "Land Bank Act."

This letter further expresses the Village of Celoron's intent to work collaboratively with the Chautauqua County Land Bank by providing in-kind and other necessary resources, to the extent possible, to accomplish the mission and objectives as stated in their application.

The Village of Celoron applauds Chautauqua County's progressive efforts to create a means by which communities in the County can combat the escalation of blighted and abandoned properties and improve our neighborhoods and Main Streets.

Sincerely,

John M. Keeney
Mayor

JMK/sas

Appendix E
Proposed Revenue/Expense Model

Attachment A
CCLBC – Revenue & Expense Model

Chautauqua County Land Bank Corporation - Revenue & Expense Model

Properties to be Controlled by Land Bank		YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Totals
Type A Properties (Non-Redeemed/Pre-Tax Sale)		3	6	9	12	15	18	21	24	27	30	165
Type B Properties (Post Tax Sale - Unsold/Pre-RFP)		2	4	6	8	10	12	14	16	18	20	110
Type C Properties with Structures (Post RFP - Unsold)		1	1	2	2	3	4	4	5	6	6	34
Type C Properties without Structures (Post RFP - Unsold)		0	1	1	2	2	2	3	3	3	4	21
Total Number of Properties to be Controlled by Land Bank		6	12	18	24	30	36	42	48	54	60	330
Type A Properties	Base Year Per/Property											
Average Sale Price	\$ 5,644	\$ 16,932	\$ 33,864	\$ 50,796	\$ 67,728	\$ 84,660	\$ 101,592	\$ 118,524	\$ 135,456	\$ 152,388	\$ 169,320	\$ 931,260
Average Assessed Value of Home Obtained from Auction	\$ 35,000	\$ 105,000	\$ 210,000	\$ 315,000	\$ 420,000	\$ 525,000	\$ 630,000	\$ 735,000	\$ 840,000	\$ 945,000	\$ 1,050,000	\$ 5,775,000
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.35
Average Value of Homes Restored to Tax Roll	\$ 50,000	\$ 150,000	\$ 300,000	\$ 450,000	\$ 600,000	\$ 750,000	\$ 900,000	\$ 1,050,000	\$ 1,200,000	\$ 1,350,000	\$ 1,500,000	\$ 8,250,000
Tax Revenue from Properties Restored to Tax Roll (5 years)	\$ 875	\$ 2,625	\$ 5,250	\$ 7,875	\$ 10,500	\$ 13,125	\$ 15,750	\$ 18,375	\$ 21,000	\$ 23,625	\$ 26,250	\$ 144,375
Accrued Revenue	\$ -	\$ -	\$ 2,625	\$ 7,875	\$ 15,750	\$ 26,250	\$ 36,750	\$ 47,250	\$ 57,750	\$ 68,250	\$ 78,750	\$ 341,250
Maintenance Costs/yr	\$ 1,500	\$ 4,500	\$ 9,000	\$ 13,500	\$ 18,000	\$ 22,500	\$ 27,000	\$ 31,500	\$ 36,000	\$ 40,500	\$ 45,000	\$ 247,500
Costs for foreclosure and sale	\$ 400	\$ 1,200	\$ 2,400	\$ 3,600	\$ 4,800	\$ 6,000	\$ 7,200	\$ 8,400	\$ 9,600	\$ 10,800	\$ 12,000	\$ 66,000
Net Value/Property	\$ 4,619	\$ 13,857	\$ 30,339	\$ 49,446	\$ 71,178	\$ 95,535	\$ 119,892	\$ 144,249	\$ 168,606	\$ 192,963	\$ 217,320	\$ 1,103,385
Type B Properties												
Average Sale Price	\$ 2,000	\$ 4,000	\$ 16,000	\$ 12,000	\$ 16,000	\$ 20,000	\$ 24,000	\$ 28,000	\$ 32,000	\$ 36,000	\$ 40,000	\$ 228,000
Average Assessed Value of Home Obtained from RFP Process	\$ 14,000	\$ 28,000	\$ 112,000	\$ 84,000	\$ 112,000	\$ 140,000	\$ 168,000	\$ 196,000	\$ 224,000	\$ 252,000	\$ 280,000	\$ 1,596,000
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.35
Average Value of Homes Restored to Tax Roll	\$ 35,000	\$ 70,000	\$ 280,000	\$ 210,000	\$ 280,000	\$ 350,000	\$ 420,000	\$ 490,000	\$ 560,000	\$ 630,000	\$ 700,000	\$ 3,990,000
Tax Revenue from Properties Restored to Tax Roll (5 years)	\$ 613	\$ 1,225	\$ 4,900	\$ 3,675	\$ 4,900	\$ 6,125	\$ 7,350	\$ 8,575	\$ 9,800	\$ 11,025	\$ 12,250	\$ 69,825
Accrued Revenue	\$ -	\$ -	\$ 1,225	\$ 6,125	\$ 9,800	\$ 14,700	\$ 19,600	\$ 22,050	\$ 26,950	\$ 31,850	\$ 36,750	\$ 169,050
Maintenance Costs/yr	\$ 1,500	\$ 3,000	\$ 12,000	\$ 9,000	\$ 12,000	\$ 15,000	\$ 18,000	\$ 21,000	\$ 24,000	\$ 27,000	\$ 30,000	\$ 171,000
Maintenance costs to get property saleable	\$ 1,500	\$ 3,000	\$ 12,000	\$ 9,000	\$ 12,000	\$ 15,000	\$ 18,000	\$ 21,000	\$ 24,000	\$ 27,000	\$ 30,000	\$ 171,000
Costs for foreclosure and sale	\$ 400	\$ 800	\$ 3,200	\$ 2,400	\$ 3,200	\$ 4,000	\$ 4,800	\$ 5,600	\$ 6,400	\$ 7,200	\$ 8,000	\$ 45,600
Net Value/Property	\$ (788)	\$ (1,575)	\$ (5,075)	\$ 1,400	\$ 3,500	\$ 6,825	\$ 10,150	\$ 11,025	\$ 14,350	\$ 17,675	\$ 21,000	\$ 79,275
Type C Properties with Structures to be Demolished												
Average Sale Price	\$ 100	\$ 100	\$ 100	\$ 200	\$ 200	\$ 300	\$ 400	\$ 400	\$ 500	\$ 600	\$ 600	\$ 3,400
Maintenance Costs/yr	\$ 1,500	\$ 1,500	\$ 1,500	\$ 3,000	\$ 3,000	\$ 4,500	\$ 6,000	\$ 6,000	\$ 7,500	\$ 9,000	\$ 9,000	\$ 51,000
Costs for foreclosure and sale	\$ 400	\$ 400	\$ 400	\$ 800	\$ 800	\$ 1,200	\$ 1,600	\$ 1,600	\$ 2,000	\$ 2,400	\$ 2,400	\$ 13,600
Average Demolition Costs (1/2 of C Properties)	\$ 25,000	\$ 25,000	\$ 25,000	\$ 50,000	\$ 50,000	\$ 75,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 150,000	\$ 150,000	\$ 850,000
Net Value/Property	\$ (26,800)	\$ (26,800)	\$ (26,800)	\$ (53,600)	\$ (53,600)	\$ (80,400)	\$ (107,200)	\$ (107,200)	\$ (134,000)	\$ (160,800)	\$ (160,800)	\$ (911,200)
Type C Properties No Structures												
Average Sale Price	\$ 1	\$ -	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3	\$ 4	\$ 21
Maintenance Costs/yr	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 6,000	\$ 31,500
Costs for foreclosure and sale	\$ 400	\$ -	\$ 400	\$ 400	\$ 800	\$ 800	\$ 800	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,600	\$ 8,400
Net Value/Property	\$ (1,899)	\$ -	\$ (1,899)	\$ (1,899)	\$ (3,798)	\$ (3,798)	\$ (3,798)	\$ (5,697)	\$ (5,697)	\$ (5,697)	\$ (7,596)	\$ (39,879)
Net Land Bank Revenue (without outside \$)		\$ (14,518)	\$ (3,435)	\$ (4,653)	\$ 17,280	\$ 18,162	\$ 19,044	\$ 42,377	\$ 43,259	\$ 44,141	\$ 69,924	\$ 231,581
Outside Revenue/Resources												
Seed Money (HTF)	\$ 135,000	\$ 13,500	\$ 45,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 88,500
Grants					\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
HUD CDBG Entitlement Demo \$ from Cities		\$ 5,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 205,000
Foundations				\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 35,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 230,000
Banks					\$ -	\$ 20,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 40,000	\$ 40,000	\$ 180,000
Other												
<i>In-Kind Contribution (not included in Net Revenue)</i>		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000
Total Outside Revenue	\$ 135,000	\$ 18,500	\$ 55,000	\$ 60,000	\$ 105,000	\$ 140,000	\$ 165,000	\$ 190,000	\$ 190,000	\$ 215,000	\$ 215,000	\$ 1,353,500
Total Land Bank Revenues (excluding admin costs)		\$ 3,982	\$ 51,565	\$ 55,347	\$ 122,280	\$ 158,162	\$ 184,044	\$ 232,377	\$ 233,259	\$ 259,141	\$ 284,924	\$ 1,585,081
Administrative Costs												
Administrator			\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 1,250,000
Overhead				\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 100,000
Total Administrative Costs		\$ -	\$ 50,000	\$ 55,000	\$ 105,000	\$ 110,000	\$ 160,000	\$ 165,000	\$ 215,000	\$ 220,000	\$ 270,000	\$ 1,350,000
Net Revenues vs. Costs		\$ 3,982	\$ 1,565	\$ 347	\$ 17,280	\$ 48,162	\$ 24,044	\$ 67,377	\$ 18,259	\$ 39,141	\$ 14,924	\$ 235,081

Note:

* Descriptions regarding the Property Types is found in Attachment D - Property Description

* Assumptions are provided in Attachment D

Attachment B
CCLBC – Chautauqua County Revenue Model

Attachment B

Properties to be Controlled by Land Bank	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Totals
Type A Properties (Non-Redeemed/Pre-Tax Sale)	3	6	9	12	15	18	21	24	27	30	165
Type B Properties (Post Tax Sale - Unsold/Pre-RFP)	2	4	6	8	10	12	14	16	18	20	110
Type C Properties with Structures (Post RFP - Unsold)	1	1	2	2	3	4	4	5	6	6	34
Type C Properties without Structures (Post RFP - Unsold)	0	1	1	2	2	2	3	3	3	4	21
Total Number of Properties to be Controlled by Land Bank	6	12	18	24	30	36	42	48	54	60	330

COUNTY REVENUE FROM NON-REDEEMED PROPERTIES

COUNTY REVENUES FROM PROPERTY TAX AUCTION	Base Year	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Totals	% Net Gain/ Loss (Yr 1 vs. Yr 10)
Number of properties in tax sale	383	377	371	365	359	353	347	341	335	329	323	3500	-14%
Percentage of properties sold at auction	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	8.6	NA
Number of properties sold at auction (Type A Properties)	329	324	319	314	309	304	298	293	288	283	278	3010	-14%
Number of properties sold by RFP (Type B Properties)	25	25	24	24	23	23	23	22	22	21	21	227.5	-14%
Number of properties not sold at auction or RFP sale (Type C Properties)	29	28	28	27	27	26	26	26	25	25	24	262.5	-14%
Principal amount redeemed	\$ 2,000,000	\$ 1,968,204	\$ 1,936,880	\$ 1,905,556	\$ 1,874,231	\$ 1,842,907	\$ 1,811,583	\$ 1,780,259	\$ 1,748,935	\$ 1,717,610	\$ 1,686,286	\$ 18,272,450	-14%
Average value per property sold and redeemed (A Properties)	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644	\$ 5,644		NA
Average length of time for redemption	11 months	NA											
Average interest/penalty as % of principal	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	NA
Penalty/interest amount received	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 280,000	\$ 2,800,000	NA
Added Value of A Properties Restored to Tax Roll	\$ 15,000	\$ 45,000	\$ 90,000	\$ 135,000	\$ 180,000	\$ 225,000	\$ 270,000	\$ 315,000	\$ 360,000	\$ 405,000	\$ 450,000	\$ 30,000	900%
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA
Tax Revenue from A Properties Restored to Tax Roll	\$ 263	\$ 788	\$ 1,575	\$ 2,363	\$ 3,150	\$ 3,938	\$ 4,725	\$ 5,513	\$ 6,300	\$ 7,088	\$ 7,875	\$ 43,313	NA
Accrued Tax Revenue	\$ -	\$ -	\$ 788	\$ 2,363	\$ 4,725	\$ 7,875	\$ 12,600	\$ 18,900	\$ 26,775	\$ 36,225	\$ 47,250	\$ 157,500	NA
Added Value of B Properties Restored to Tax Roll	\$ 15,000	\$ 30,000	\$ 60,000	\$ 90,000	\$ 120,000	\$ 150,000	\$ 180,000	\$ 210,000	\$ 240,000	\$ 270,000	\$ 300,000	\$ 1,650,000	NA
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA
Tax Revenue from B Properties Restored to Tax Roll	\$ 263	\$ 525	\$ 1,050	\$ 1,575	\$ 2,100	\$ 2,625	\$ 3,150	\$ 3,675	\$ 4,200	\$ 4,725	\$ 5,250	\$ 28,875	NA
Accrued Tax Revenue	\$ -	\$ -	\$ 525	\$ 1,575	\$ 3,150	\$ 5,250	\$ 8,400	\$ 12,600	\$ 17,850	\$ 24,150	\$ 31,500	\$ 105,000	NA
Average value of surrounding homes	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	NA
Incremental percentage increased value of surrounding properties	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	NA
Number of properties affected by each approved property	8	8	8	8	8	8	8	8	8	8	8	8	NA
Average tax rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA
Increase in tax revenue from externality affect	\$ -	\$ 6,300	\$ 12,600	\$ 18,900	\$ 25,200	\$ 31,500	\$ 37,800	\$ 44,100	\$ 50,400	\$ 56,700	\$ 63,000	\$ 346,500	900%
Cost to county for managing/maintaining unsold properties	\$ 80,430	\$ 79,170	\$ 77,910	\$ 76,650	\$ 75,390	\$ 74,130	\$ 72,870	\$ 71,610	\$ 70,350	\$ 69,090	\$ 67,830	\$ 815,430	-14%
Total revenue gain from Tax Auction	\$ 2,200,095	\$ 2,176,646	\$ 2,155,507	\$ 2,135,681	\$ 2,117,166	\$ 2,099,965	\$ 2,085,388	\$ 2,073,436	\$ 2,064,110	\$ 2,057,408	\$ 2,053,331	\$ 21,018,638	-6%
REVENUES FROM PROPERTIES NOT SOLD (C Properties)	Total	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	Totals	% Net Gain/ Loss (Yr 1 vs. Yr 10)
Percentage of C properties not sold	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.14	NA
Number of C properties not sold	29	28	27	26	25	24	23	22	21	20	19	235	-32%
Average per property sales value (average delinquency)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Gross sales revenues from C Properties	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	NA
Average per property cost of foreclosure and sale	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	NA	NA
Total cost of foreclosure and sale	\$ 11,600	\$ 11,200	\$ 10,800	\$ 10,400	\$ 10,000	\$ 9,600	\$ 9,200	\$ 8,800	\$ 8,400	\$ 8,000	\$ 7,600	\$ 94,000	-32%
Average Value of C Properties Restored to Tax Roll	\$ 1,500	\$ 1,500	\$ 3,000	\$ 4,500	\$ 6,000	\$ 7,500	\$ 9,000	\$ 10,500	\$ 12,000	\$ 13,500	\$ 15,000	\$ 82,500	NA
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA
Tax Revenue from C Properties Restored to Tax Roll	\$ 26	\$ 26	\$ 53	\$ 79	\$ 105	\$ 131	\$ 158	\$ 184	\$ 210	\$ 236	\$ 263	\$ 1,444	NA
Accrued Tax Revenue	\$ -	\$ -	\$ 26	\$ 79	\$ 158	\$ 263	\$ 420	\$ 630	\$ 893	\$ 1,208	\$ 1,575	\$ 5,250	NA
Total gain/loss of revenue to County from C Properties	\$ (11,574)	\$ (11,174)	\$ (10,721)	\$ (10,243)	\$ (9,738)	\$ (9,206)	\$ (8,623)	\$ (7,986)	\$ (7,298)	\$ (6,556)	\$ (5,763)	\$ (87,306)	-48%
Total County Annual Revenue from RFP Sale	\$ 2,188,521	\$ 2,165,473	\$ 2,144,786	\$ 2,125,438	\$ 2,107,429	\$ 2,090,758	\$ 2,076,765	\$ 2,065,450	\$ 2,056,812	\$ 2,050,852	\$ 2,047,569	\$ 20,931,331	-5%
<i>Year-to-Year County Revenue Differential</i>		\$ 23,049	\$ 20,687	\$ 19,348	\$ 18,009	\$ 16,670	\$ 13,993	\$ 11,315	\$ 8,638	\$ 5,960	\$ 3,283	\$ 140,953	

Note:

* Descriptions regarding the properties is found in Attachment D - Property Description

* Assumptions are provided in Attachment D

Externality Affect	
Average value of homes	35000
Incremental percentage increase of surrounding properties	5%
Number of properties affected by each approved property	8
Average tax rate	0.035
Increase in tax revenue from externality affect (5 properties)	\$ 490

Attachment C
CCLBC – Revenue & Expense Model - Equilibrium

COUNTY REVENUE FROM NON-REDEEMED PROPERTIES - EQUILIBRIUM

Properties to be Controlled by Land Bank		YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	YR 11	YR 12	YR 13	YR 14	YR 15	Totals			
Type A Properties (Non-Redeemed/Pre-Tax Sale)		3	6	9	12	15	18	21	24	27	30	33	36	39	42	45	360			
Type B Properties (Post Tax Sale - Unsold/Pre-RFP)		2	4	6	8	10	12	14	16	18	20	22	24	26	28	30	240			
Type C Properties with Structures (Post RFP - Unsold)		1	1	2	2	3	4	4	5	6	6	7	8	8	9	10	76			
Type C Properties without Structures (Post RFP - Unsold)		0	1	1	2	2	2	3	3	3	4	4	4	5	5	5	44			
Total Number of Properties to be Controlled by Land Bank		6	12	18	24	30	36	42	48	54	60	66	72	78	84	90	720			
COUNTY REVENUES FROM PROPERTY TAX AUCTION		Base Year	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	YR 11	YR 12	YR 13	YR 14	YR 15	Totals	% Net Gain/ Loss (Yr 1 vs. Yr 15)	
Number of properties in tax sale	383	377	371	365	359	353	347	341	335	329	323	319	315	311	307	303	303	5055	NA	
Percentage of properties sold at auction	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	NA	NA	
Number of properties sold at auction (Type A Properties)	329	324	319	314	309	304	298	293	288	283	278	274	271	267	264	261	261	4347	NA	
Number of properties sold by RFP (Type B Properties)	25	25	24	24	23	23	23	22	22	21	21	20	20	19	19	18	18	324	NA	
Number of properties not sold at auction or RFP sale (Type C Properties)	29	28	28	27	27	26	26	26	25	25	24	24	24	23	23	22	22	378	NA	
Principal amount redeemed	\$2,000,000	\$1,968,204	\$1,936,880	\$1,905,556	\$1,874,231	\$1,842,907	\$1,811,583	\$1,780,259	\$1,748,935	\$1,717,610	\$1,686,286	\$1,661,255	\$1,641,840	\$1,616,780	\$1,597,365	\$1,572,306	\$26,361,997		-20%	
Average value per property sold and redeemed (A Properties)	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	\$5,644	NA		0	
Average length of time for redemption	11 months	NA	NA																	
Average interest/penalty as % of principal	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	0.14	NA	0	
Penalty/interest amount	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$280,000	\$4,200,000	0	
Added Value of A Properties Restored to Tax Roll	\$15,000	\$45,000	\$90,000	\$135,000	\$180,000	\$225,000	\$270,000	\$315,000	\$360,000	\$405,000	\$450,000	\$495,000	\$540,000	\$585,000	\$630,000	\$675,000	\$5,400,000		1400%	
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA	NA	
Tax Revenue from A Properties Restored to Tax Roll	\$263	\$788	\$1,575	\$2,363	\$3,150	\$3,938	\$4,725	\$5,513	\$6,300	\$7,088	\$7,875	\$8,663	\$9,450	\$10,238	\$11,025	\$11,813	\$94,504		1400%	
Accrued Tax Revenue		0	\$788	\$2,363	\$4,725	\$7,088	\$9,450	\$11,813	\$14,175	\$16,538	\$18,900	\$21,263	\$23,625	\$25,988	\$28,350	\$30,713	\$614,251		NA	
Added Value of B Properties Restored to Tax Roll	\$15,000	\$30,000	\$60,000	\$90,000	\$120,000	\$150,000	\$180,000	\$210,000	\$240,000	\$270,000	\$300,000	\$330,000	\$360,000	\$390,000	\$420,000	\$450,000	\$3,600,000		1400%	
Tax Revenue from B Properties Restored to Tax Roll	\$263	\$525	\$1,050	\$1,575	\$2,100	\$2,625	\$3,150	\$3,675	\$4,200	\$4,725	\$5,250	\$5,775	\$6,300	\$6,825	\$7,350	\$7,875	\$63,000		1400%	
Accrued Tax Revenue		0	\$525	\$1,050	\$1,575	\$2,100	\$2,625	\$3,150	\$3,675	\$4,200	\$4,725	\$5,250	\$5,775	\$6,300	\$6,825	\$7,350	\$147,000		NA	
Average value of surrounding homes	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	50000	NA	NA	
Incremental percentage increased value of surrounding properties	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	NA	NA	
Number of properties affected by each approved property	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	NA	NA	
Average tax rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA	NA	
Increase in tax revenue from externality affect	\$ -	\$ 6,300	\$ 12,600	\$ 18,900	\$ 25,200	\$ 31,500	\$ 37,800	\$ 44,100	\$ 50,400	\$ 56,700	\$ 63,000	\$ 69,300	\$ 75,600	\$ 81,900	\$ 88,200	\$ 94,500	\$ 756,000		1500%	
Cost to county for managing/maintaining unsold properties	\$80,430	\$79,170	\$77,910	\$76,650	\$75,390	\$74,130	\$72,870	\$71,610	\$70,350	\$69,090	\$67,830	\$66,570	\$65,310	\$64,050	\$62,790	\$61,530	\$60,270	\$ 1,053,000		-24%
Total revenue gain from Tax Auction	\$ 2,200,096	\$ 2,176,647	\$ 2,155,508	\$ 2,135,682	\$ 2,117,166	\$ 2,099,965	\$ 2,085,388	\$ 2,073,437	\$ 2,064,110	\$ 2,057,408	\$ 2,053,331	\$ 2,058,743	\$ 2,070,565	\$ 2,082,368	\$ 2,099,440	\$ 2,116,494	\$ 31,446,252		-7%	
REVENUES FROM PROPERTIES NOT SOLD (C Properties)		Base Year	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	YR 7	YR 8	YR 9	YR 10	YR 11	YR 12	YR 13	YR 14	YR 15	Totals	% Net Gain/ Loss (Yr 1 vs. Yr 15)	
Percentage of C properties not sold	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	0.075	NA	NA	
Number of C properties not sold	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	14	\$315		-50%
Average per property sales value (average delinquency)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	NA	NA	
Gross sales revenues from C Properties	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	NA	NA	
Average per property cost of foreclosure and sale	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	NA	NA	
Total cost of foreclosure and sale	\$11,600	\$11,200	\$10,800	\$10,400	\$10,000	\$9,600	\$9,200	\$8,800	\$8,400	\$8,000	\$7,600	\$7,200	\$6,800	\$6,400	\$6,000	\$5,600	\$126,000		-50%	
Average Value of C Properties Restored to Tax Roll	\$1,500	\$1,500	\$3,000	\$4,500	\$6,000	\$7,500	\$9,000	\$10,500	\$12,000	\$13,500	\$15,000	\$16,500	\$18,000	\$19,500	\$21,000	\$22,500	\$180,000		1400%	
Average Tax Rate	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	0.035	NA	NA	
Tax Revenue from C Properties Restored to Tax Roll	\$26	\$53	\$105	\$157	\$210	\$263	\$315	\$368	\$420	\$473	\$525	\$578	\$630	\$683	\$735	\$788	\$3,150		1400%	
Accrued Tax Revenue		0	\$53	\$105	\$157	\$210	\$263	\$315	\$368	\$420	\$473	\$525	\$578	\$630	\$683	\$735	\$15,750		NA	
Total costs to County associated with C Properties	(\$11,574)	(\$11,174)	(\$10,771)	(\$10,242)	(\$9,737)	(\$9,206)	(\$8,622)	(\$7,986)	(\$7,297)	(\$6,556)	(\$5,762)	(\$4,916)	(\$4,017)	(\$3,066)	(\$2,062)	(\$1,066)	(\$102,375)		-91%	
Total County Annual Revenue from Foreclosure Process	\$2,188,522	\$2,165,473	\$2,144,787	\$2,125,440	\$2,107,429	\$2,090,759	\$2,076,766	\$2,065,451	\$2,056,813	\$2,050,852	\$2,047,569	\$2,053,827	\$2,066,548	\$2,079,302	\$2,097,378	\$2,115,488	\$30,587,870		-6%	
Year-to-Year County Revenue Differential from Land Bank Actions		(\$23,049)	(\$20,686)	(\$19,347)	(\$18,011)	(\$16,670)	(\$13,993)	(\$11,315)	(\$8,638)	(\$5,961)	(\$3,283)	\$6,258	\$12,721	\$12,754	\$18,076	\$18,110	NA			

Note:
 * Descriptions regarding the properties is found in Attachment D - Property Description
 * Assumptions are provided in Attachment D

Attachment D
CCLBC – Description of Properties & Assumptions

Attachment D

Description of Properties	
Type A	These properties show promise, in terms of the potential impact, for reconstruction or perhaps demolition. They may be highly visible properties, properties that are identified in a plan, they may be the worst property on the block that otherwise has a decent stock, they may have an unfortunate history, they may have good "bones" (architecturally speaking), or they may have a developer who is interested in investing money into the project (an end game), but cannot afford to get into a bidding war as their future investment in the property will not make economic sense. These are foreclosed properties chosen prior to the auction.
Type B	These properties are undesirable in their current state as they were not purchased at the foreclosure auction. It is believed that with some attention, they can be brought up to a state where they are attractive to a reputable developer. It is believed that a conservative investment in cleaning up the property, installing a new roof, etc., would make the property attractive for development. These properties are worth saving based on their location and bones, but require some attention prior to sale. These are properties that were not sold at the foreclosure auction.
Type C	2/3 of these properties have structures and 1/3 do not. These properties are the "worst of the worst" that were not sold at the auction, and were not sold during the RFP process. The properties with structures will be demolished. Most of these properties will likely be granted over to the adjoining landowner.

Assumptions:

- * These "Base Year" numbers are an average based on the last 3 Tax Auctions held in the County
- * Takes into account the "Externality Affect" by assuming an average 7.5% increase in value and tax revenue from 8 properties surrounding each Land Bank Property returned to the tax roll.
- * The "Base Year" is a constant throughout the 10 year analysis: including the number of properties being foreclosed on, the number sold at auction, the value of properties, county tax rate, etc.
- * This exercise does not take inflation into account
- * Properties controlled and sold by Land Bank will be assessed at a higher value when they are returned to the tax roll based on required investment by the new property owner: \$15,000 for A & B Properties, and \$5,000 for C Properties
- * Land Bank will continue to receive guaranteed tax payments that would have otherwise gone to municipalities while in possession of the Land Bank
- * Land Bank will receive 50% of the County Tax revenues for five (5) years for all properties controlled and sold by Land Bank
- * The Land Bank would initially focus its attention on residential properties; however, it would take on other special projects, which may include commercial and industrial properties, after it has established itself and has worked out the kinks.
- * The list above represents most of the residential-type of properties, but certainly not all.
- * Properties controlled by the Land Bank are removed from the tax roll until which time they are sold.
- * This model does not take into account the reduction in the workload to the County Real Property Department resulting from the management of fewer properties.

Appendix F
2012 CCLBC Timeline

Appendix F

Chautauqua County Land Bank Corporation

2012 Proposed Timeline

	Month									
	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	
Task 1 – Develop Property Selection Criteria with informal Board of Directors	█									
Task 2 – Review Impending Foreclosed Properties and Develop Short List (Type A Properties)	█	█								
Task 3 – Inspect Short List of Properties, Select Properties and Notify County to Hold "A" Properties		█	█							
Task 4 – County Holds Auction, Conducts Due Diligence and Awards "A" Properties to Bidders			█	█						
Task 5 – Review Remaining Properties Not Sold at Auction and Develop Short List (Type B)				█	█					
Task 6 – Inspect Short List of Properties, Select Properties and Notify County to Hold "B" Properties					█					
Task 7 - County Holds RFP Sale, Conducts Due Diligence and Awards "B" Properties to Buyers					█	█				
Task 8 – Review Remaining Properties Not Sold at RFP Sale and Develop Short List (Type C)							█			
Task 9 – Inspect Short List of Properties, Select Properties and Notify County to Hold "C" Properties								█		
Task 10 - Informal Board Develops Criteria & Process for Sale of A & B Properties and Develops Process for Demolition of "C" Property							█	█	█	
* Task 11 – Chautauqua County is notified that it has been awarded NYS Land Bank Status. CCLBC Seeks Not-for-Profit Status and Formalizes Structure				█	█	█	█	█	█	█
* Task 11 shall be initiated at which time Chautauqua County is notified by ESD of its official Land Bank Status										

Appendix G
Description of Properties

Attachment A
Type A Properties

CHAUTAUQUA COUNTY - REAL ESTATE AUCTION - MAY 21, 2011

Property Information

Property Address: 47 BURGESS ST
Municipality: V. SILVER CREEK
Tax ID: 049.006-0004-019
School District: SILVR-CK
Bldg Sq Feet: 1924
Built: 1895 1st Floor: 1176
Heat: NONE House Type: OLD STYLE
Bedrooms: 4.0 Exterior: COMPOSITE
Bath: 1.0 Water: PUBLIC Basement: CRAWL
SPAC
Sewer: PUBLIC Number Stories: 1.7
Imprv 1: PORCH, ENCLSD 1895
Imprv 2: PORCH, COVERD 1895
Imprv 3: PORCH, ENCLSD 1895
Imprv 4: SHED, MACHINE 1895

Acres: 0.00
Use Code: R - 210
Class Name: SINGLE FAMILY RES
Lot Size: 66 X 269
Longitude: -79.171034
Latitude: 42.541396

Total Assessment: \$45,200.00
Land Assessment: \$10,100.00



Information Deemed Reliable, but Not Guaranteed. Bidders should rely on their own inspection of each property they are interested in!

Directions & Description

2 story grey house with white trim.

From Central Ave and Main St, Head north on Quarry Rd toward Overhiser Rd, Turn left onto Overhiser Rd, Turn right onto Co Touring Route 89/County Rd 123/Dennison Rd, Turn left onto Co Touring Route 86/County Rd 90/Stebbins Rd, Take the 1st right onto Bennett State Rd/Co Touring Route 85/County Rd 141, Continue to follow Co Touring Route 85/County Rd 141, Destination will be on the left



Attachment B
Type B Properties

CHAUTAUQUA COUNTY - REAL ESTATE AUCTION - MAY 21, 2011

Property Information

Property Address: 36 LIBERTY ST
 Municipality: CITY OF JAMESTOWN
 Tax ID: 387.026-0001-030
 School District: JAMESTWN
 Bldg Sq Feet: 2498
 Built: 1890 1st Floor: 1261 2nd Floor: 1237
 Heat: HOT AIR House Type: OLD STYLE
 Bedrooms: 4.0 Exterior: COMPOSITE
 Bath: 2.0 Water: PUBLIC Basement: FULL
 Sewer: PUBLIC Number Stories: 2.0
 Imprv 1: USER DEFINED 1900
 Imprv 2: PORCH,COVERD 1910

Acreage: 0.00
 Use Code: 220
 Class Name: TWO FAMILY RES
 Lot Size: 37 X 125
 Longitude: -79.235987
 Latitude: 42.099718

Total Assessment: \$19,000.00
 Land Assessment: \$1,100.00



Information Deemed Reliable, but Not Guaranteed. Bidders should rely on their own inspection of each property they are interested in!

Directions & Description

Blue 2.5 story house with white trim.

From E 2nd and Foote Ave, Head northeast on E 2nd St toward Foote Ave, Turn left onto Foote Ave, Take the 1st left onto E 4th St, Take the 1st right onto Prendergast Ave, Take the 1st right onto E 5th St, Turn left onto Liberty St, Destination will be on the left.



Attachment C
Type C Properties

Property Information

Property Address: CHARLES ST
 Municipality: CITY OF JAMESTOWN
 Tax ID: 387.014-0006-083
 School District: JAMESTWN
 Water: PUBLIC
 Sewer: PUBLIC

Acreage: 0.00
 Use Code: 311
 Class Name: VACANT RES
 Lot Size: 45 X 34
 Longitude: -79.244863
 Latitude: 42.087916

Total Assessment: \$100.00
 Land Assessment: \$100.00

Directions & Description

Landlocked parcel behind house number 149 on McKinley See aerial view.

From E 2nd and Foote Ave, Head northeast on E 2nd St toward Foote Ave, Turn right onto Foote Ave, Take the 1st right onto Harrison St, Turn left onto Barrett Ave, Turn right onto Stearns Ave, Destination will be on the right.

N: 4205.319
 W: 7914.708



LOT # PA-117-2009

Information Deemed Reliable, but Not Guaranteed. Bidders should rely on their own inspection of each property they are interested in!



Appendix H
Capacity Building Matrix

Chautauqua County Land Bank Corporation

Resource Matrix

March 2012

Function (Primary Party)	Sub-Function	Person Responsible	Partners	Possible Funding Source	Budget
Administration/HR					
IA1	Land Bank Coordination	See Attachment A	All Partners		
IA3	Payroll/Benefits	See Attachment A	N.A.	In-Kind	N.A.
IA3	Recruitment	See Attachment A	N.A.	In-Kind	N.A.
IA4	Procurement	See Attachment A	N.A.	In-Kind	N.A.
IA4	Reporting/Evaluation	See Attachment A	IIA1-5	In-Kind	N.A.
IA2	Legal	See Attachment A	IIIC3	In-Kind	N.A.
Resource Development					
IIA	Grant Management	See Attachment A	IA2/IA4/IB	In-Kind	N.A.
IIA	Fund Development	See Attachment A	IA2/IA4/IIB	In-Kind	N.A.
IIA	Program Development and Partnerships	See Attachment A	IA/IB/IIB	In-Kind	N.A.
Information Technology					
IA	GIS/Mapping	See Attachment A	IA5/ID/2A	In-Kind	N.A.

IA	Website/Marketing	See Attachment A	IIA/3C2/VI	In-Kind	N.A.
IA	Property Information Systems	See Attachment A	IA5/3C2	In-Kind	N.A.
Financial Management					N.A.
IA/IIB	Bookkeeping	See Attachment A	IIA/IIIC3	In-Kind	N.A.
IA/IIB	Compliance Management	See Attachment A	IIA/IIIC3	In-Kind	N.A.
IA/IIB	Audit	See Attachment A	IIA/IIIC3	In-Kind	N.A.
Outreach/Education					
IA	Community Engagement	See Attachment A	IIA/IIB/IIC/IVA/VI	In-Kind	N.A.
IA	Public Relations	See Attachment A	IIB/IIC	In-Kind	N.A.
* Acquisition					
IA/IIA/IB	Acquisitions Assessment and Management	See Attachment A	IIIA	In-Kind	N.A.
IA/IB	Legal	See Attachment A	IIA/IIIA	In-Kind	N.A.
IA/IB	Inspections	See Attachment A	IIA/IIIA	In-Kind	N.A.
IA/IB	Underwriting	See Attachment A	IIA/IIIA	In-Kind	N.A.
* Disposition					
IA/1B	Marketing	See Attachment A	IIIC2/IIA	In-Kind	N.A.
IA/1B	Sales	See Attachment A	IIIC2/IIA	In-Kind	N.A.

IA/1B	Title Clearance	See Attachment A	IIIC3/IIIA	In-Kind	N.A.
IA/1B	Legal	See Attachment A	IIIC3	In-Kind	N.A.
IA/1B	Closing	See Attachment A	IIIC3/IIIA	In-Kind	N.A.
IA/1B	Underwriting	See Attachment A	IIIC3	In-Kind	N.A.
Maintenance/ Management					
IA/IB	Blight/Nuisance Abatement	See Attachment A	IIA	In-Kind	N.A.
IA/IB	Inspections	See Attachment A	IIA	In-Kind	N.A.
IA/IB	Property Management	See Attachment A	IIA	In-Kind	N.A.
IA/IB	Demolition/Landfill	See Attachment A	IIA/IA5	In-Kind	N.A.
IA/IB	Mowing/Snow Removal	See Attachment A	IIA/V	In-Kind	N.A.
IA/IB	Repairs/Stabilization	See Attachment A	IIA/V	In-Kind	N.A.
IA/IB	Boarding/Securing Property	See Attachment A	IIA/V	In-Kind	N.A.
IA/IB	Community Gardening	See Attachment A	IIA/V	In-Kind	N.A.
IA/IB	Deconstruction	See Attachment A	IIA/V	In-Kind	N.A.
Real Estate Development					

IA/IB	Planning and Feasibility	See Attachment A	IIIA/Board	In-Kind	N.A.
IA/IB	Land Assembly/Banking	See Attachment A	IIIA/Board	In-Kind	N.A.
IA/IB	Environmental Remediation	See Attachment A	IIIC5	In-Kind	N.A.
IA/IB	Housing and Commercial Rehabilitation	See Attachment A	IIA	In-Kind	N.A.
IA/IB	Catalytic Economic Development	See Attachment A	IC	In-Kind	N.A.
IA/IB	Project Management	See Attachment A	IIA	In-Kind	N.A.
IA	Infrastructure	See Attachment A	IB	In-Kind	N.A.
IA/IB	Green Space Development	See Attachment A	IIA/V	In-Kind	N.A.
IA/IB	Legal	See Attachment A	IIIC3	In-Kind	N.A.
IA/IB	Construction	See Attachment A	III	In-Kind	N.A.

Note: The Chautauqua County Department of Planning & Economic Development will take the lead role in administering the program, and will be the primary liaison between the Board of Directors and the identified supporters.

* The Chautauqua County Land Bank Board of Directors will make all recommendations regarding the acquisition and disposition of properties.

**Chautauqua County Land Bank Corporation
Resource Partners**

I. Government

A. County

1. Planning
Contact: Mark Geise
2. Legal
Contact: Steve Abdella, County Attorney
3. Human Resources
Contact: Joe Porpiglia, HR Director
4. Finance
Contact: Darin Shultz, Finance Director
5. Tax
Contact: Jim Caflish, Tax Director
6. DPF
Contact: George Spanos, DPF Director

B. Cities

1. Jamestown
Contact: Steve Centi, Director of Development
2. Dunkirk
Contact: Steve Naratko, Director of Development
3. Other (Rural)
Contacts: Supervisors (Miscellaneous)

- C. County of Chautauqua Industrial Development Agency
Contact: Bill Daly, COO; Rich Dixon, CFO

D. State/Federal

Contacts: Miscellaneous

II. Non-Profits

A. Preservation Organizations

1. CODE
Contact: Mike Bradshaw, Director
2. CHRIC
Contact: James Goodling, Director
3. COI
Contact: Roberta Keller, Director
4. JRC
Contact: Peter Lombardi, Director of Neighborhood Initiatives

B. Foundations

1. CRCF
Contact: Randy Sweeny, Director
2. Gebbie
Contact: John Marino, Director
3. NCCF
Contact: Diane Hannum, Director

- C. Chamber of Commerce
Contact: Todd Trannum, Director

III. Profits (Private)

A. Banks

1. Lakeshore Savings
Contact: Dan Reinega
2. Keybank
Contact: TBD
3. M&T
Contact: TBD
4. Jamestown Savings Bank
Contact: TBD

B. Credit Unions

1. InnerLakes FCU
Contact: TBD
2. Catt Co. FCU
Contact: TBD
3. Southern Chaut Co.FCU
Contact: TBD

C. Businesses

1. Manufacturers
Contacts: Miscellaneous
2. Realtors
Contacts: Miscellaneous
3. Accounting/Legal/Auditing
Contacts: Miscellaneous
4. Contractors (Demolition/Construction)
Contacts: Miscellaneous
5. Environmental Remediation
Contacts: Miscellaneous

IV. Education

A. Colleges

1. Fredonia State
Contact: TBD
2. JCC
Contact: Greg DeCinque, President

B. Public Schools

1. Miscellaneous
Contact: Miscellaneous

V. Private Citizens/Citizen Organizations

VI. Media

- A. Print
- B. Television
- C. Radio

D. Social

Note: In the short-term, the Chautauqua County Department of Planning & Economic Development will administer the program, until which time further resources are secured and dedicated staff are hired.

Appendix I
County Resolution Authorizing Land Bank

CHAUTAUQUA COUNTY
RESOLUTION NO. 65-12

TITLE: Establishment of Chautauqua County Land Bank Corporation

BY: Administrative Services Committee:

AT THE REQUEST OF: County Executive Gregory J. Edwards and Legislator Lori Cornell:

WHEREAS, in 2011, the New York State Legislature enacted a new Article 16 of the Not-for-Profit Corporation Law authorizing the creation of up to ten (10) land bank corporations to combat community deterioration by facilitating the return of vacant, abandoned, and tax-delinquent properties to productive use in order to eliminate the harms and liabilities caused by such properties; and

WHEREAS, by virtue of State law and local legislation, the County of Chautauqua guarantees the tax collection of all city, town, village, and school taxes within the County of Chautauqua, and acts as the sole foreclosing governmental unit for all local governments within the County, thereby making the County an ideal candidate for approval of a single county-wide land bank corporation; and

WHEREAS, in response to the aforementioned State legislation, \$150,000 was set aside by the County Legislature in Resolution 159-11 as seed money for the creation of a land bank in Chautauqua County, and \$15,000 of said \$150,000 was authorized in Resolution 194-11 for completion of a financial plan for the land bank with the assistance of the nationally recognized Center for Community Progress (CCP); and

WHEREAS, the Department of Planning and Economic Development is preparing an application to Empire State Development (ESD) for approval of a land bank corporation in Chautauqua County, and to be considered for approval, the County Legislature must adopt a resolution approving the establishment of a land bank; therefore be it

RESOLVED, That the County Legislature hereby establishes and authorizes a land bank in Chautauqua County, as follows:

1. Name of the land bank – “Chautauqua County Land Bank Corporation”
2. Number of initial members of the Board of Directors – eleven (11).
3. The initial individuals to serve as members of the Board of Directors, with a term of two (2) years:

James E. Caffisch
 928 Marvin Road
 P.O. Box 100
 Clymer, NY 14724
 (Director, Chautauqua County Real Property Tax Office)

Larry L. Barmore
 P.O. Box 245
 Gerry, NY 14740
 (Chautauqua County Legislator, District 9)

RECEIVED
 CHAUTAUQUA COUNTY
 LEGISLATURE
 12 MAR 19 P 8:03
 CLERK'S OFFICE

✓
 _____ APPROVED
 _____ VETOES (VETO MESSAGE ATTACHED)

Gregory J. Edwards
 County Executive
3/28/12
 Date

I, THE UNDERSIGNED CLERK OF THE LEGISLATURE HEREBY CERTIFY THIS TO BE A TRUE AND COMPLETE COPY OF A RESOLUTION DAILY ADOPTED BY THE LEGISLATURE OF CHAUTAUQUA COUNTY ON 3/19/12 2012
[Signature] CLERK OF LEGISLATURE

4. Qualifications, manner of appointment, and term of office of members of the Board:

Members of the Board of Directors must be residents of or be employed in the County of Chautauqua. Appointments shall be made by the County Executive, subject to confirmation by the County Legislature. The term of office of members of the Board shall be two (2) years.

5. The proposed articles of incorporation of the Chautauqua County Land Bank Corporation prepared by the County Law Department and on file with the Clerk of the County Legislature are hereby approved for inclusion in the County's application to Empire State Development.



Mark J. Taverne

Paula DeFy

Scott B. Cornell

Passed
(no - Scudder)

APPROVED

VETOES (VETO MESSAGE ATTACHED)

County Executive

Date

Appendix J
Proposed Certificate of Incorporation and By-Laws

Attachment A
CCLBC Proposed Certificate of Incorporation

CERTIFICATE OF INCORPORATION
OF
CHAUTAUQUA COUNTY LAND BANK CORPORATION

A Not-For-Profit Land Bank Corporation
under Article 16 of the Not-For-Profit
Corporation Law of the State of New York

THE UNDERSIGNED, being over the age of eighteen years, for the purpose of forming a not-for-profit land bank corporation pursuant to Article 16 of the Not-For-Profit Corporation Law of the State of New York, hereby certifies as follows:

FIRST: The name of the corporation shall be Chautauqua County Land Bank Corporation (hereinafter referred to as the “Corporation”).

SECOND: The Corporation will be a corporation as defined in subparagraph (a)(5) of Section 102 of the Not-For-Profit Corporation Law of the State of New York and, as provided in Section 1603(f) of the Not-For-Profit Corporation Law, will be a Type C Corporation as defined in Section 201 of the Not-For-Profit Corporation Law. The Corporation shall be a public instrumentality of and supporting organization for, but separate and apart from Chautauqua County, New York (the “County”).

THIRD: The purposes for which the Corporation is to be formed and operated, are exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, to combat community deterioration by facilitating the return of vacant, abandoned, and tax-delinquent properties to productive use in order to eliminate the harms and liabilities caused by such properties, and lessen the burden of government and act in the public interest. In furtherance of said purposes, the Corporation’s powers shall include all powers and duties granted land bank corporations as set forth in Article 16 of the Not-For-Profit Corporation Law of the State

of New York, as it may be amended from time-to-time, which powers are incorporated herein by reference as if fully stated herein, and shall also include:

(a) any other act or thing incidental to or connected with the foregoing purposes or in advancement thereof, but not for the pecuniary profit or financial gain of its members, directors, officers or any private person.

(b) In general, to perform any and all acts and things, and exercise any and all powers which may now or hereafter be lawful for the Corporation to do or exercise under and pursuant to the laws of the State of New York for the purpose of accomplishing any of the foregoing purposes of the Corporation.

FOURTH: The Corporation's public objective and mission, which the Corporation's purpose will achieve, includes the lessening of the burdens of government by undertaking, promoting, and facilitating the return of vacant, abandoned, and tax-delinquent properties to productive use in order to eliminate the harms and liabilities caused by such properties and to combat community deterioration in Chautauqua County, New York, that will include real estate development and management, real estate project finance, and other community-based economic and human services development activities permissible under the Not-For-Profit Corporation Law.

FIFTH: The operations of the Corporation will be principally conducted within the territory of the County.

SIXTH: (a) All income and earnings of the Corporation shall be used exclusively for its corporate purposes with the intent being that all income and earnings will be expended or deposited in appropriate reserves for corporate purposes;

(b) The property of the Corporation is irrevocably dedicated to charitable purposes.

SEVENTH: (a) The Corporation shall not attempt to influence legislation by propaganda or otherwise, or participate in or intervene, directly or indirectly, in any political campaign on behalf of or in opposition to any candidate for public office.

(b) The Corporation shall not engage in any activities not permitted to be carried on by an organization exempt from federal income taxation pursuant to Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, and the regulations promulgated thereunder.

EIGHTH: In the event of the dissolution of the Corporation or the winding up of its affairs, the Board of Directors shall, after paying or making provision for the payment of all debts and liabilities of the Corporation of whatsoever kind or nature, distribute all of the remaining assets and property of the Corporation to the County as set forth in Section 1613 of the Not-for-Profit Corporation Law.

NINTH: The office of the Corporation shall be located in the County of Chautauqua, New York.

TENTH: The types or classes of Membership in the Corporation and the number of Members of the Corporation shall be described in the By-laws. The initial Member of the Corporation shall be identified in the By-laws.

ELEVENTH: The Corporation shall be initially managed by eleven directors, who shall be appointed by the Chautauqua County Executive, subject to confirmation by the Chautauqua County Legislature. All Directors must either be a resident of or employed in Chautauqua County. Any subsequent increase or decrease in the size of the Board of Directors will require the unanimous approval of the Members, and shall be in accordance with Article 16 of the Not-For-Profit Corporation Law of the State of New York.

TWELFTH: The names and addresses of the initial Directors of the Corporation will be as follows:

<u>Name</u>	<u>Address</u>
James E. Caflisch	928 Marvin Road P.O. Box 100 Clymer, NY 14724
Larry L. Barmore	P.O. Box 245 Gerry, NY 14740
Lori B. Cornell	20 Dewey Place Jamestown, NY 14701
Steven Centi	199 McDaniel Avenue Jamestown, NY 14701
Steve R. Neratko	733 Washington Street Dunkirk, NY 14048
Michael L. Bradshaw	145 Pardee Avenue Jamestown, NY 14701
Peter A. Lombardi	190 Newton Avenue Jamestown, NY 14701
Daniel P. Reininga	86 Central Avenue Fredonia, NY 14063
Lyman A. Buck III	81 Chestnut Street Jamestown, NY 14701
William W. Carlson	10370 Chestnut Road Dunkirk, NY 14048
Garrett A. Brooks	129 Hotchkiss Street Jamestown, NY 14701

THIRTEENTH: The duration of the Corporation shall be perpetual.

FOURTEENTH: The Corporation shall indemnify each Member, each Director, each officer, and, to the extent authorized by the Board of Directors, each other person authorized to act for the Corporation or on its behalf, to the full extent to which indemnification is permitted under the Not-For-Profit Corporation Law.

FIFTEENTH: The Secretary of New York State is designated as agent of the Corporation upon whom process against it may be served. The post office address to which the Secretary of State shall mail a copy of any process against the Corporation served upon him is as follows: Chautauqua County Department of Law, 3 North Erie Street, Mayville, New York 14757.

SIXTEENTH: The By-laws of the Corporation may be adopted, amended or repealed by a majority of the voting Directors of the Corporation.

SEVENTEENTH: The Corporation will not do any of the following:

(a) Without the affirmative vote of all Members of the Corporation, increase or decrease the number of Members of the Corporation or increase or decrease the number of Directors of the Corporation.

(b) Without the affirmative vote of a majority of the voting Directors of the Corporation and all of the Corporation's Members, (i) dissolve or liquidate, in whole or in part, or institute proceedings to be adjudicated bankrupt or insolvent, (ii) consent to the institution of bankruptcy or insolvency proceedings against it, (iii) file a petition seeking or consenting to reorganization or relief under any applicable federal or state law relating to bankruptcy or insolvency, (iv) consent to the appointment of a receiver, liquidator, assignee, trustee, sequestrator or other similar official of the Corporation or a substantial part of its property, (v) make a general assignment for the benefit of creditors, (vi) admit in writing its inability to pay its debts generally as they become due or (vii) take any corporate action in furtherance of the actions set forth in clauses (i) through (vi) of this paragraph.

(c) Without the affirmative vote of all of the Directors of the Corporation and all of the Corporation's Members, merge or consolidate with any other corporation, company or entity or, except to the extent contemplated by paragraph THIRD hereof, sell all or substantially all of its assets or acquire all or substantially all of the assets or capital stock or other ownership interest of any other corporation, company or entity.

IN WITNESS WHEREOF, this certificate has been subscribed this _____ day of _____, 2012.

, Incorporator
Street
, New York

CERTIFICATE OF INCORPORATION
OF
CHAUTAUQUA COUNTY LAND BANK CORPORATION

(Under Article 16 of the Not-For-Profit Corporation Law of the State of New York)

Filed by: Chautauqua County Department of Law
3 North Erie Street
Mayville, New York 14757

Attachment B
CCLBC Proposed By-Laws

BY-LAWS

OF

CHAUTAUQUA COUNTY LAND BANK CORPORATION

Adopted _____, 2012

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BY-LAWS
OF
CHAUTAUQUA COUNTY LAND BANK CORPORATION

ARTICLE I - THE CORPORATION

SECTION 1. - NAME.

The Corporation shall be known as "Chautauqua County Land Bank Corporation."

SECTION 2. - OFFICES.

The principal office of the Corporation shall be located in Chautauqua County, New York (the "County"). The Corporation may also have offices at such other places within the State of New York as the Board of Directors may from time to time determine or the activities of the Corporation may require.

SECTION 3. - PURPOSES.

The Corporation shall have such purposes as are now or hereafter set forth in its Certificate of Incorporation.

ARTICLE II - MEMBERSHIP

SECTION 1. - COMPOSITION OF MEMBERSHIP.

The initial Member of the Corporation shall be the County of Chautauqua, which from time to time shall appoint voting members of the Board of Directors of the Corporation, provided, however, that such Directors shall not be the same persons as the President/CEO or the Treasurer/CFO of the Corporation.

SECTION 2. - RIGHTS AND POWERS OF THE MEMBERS.

The Members shall have and exercise all the rights and powers of corporate membership created by the laws of the State of New York, the Certificate of Incorporation and the By-laws of the Corporation.

SECTION 3. - ANNUAL MEETING OF THE CORPORATION.

The Members shall hold an annual meeting of the Corporation within six months after the end of each fiscal year at a convenient time and place designated by the Members. At the annual meeting, the Members shall appoint Directors for positions where a new directorship is created or the term of a Director has expired, receive the annual report and transact such other business

as may properly come before the meeting; provided, however, that that such Directors shall not be the same persons as the President/CEO or the Treasurer/CFO of the Corporation.

SECTION 4. - ANNUAL REPORT TO THE MEMBERS.

At the annual meeting of the Corporation, the CEO/President and the Treasurer/CFO of the Corporation shall present an annual report showing in appropriate detail the following information:

(a) A complete verified or audited financial statement of the Corporation for the fiscal year immediately preceding the date of the report showing the assets and liabilities, principal changes in assets and liabilities, revenue, receipts, expenses and disbursements of the Corporation; and

(b) A summary of the activities of the Corporation during the preceding year.

The annual report shall be filed with the minutes of the annual meeting.

SECTION 5. - SPECIAL MEETING OF THE CORPORATION.

Special meetings of the Corporation may be called at any time by the President and shall be called by the Secretary within fourteen (14) days of receipt of a written request from ten percent (10%) or more of the Members. Such request shall state the purpose or purposes for the proposed meeting. Business transacted at a special meeting shall be confined to the purposes stated in the notice of such meeting.

SECTION 6. - PLACE OF MEETINGS; ORGANIZATION.

All membership meetings shall be held at the principal office of the Corporation or at such other convenient location as may be determined by the Members of the Corporation. At each membership meeting, the President, or, in his or her absence, the chairperson chosen by a majority of the Members present, shall preside. The Secretary, or in his or her absence, a person chosen by a majority of the Members present, shall keep complete and accurate minutes of the meeting.

SECTION 7. - NOTICE OF MEMBERSHIP MEETINGS; WAIVERS.

(a) Notice of each membership meeting shall state the purpose or purposes for which the meeting is called, the place, date and time of the meeting and, unless it is the annual meeting, shall indicate that it is being issued by or at the direction of the person or persons calling the meeting. Such notice shall be given either personally or by mail to each Member not less than ten (10) nor more than fifty (50) days before the date of the meeting. If mailed, the notice is given when deposited in the United States mail, with postage thereon prepaid, directed to a Member at his or her address as it appears on the record of Members or, if he or she shall have filed with the Secretary a written request that notices be mailed to some other address, then directed to such other address.

(b) Formal notice of meeting need not be given to a Member if he or she executes a waiver of notice, either before or after the meeting. The attendance of a Member at a meeting, without protesting prior to the conclusion of the meeting the lack of notice of such meeting, shall constitute a waiver of notice.

SECTION 8. - QUORUM OF MEMBERS.

(a) The presence of at least a majority of the Members shall constitute a quorum for the transaction of business at any annual or special membership meeting.

(b) A majority of the Members present at a meeting, whether or not a quorum is present, may adjourn any membership meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Members if the time and place is announced at the meeting adjourned.

SECTION 9. - ACTION BY THE MEMBERS.

(a) Each Member shall be entitled to one vote on each matter properly submitted to the Members for action at any meeting of the Members. Unless otherwise required by law or these Bylaws, the vote of the majority of Members present at the time of a vote at a duly convened meeting, provided a quorum is then present, shall be the act of the Members.

(b) Every Member entitled to vote at a meeting of Members may authorize another person or persons to act for him or her by proxy. Every proxy must be signed by the Member or the Member's attorney-in-fact. No proxy shall be valid after the expiration of eleven (11) months from the date thereof unless otherwise provided in the proxy. Every proxy shall be revocable at the pleasure of the Member executing it, except as otherwise provided by law.

SECTION 10. - PROPERTY RIGHTS OF MEMBERS.

The Members shall not have any right or interests in or to the property or assets of the Corporation.

ARTICLE III - BOARD OF DIRECTORS

SECTION 1. - POWER OF BOARD OF DIRECTORS.

The Corporation shall be managed by its Board of Directors, which shall establish all general policies governing its operations.

SECTION 2. - NUMBER, ELECTION AND TERM OF DIRECTORS.

(a) The number of Directors shall be an odd number of no less than five but no more than eleven, with the exact number of Directors to be established by a resolution adopted by the Members. The Directors shall exercise all rights of Directors as described herein and in the

Certificate of Incorporation or any applicable resolution. As used in these By-laws, "the entire Board of Directors" means the total number of Directors that the Corporation would have if there were no vacancies on the Board.

(b) The Directors shall be appointed to two year terms.

(c) Directors shall be eligible to serve an unlimited number of consecutive terms.

(d) Directors shall be appointed by the Chautauqua County Executive, subject to confirmation by the Chautauqua County Legislature.

(d) Neither the President/CEO nor the Treasurer/CFO shall serve as Directors of the Corporation.

SECTION 3. - RESIGNATIONS AND REMOVAL OF DIRECTORS.

(a) Any Director of the Corporation may resign at any time by giving written notice to the President or the Secretary. Such resignation shall take effect at the time specified therein or, if no time is specified, then on delivery. Acceptance of the resignation shall not be necessary to make it effective.

(b) Any Director may be removed from the Board with or without cause by the affirmative vote of the Members.

SECTION 4. - NEWLY CREATED DIRECTORSHIPS AND VACANCIES.

Newly created directorships resulting from an increase in the number of directors, and vacancies occurring for any reason, shall be filled by the Members as soon as practicable but in no event later than sixty (60) days after the increase or vacancy occurs. A Director elected to fill a vacancy caused by resignation, death, disability or removal shall hold office for the unexpired term of his or her predecessor in office and until a successor is elected and takes office.

SECTION 5. - ANNUAL MEETING.

The annual meeting of the Board of Directors shall be held after the annual meeting of the Corporation described in Article II, Section 3 above at a convenient time and location designated by the Board. Written notice of the annual meeting shall be mailed or delivered to each voting Director of the Corporation prior to the meeting.

SECTION 6. - ANNUAL REPORT.

The President and the Treasurer shall present at the annual meeting of the Board of Directors a copy of the annual report described in Article II, Section 4 above.

SECTION 7. - SPECIAL MEETINGS AND NOTICE.

Special meetings of the Board of Directors may be called at any time by the President or any other officer of the Corporation. Written notice shall be mailed or delivered to each Director of the Corporation prior to the meeting. Said notice shall state the purposes, time and place of the special meeting and that no business other than that specified in the notice may be transacted.

SECTION 8. - WAIVERS OF NOTICE.

Notice of a meeting need not be given to any Director who submits a signed waiver of notice whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to him or her.

SECTION 9. - PLACE OF MEETINGS.

The Board of Directors may hold its meetings at such place or places within or outside the State of New York as the voting Directors may from time to time by resolution determine.

SECTION 10. – OPEN MEETINGS

To the extent required by law, the Corporation shall comply with the Open Meetings Law of the State of New York, as set forth within Article 7 of the Public Officers Law.

SECTION 11. – FREEDOM OF INFORMATION

To the extent required by law, the Corporation shall comply with the Freedom of Information Law of the State of New York, as set forth within Article 6 of the Public Officers Law.

SECTION 12. - QUORUM AND ADJOURNED MEETINGS.

(a) A majority of the entire Board of Directors shall constitute a quorum for the transaction of business at meetings of the Board. When a quorum is once present to organize a meeting, it shall not be broken by the subsequent withdrawal of any Director(s).

(b) A majority of the Directors present, whether or not a quorum is present, may adjourn any Board meeting to another time and place. If a quorum is present at the adjourned meeting, any business may be transacted that might have been transacted on the original date of the meeting. Notice of the adjourned meeting shall be given to all Directors.

SECTION 13. - ACTION BY THE BOARD OF DIRECTORS.

Any corporate action to be taken by the Board of Directors means action at a meeting of the Board. Each Director shall have one vote regarding any corporate action to be taken by the Board. Except as otherwise provided by law or these By-laws, the vote of a majority of the Directors present at the time of the vote at a duly convened meeting at which a quorum is present

shall be the act of the Board of Directors. All references to actions of the Board of Directors herein and in the Certificate of Incorporation shall mean the affirmative vote of a majority of the Directors present at the time of the vote at a duly convened meeting at which a quorum is present.

SECTION 14. - ORGANIZATION.

At each meeting of the Board of Directors, a chairman chosen by a majority of the Directors present, shall preside. The Secretary, or, in his or her absence, a person chosen by a majority of the Directors present, shall keep complete and accurate minutes of the meeting.

SECTION 15. - ATTENDANCE AT MEETINGS.

Attendance at each meeting of the Board shall be recorded by the Secretary in the minutes thereof.

SECTION 16. - COMPENSATION.

The Directors shall serve without compensation. All Directors may be reimbursed for reasonable expenses incurred in the performance of corporate duties.

SECTION 17. - PROPERTY RIGHTS.

No Director of the corporation shall, by reason of that position, have any rights to or interest in the property or assets of the Corporation.

ARTICLE IV - COMMITTEES

SECTION 1. - STANDING COMMITTEES.

(a) The Standing Committees of the Board shall be as described in subparagraph (b) below. Except as otherwise provided by these By-laws, each Standing Committee shall consist of at least three Directors. No Standing Committee shall have authority as to the following matters:

- (i) The submission to the Members of any action requiring its approval;
- (ii) The filling of vacancies on the Board of Directors or any committee;
- (iii) The amendment or repeal of these By-laws or the adoption of new By-laws; or
- (iv) The amendment or repeal of any resolution of the Board which by its terms is not so amendable or repealable.

(b) Until changed by amendment of these By-laws, the Corporation shall have Audit and Governance Standing Committees comprised of independent members, as required by PAAA.

SECTION 2. - SPECIAL COMMITTEES.

The Board of Directors, by resolution adopted by a majority of the entire Board of Directors, may create Special Committees, which shall have only the powers specifically delegated to them and shall in no case have powers which are not authorized for Standing Committees. The members of Special Committees shall be appointed by the President from among the Directors, with the approval of the Board.

SECTION 3. - MEETINGS.

Meetings of committees shall be held at such times and places as shall be fixed by the respective committee chairmen, or by vote of a majority of all of the members of the committee. Written notice shall be mailed (via regular mail or electronic mail) or delivered to all members of the committee prior to each meeting. Written minutes of the proceedings shall be kept at all committee meetings and shall be submitted at the next meeting of the Board. The President, or his or her designee, may attend all committee meetings.

SECTION 4. - QUORUM.

Unless otherwise provided by resolution of the Board of Directors, a majority of all of the members of a committee shall constitute a quorum for the transaction of business.

SECTION 5. - MANNER OF ACTING.

Any corporate action to be taken by a committee shall mean such action to be taken at a meeting of the committee. Action by a committee shall be taken by majority vote at a meeting.

ARTICLE V - OFFICERS

SECTION 1. - PRESIDENT; VICE PRESIDENT; OTHER OFFICERS.

The Corporation shall have a President/CEO, a Treasurer/CFO, and a Secretary and other officers and assistant officers as the Board of Directors may determine. The offices of president and secretary shall not be held by the same person. No Director shall hold the office of President/CEO or of Treasurer/CFO. The officers shall have such duties as may be prescribed by these By-laws and the Board of Directors.

SECTION 2. - TERMS OF OFFICERS.

The officers shall be elected by a majority vote of the entire Board of Directors at its annual meeting. Unless a shorter term is provided in the resolution of the Board electing such officer, the term of office of each officer shall extend for one year after his or her election and

until a successor is elected or appointed and qualified. Officers shall be eligible to serve an unlimited number of consecutive terms.

SECTION 3. - ADDITIONAL OFFICERS.

Additional officers may be elected for such period, have such authority and perform such duties, either in an administrative or subordinate capacity, as the Board of Directors may from time to time determine.

SECTION 4. - REMOVAL OF OFFICERS.

Any officer may be removed by vote of the Directors, with or without cause, at any time, provided there is a quorum of not less than a majority of the entire Board of Directors present at the meeting at which such action is taken.

SECTION 5. - RESIGNATION.

Any officer may resign at any time by giving written notice to the Board of Directors, the President or the Secretary. Any such resignation shall take effect at the time specified therein, or, if no time is specified, then on delivery. Acceptance of the resignation shall not be necessary to make it effective.

SECTION 6. - VACANCIES.

A vacancy in any office of the Corporation shall be filled by the majority vote of the entire Board of Directors.

SECTION 7. - PRESIDENT.

The President shall be the chief executive officer of the Corporation and shall generally supervise all its affairs. The President shall perform such other duties as may be assigned to him or her from time to time by the Board of Directors.

SECTION 8. - SECRETARY.

It shall be the duty of the Secretary to supervise the preparation of minutes of all meetings of the Members and the Board of Directors and its committees, the giving of all notices required to be given by the Corporation, and the keeping of a current list of the Corporation's Members, Directors and officers and their residence addresses. The Secretary shall be responsible for supervising the preparation and maintenance of the books and records of the Corporation. The Secretary shall attend to such correspondence as may be assigned to him or her and perform all the duties customarily incidental to that office and such other duties as may be assigned to him or her by the Board of Directors or the President. From time to time, the Board of Directors may designate duties of the Secretary to an appointed Acting Secretary who will perform such duties as may be assigned to him or her.

SECTION 9. - TREASURER.

It shall be the duty of the Treasurer, as Chief Financial Officer of the Corporation, to oversee the financial affairs of the Corporation, report at each regular meeting of the Board of Directors, and participate in preparing the annual report of the Corporation and the filing of all required tax returns and other regulatory reports. The Treasurer shall perform such other duties as may be assigned to him or her by the Board of Directors or the President. From time to time, the Board of Directors may employ or contract with an appointed Acting Treasurer to whom the Board of Directors may designate certain duties of the Treasurer and other such duties as may be assigned to him or her.

ARTICLE VI - CONTRACTS, CHECKS, DRAFTS AND BANK ACCOUNTS

SECTION 1. - EXECUTION OF CONTRACTS.

The Board of Directors, except as these By-laws otherwise provide, may authorize any officer or officers, agent or agents, employee or employees, in the name of and on behalf of the Corporation, to enter into any contract or execute and deliver any instrument, and such authority may be general or confined to specific instances; but, unless so authorized by the Board of Directors, or expressly authorized by these By-laws, no officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable pecuniarily in any amount for any purpose.

SECTION 2. - LOANS.

No loans shall be contracted on behalf of the Corporation unless specifically authorized by the Board of Directors.

SECTION 3. - CHECKS, DRAFTS, ETC.

All checks, drafts and other orders for the payment of money out of the funds of the Corporation, and all notes or other evidences of indebtedness of the Corporation, must be signed on behalf of the Corporation by the President or the Treasurer.

SECTION 4. - DEPOSITS.

All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Treasurer may recommend and the Board of Directors approves.

SECTION 5. - INVESTMENTS.

The Board of Directors may authorize the Corporation to contract with an investment advisor and custodian to manage its investments in accordance with an investment policy established by the Board.

ARTICLE VII - GENERAL

SECTION 1. - SEAL.

The corporate seal shall have inscribed thereon the name of the Corporation, the year of its organization, and the words "Corporate Seal, New York." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or otherwise reproduced.

SECTION 2. - BOOKS AND RECORDS.

There shall be kept by the Corporation (1) correct and complete books and records of account, (2) minutes and statements of written action by the Members, (3) minutes of the proceedings of the Board of Directors and its committees, (4) a current list of the Members, Directors and officers of the Corporation and their residence addresses, (5) a copy of the Certificate of Incorporation, and (6) a copy of these By-laws.

SECTION 3. - INDEMNIFICATION.

The Corporation shall indemnify each Member, each Director, each officer, and, to the extent authorized by the Board of Directors, each other person authorized to act for the Corporation or on its behalf, to the full extent to which indemnification is permitted under the Not-For-Profit Corporation Law.

SECTION 4. - INTERESTED DIRECTORS AND OFFICERS.

The Board of Directors may adopt a policy regarding conflicts of interest which shall apply to all directors and officers.

ARTICLE VIII - FISCAL YEAR

The fiscal year of the Corporation shall commence on the first day of January of each calendar year and end on the last day of December.

ARTICLE IX - RULES OF ORDER AND BYLAW CHANGES

SECTION 1. - RULES OF ORDER.

Meetings of the Members and the Board of Directors and its committees shall be governed by Robert's Rules of Order, except in cases otherwise provided for by these By-laws.

SECTION 2. - BYLAW CHANGES.

These By-laws may be amended, repealed or adopted only by the Members of the Corporation.

Appendix K
Non-Discrimination Policy

CHAUTAUQUA COUNTY LAND BANK Corporation

Non-Discrimination/Affirmative Action Policy

The Chautauqua County Land Bank Corporation (CCLBC) is committed to a policy of non-discrimination and equal opportunity in all of its operations, employment opportunities, and related activities.

This policy embraces all persons regardless of race, color, sex, national origin, religion, age, sexual orientation, marital status or handicap, and expressly forbids discrimination in hiring, the sale or transfer of property, and the awarding of contracts. This policy also forbids any transferee or purchaser of land bank property, and every successor in interest in such property, from discrimination based upon race, color, sex, national origin, religion, age, sexual orientation, marital status or handicap in the sale, lease or rental, or in the use or occupancy of the property or improvements erected or to be erected thereon or any part thereof.

In furtherance of this policy, the CCLBC is also committed to a program of affirmative action under which it will seek to include the participation of minority and female-owned business, institutions and firms in the awarding of contracts for consulting, management, construction projects, maintenance, and other vendors.

Appendix L
Additional Documentation

Attachment A
City of Jamestown Prioritized Demolition List

**City of Jamestown Prioritized Demolition List
PENDING AS OF 3/6/2012**

	Property Address	Name Owner of Record	Address Owner of Record	Inspector	Date Posted	Demo Expenses	Property Status	NEXT STEPS
1	1010 Washington Street	George White	32 W 17Th St Jamestown NY 14701	Moran	8/8/2011	\$ 25,000	Court 2/24/12	
2	1014.5 Washington Street	George White	32 W 17Th St Jamestown NY 14701	Moran	8/8/2011	\$ 25,000	Court 2/24/12	
3	112 Prospect Street	Kenneth Raner	256 Hall Avenue	Peterson	5/1/2011	\$ 30,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
4	330 Allen Street	Jennifer Truver	1426 Swade Road, Ashville, NY 14710	Jones	8/8/2005	\$ 25,000	Court 3/2/12	Court Order If No Contract for Sale
5	558 Allen Street	Danielle D Eckberg	100 Hedges Ave Jamestown NY 14701	Moran	5/24/2004	\$ 35,000	Preparing Bid specs for controlled demo	Proceed - Emergency/Controlled Demo
6	100 Barrows Street	Adam L Glover	221 East Ave Erie PA 16507	Peterson	10/27/2008	\$ 50,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
7	396 Falconer Street	Savitri Washington	21414 Ganton Drive Katy TX 77450	Peterson	9/30/2009	\$ 24,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow - 3-19-12
8	559 E. 2nd Street	Susan Engstrom	137 Euclid Ave Jamestown NY 14701-3123	Jones	9/21/2008	\$ 25,000	Asbestos Survey In	Demo & Remediation Bids to Follow - 3-19-12
9	245 Crescent Street	Kevin S Derby	1284 White St Corry PA 16407	Moran	4/14/2010	\$ 20,000	Asbestos Survey Underway	
10	23 Conter Street	Walter Conkright Jr	115 Forest Ave #A Jamestown NY 14701	Jones	12/12/2008	\$ 28,830	Asbestos Survey In	Demo & Remediation Bids Awarded - 2-17-12
11	9 Cleveland Place	Richard McGuay, Sr.	368 Buffalo Street	Jones	9/15/2009	\$ 20,422	Asbestos Survey In	Demo & Remediation Bids Awarded - 2-17-12
12	14 W. 7th Street	Remy Cesalke	58341 N Camac St Philadelphia PA 19141	Jones	1/24/2008	\$ 19,334	Asbestos Survey In	Asbestos Abatement Started
13	623 Spring Street	Todd Walker	34 Market St., Attica, N 14011	Jones	2/24/2010	\$ 8,000	Asbestos Survey In	Demo Bid to Follow - 3-19-12
14	207 Chandler Street	Gerald Peru	207 Chandler St Jamestown NY 14701	Moran	8/8/2011	\$ 30,000	Sent Intent to Demo - Ownership changed	
15	447 Winsor Street	Michael D Johnson	43 Lee Ave Jamestown NY 14701	Moran	4/11/2011	\$ 40,000	Court 2/24/12	
16	643 E. 6th Street	Linda Doverspike	Warren, PA	Moran	9/2/2009	\$ 25,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
17	29 W. 8th Street	Timothy Ecker	69 Tower St Jamestown NY 14701	Moran	5/20/2008	\$ 40,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
18	641 E. 6th Street	Gavin J Straight	1239 Big Tree Rd Jamestown NY 14701	Peterson	9/2/2009	\$ 25,000	Asbestos Survey Underway	Proceed - Emergency/Controlled Demo
19	235 Forest Avenue	CHRIC	2 Academy Street, Mayville, NY	Moran	7/2/2010	\$ 25,000	Asbestos Survey Underway	Proceed - Emergency/Controlled Demo
	Sub-Total					\$ 520,580		
20	641 E. 6th Street	Gavin J Straight	1239 Big Tree Rd Jamestown NY 14701	Peterson	9/2/2009	\$ 35,000		
21	306 W. 8th Street	No Cnf Crp Sev Day Adv	115-50 Merrick Blvd Jamaica NY 11434	Jones	8/8/2011	\$ 30,000		
22	621 W. 8th Street	Jose Martinez	212 E 8th St Jamestown NY 14701	Moran	3/28/2011	\$ 30,000		Owner may demolish
23	57 W. 9th Street	Stephanie Accardo	57 W 9th St Jamestown NY 14701	Moran	11/10/2010	\$ 25,000		Proceed - Emergency Demo
24	9 W. 15th Street	Timmie Ecker	69 Tower St Jamestown NY 14701	Moran	3/16/2010	\$ 35,000		Proceed - Emergency Demo
25	237 Willard Street	Tracy L Akam	PO Box 222 Sherman NY 14781	Jones	10/6/2010	\$ 20,000		
26	245 Willard Street	William Soto	1107 Brown St Peekskill NY 10566	Moran	8/16/2010	\$ 20,000		Proceed - Emergency Demo
	Sub-Total					\$ 195,000		
27	214 Winsor Street	So Jamestown to Incorporated	1107 Brown St Peekskill NY 10566	Jones	8/8/2011	\$ 15,000		
28	621 Prendergast Avenue	Anne & Tony Gutkowski	7209 Route 62, South Dayton, NY 14138	Jones	12/28/2009	\$ 40,000	Sent Intent to Demo - Ownership changed	
29	859 North Main Street	Royal Housing LLC	132 1/2 Prospect St Jamestown NY 14701	Peterson	9/10/2009	\$ 40,000		
30	132 Water Street	Wesley Brown	409 West Everett St. Jamestown NY 14701	Jones	10/23/2008	\$ 15,000		
31	902 Clinton Street	James Peterson	849 E Second St Jamestown NY 14701	Scalise	8/8/2011	\$ 45,000		
32	35 Tower Street	Mark Bull	48 Baker Street	Jones	10/3/2010	\$ 15,000	2012 County In Rem	2012 County In Rem
33	118 Tower Street	Dejesus Jose Gonzales	4115 S Semoran Blvd. Apt 11 Orlando FL 3822	Peterson	1/1/2011	\$ 25,000		
	Sub-Total					\$ 195,000		

Demo Funds Available:	
Source	
CBDG (In Hand)	\$ 271,322.00
City (2012 (In Hand)	\$ 122,322.00
TOTAL	\$ 393,644.00

City of Jamestown Prioritized Demolition List
PENDING AS OF 3/6/2012

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8 559 E. 2nd Street	Susan Engstrom	137 Euclid Ave Jamestown NY 14701-3123	Jones	9/21/2008	\$ 25,000	Asbestos Survey In	Demo & Remediation Bids to Follow - 3-19-12
9 245 Crescent Street	Kevin S Derby	1284 White St Corry PA 16407	Moran	4/14/2010	\$ 20,000	Asbestos Survey Underway	
10 23 Center Street	Walter Conkright Jr	115 Forest Ave #A Jamestown NY 14701	Jones	12/12/2008	\$ 28,830	Asbestos Survey In	Demo & Remediation Bids Awarded - 2-17-12
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14 207 Chandler Street	Gerald Peru	207 Chandler St Jamestown NY 14701	Moran	8/8/2011	\$ 30,000	Sent intent to Demo - Ownership changed	
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16 643 E. 6th Street	Linda Doverspike	Warren, PA	Moran	9/2/2009	\$ 25,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
17 29 W. 8th Street	Timothy Ecker	69 Tower St Jamestown NY 14701	Moran	5/20/2008	\$ 40,000	Asbestos Survey Underway	Demo & Remediation Bids to Follow
18 641 E. 6th Street	Gavin J Straight	1239 Big Tree Rd Jamestown NY 14701	Peterson	9/2/2009	\$ 25,000	Asbestos Survey Underway	Proceed - Emergency/Controlled Demo
19 235 Forest Avenue	CHRIC	2 Academy Street, Mayville, NY	Moran	7/2/2010	\$ 25,000	Asbestos Survey Underway	Proceed - Emergency/Controlled Demo
Sub-Total					\$ 520,586		
20 641 E. 6th Street	Gavin J Straight	1239 Big Tree Rd Jamestown NY 14701	Peterson	9/2/2009	\$ 35,000		
21 306 W. 8th Street	No Cnf Crp Sev Day Adv	115-50 Merrick Blvd Jamaica NY 11434	Jones	8/8/2011	\$ 30,000		
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Sub-Total					\$ 195,000		

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Source	
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City (2012 (In Hand)	\$ 122,322.00
TOTAL	\$ 393,644.00

Attachment B
Jamestown's Zombie Properties



Neighborhood Revitalization **BRIEF**

Jamestown's 'Zombie' Properties

The Scale and Impact of Chronically Vacant Homes

Recently released data provide new insights about vacant housing in Jamestown, including the scale of long-term vacancy in city neighborhoods. Nearly 650 housing units—representing 4.5% of all units and almost half of all vacancies—are chronically empty due to structural problems and market forces that make them difficult to rent or sell, and impractical to repair. Limiting the liabilities that these properties pose to neighbors, taxpayers, and the city's housing market, is the greatest long-term challenge of neighborhood revitalization.

Every housing market has some level of vacancy—in fact, a vacancy rate of about 5% is considered a healthy cushion that keeps prices from skyrocketing and allows households to easily move into, out of, or within a market.

Most cities with older housing stocks and stagnant populations have vacancy rates above that healthy range, a condition that dampens reinvestment. In Jamestown, vacancy rates have been creeping upward over the past several decades, in tandem with a shrinking population. Despite a gradual drop in the total number of housing units—down over 700 units between 1990 and 2010—the number of vacant units has risen.

New data from the 2010 Census show vacancy at 11% citywide, up slightly from 2000. More troubling, though, is the uptick in vacant units that appear to be both unoccupied and off the market. Numbering 656 units in 2010, up from 366 in 2000, many of these units may be unmarketable and on a certain road to demolition by neglect, fire, or other means.

**Market Status of Jamestown's
Vacant Housing Units, 1990-2010**

	2010	2000	1990
Total Housing Units	14,738	15,027	15,461
Vacant Housing Units	1,616	1,469	1,192
For rent	688	668	767
For sale	144	232	123
Rented/sold, not occupied	70	143	NA
Seasonal or occasional use	58	60	27
Other or unknown	656	366	275
% of units vacant	11.0%	9.8%	7.7%
% of vacancies with unknown status	40.6%	24.9%	23.1%

Source/Notes: U.S. Census Bureau

The findings from the 2010 Census are corroborated and clarified by data from the U.S. Postal Service, which maintains a database of addresses where mail is either not received or not picked-up when delivered. At the end of September 2010, the USPS dataset reported that 1,371 residential addresses in Jamestown were vacant (9.5% of all addresses). Of those vacant addresses, 38% had been unoccupied for at least 36 months, and 48% (or 4.5% of all addresses) had been vacant for at least 24 months.

The USPS data also show variations within the city. In the Chadakoin area northwest of downtown, almost 15% of all addresses were reported vacant, and of those vacant addresses, over 75% (or 11% of all addresses) had been vacant for over 2 years. Long-term vacancy in Willard Heights and Downtown was lower than in Chadakoin, but noticeably higher than the city average.

In neighborhoods with more stable housing markets, short-term vacancies are much more common, as apartments and homes spend only short periods without occupants (especially in the College/Falconer area, where turnover is relatively fast).

Vacant Addresses in the City of Jamestown, Third Quarter 2010

	Total Residential Addresses	Vacant Residential Addresses	% Vacant	Period of Vacancy for Vacant Addresses				
				Short-Term		Mid-Term	Long Term	
				% Vacant Under 6 months	% Vacant 6-12 months	% Vacant 12-24 months	% Vacant 24-36 months	% Vacant 36+ months
Jamestown	14,494	1,371	9.5%	25.5%	15.5%	11.1%	9.7%	38.3%
College/Falconer	1,649	190	11.5%	40.5%	13.2%	4.7%	10.0%	31.6%
Lakeview/Winsor	1,937	177	9.1%	35.0%	8.5%	10.2%	5.1%	41.2%
Chadakoin	1,062	156	14.7%	11.5%	11.5%	1.3%	6.4%	69.2%
Westside	1,894	128	6.8%	32.0%	26.6%	10.9%	8.6%	21.9%
Downtown	2,032	268	13.2%	25.0%	17.9%	14.2%	7.1%	35.8%
Willard Heights	1,667	181	10.9%	14.4%	8.8%	16.0%	18.8%	42.0%
Foote/Allen Park	2,130	159	7.5%	24.5%	20.1%	11.3%	13.8%	30.2%
Forest/Bergman	2,123	112	5.3%	17.0%	21.4%	21.4%	8.0%	32.1%

Source/Notes: U.S. Postal Service Administrative Data on Address Vacancies, Third Quarter 2010. The eight neighborhood divisions correspond to the city's eight census tracts.

Long-term Vacant Addresses, Third Quarter 2010

	Long-term Vacant Addresses (2+ Years)	% of vacant addresses	% of all addresses
Jamestown	658	48.0%	4.5%
College/Falconer	79	41.6%	4.8%
Lakeview/Winsor	82	46.3%	4.2%
Chadakoin	118	75.6%	11.1%
Westside	39	30.5%	2.1%
Downtown	115	42.9%	5.7%
Willard Heights	110	60.8%	6.6%
Foote/Allen Park	70	44.0%	3.3%
Forest/Bergman	45	40.2%	2.1%

Source/Notes: U.S. Postal Service Administrative Data on Address Vacancies, Third Quarter 2010. The eight neighborhood divisions correspond to the city's eight census tracts.

Long-term Vacancies: Impacts and Strategies

Even in neighborhoods with low levels of long-term vacancy, these units can have a significant impact. As Jamestown's neighborhood revitalization plan found, properties in poor condition can rob \$25,000 in market value from nearby homes in good repair. Taken collectively, these units threaten the stability of strong neighborhoods, degrade quality of life in weaker neighborhoods, and detract from the city's taxable property base—and are often demolished, after years of festering, at the city's expense.

Dealing with these 'zombie' properties—functionally and economically dead, but rotting in our midst—is a long-term challenge in many older cities, as well as Sun Belt cities with a glut of new but empty homes. **In Jamestown, the 650 long-term vacant housing units could represent anywhere from 150 to 250 structures, depending on how many units (most of them rentals) are in each structure and how many structures are completely empty.**

There is no single or simple solution to alleviate the impact these units have on city neighborhoods, but a number of tactics are being debated or pursued in cities with far greater vacancy than Jamestown, including:

- **Identification:** While postal and Census data provide a point-in-time glimpse at vacancy on a citywide and neighborhood scale, they cannot (due to confidentiality guidelines) provide a list of currently vacant properties. Instead, cities have to cobble together lists of properties or indicators of vacancy from a variety of sources, including utility shut-off records, neighborhood intelligence, inspections, and other means. Once an accurate inventory is developed, cities can develop an action plan for vacant properties based on available resources and property locations.
 - **Vacant Property Registry:** An identification tool deployed in several cities, from Binghamton to Minneapolis, is a requirement that owners of vacant properties register their properties with the city to alert officials about the vacancy. In some cases, they are also required to file a plan to demolish, rehab, or maintain the structure—giving the city knowledge about their intentions and an opportunity to connect the owner with helpful resources and information about their options.
 - **Neighborhood Intelligence:** Recognizing that neighbors are often the best source of information on neighborhood conditions, many cities are finding ways to make the public a more important part of identifying problem properties—through Web sites, ombudsmen, or forums that keep residents engaged and informed.

- **Rehab or Mothball:** If a market demand needs to be met, or an historical asset needs to be preserved, rehabilitation can be a viable option. If not feasible in the short-term, significant properties can be secured and mothballed until demand improves or financing is found.
- **Demolition:** For vacant properties that are prohibitively expensive to rehab (due to structural problems or lack of market demand), demolition is often the most desirable outcome. Because it's expensive and doesn't produce a tangible asset, demolition is often a measure of last resort, once a property has become a public safety hazard. Until that point, the property remains a source of blight.

Currently, Jamestown has resources to demolish 8 to 12 structures each year, most of them on an emergency basis. Stepping up demolition to chip away at the total number of vacant and abandoned structures would require:

- **Reducing the cost of demolition** by getting the state to reform onerous asbestos testing and abatement requirements, or finding ways to streamline the demolition process and reduce the cost per structure (such as bundling properties for a competitive bidding process).
 - **Encouraging private owners to demolish their vacant properties** by crafting incentives to demolish, or connecting them with lower-cost alternatives to traditional demolition (such as Buffalo ReUse, which provides private owners with a tax deduction on the salvageable value of their property).
 - **Increasing resources for demolition** by assembling funding from a wide variety of city, county, state, federal, private and philanthropic sources—with the clear aim of using strategic demolition to revitalize neighborhoods.
- **Vacant Lot Reuse:** If cities are able to speed up the demolition of vacant properties, they are often faced with a difficult problem after the fact—what to do with vacant land to keep it from becoming as much a nuisance as the vacant home. Strategies include:
 - **Expanded yards for adjacent property owners**
 - **Consolidate lots and reuse for private home development**
 - **Community gardens run by neighbors or organizations**
 - **New or expanded parkland, or reforestation**

Although there is no “magic bulldozer” solution to pockets or even swaths of vacant properties, a combination of approaches that help identify vacant properties, prioritize their removal or rehabilitation, expand the scale of demolition (through lower costs and greater resources), and creatively reuse vacant land, will help Jamestown and many other cities keep up with their vacant property problems.