



2022 Annual Report

LETTER FROM THE EXECUTIVE DIRECTOR



Gina C. Paradis

The Chautauqua County Land Bank Corporation considers itself very fortunate to enjoy wide support for its efforts and achievements. 2022 marked our 10th year of operation, and we had much to celebrate as we reminisced about our progress and outcomes since the organization's designation in 2012 as the state's third land bank, and the first created in a rural county setting. Over the years, the Land Bank has grown in inventory, staff and programming. We have held operational expenses to a minimum to maximize our impacts in the community, and helped our local municipalities tackle many issues of blight that plagued their communities for years. We stayed nimble, we listened, we collaborated. We nurtured relationships with partners, in the public, private and non-profit sectors to leverage our respective resources to ensure strategic outcomes.

This couldn't be more true in 2021-2022, when a funding gap and the moratorium on evictions created challenging conditions to operate within. No county tax foreclosures for 2020 and 2021 meant no new Land Bank inventory, and subsequently little sales revenue to support our programs. Thankfully, our cash reserves and some new funding resources buffered our overhead costs, while we focused on cleaning up some demolition work in the 1st quarter, engaging volunteers with Hands On Neighborhoods activities from Spring through Fall, and prepping for the triple-year tax auction in July 2022. This year also gave us the opportunity to reflect on our programs and consider what we might do to heighten our community impact. With insights gleaned from our work with our municipal partners, the Chautauqua County Partnership for Economic Growth (CCPEG), our affordable housing partners, and the Healthy Housing Collaborative, it became clear that positive change to the housing issues in our county relies significantly on increasing home ownership, as well as improving the housing stock.

Not only is housing a basic human need, but home ownership is a pathway to healthy communities and strong neighborhoods. Having a safe and stable home is core to establishing a stable family life, central to childhood development, and a primary influence in a young person's path to a productive and successful life. Home ownership is also a pathway to generational wealth; it is one of the most significant assets a family can own, assuming that asset is protected and grows in value long-term.

In 2022, we dedicated more resources to encouraging and supporting first-time homeownership. Resources were committed through the establishment of a Rehab Loan Fund, which will make our inventory more accessible to those who don't have the cash upfront to purchase and complete the renovations needed. Additional public-private funding from the Ralph C. Sheldon Foundation and through the City of Jamestown's ARPA award will help to stabilize homes in the Land Bank's inventory and subsidize healthy housing improvements, such as lead and mold mitigation. In partnership with our municipal and affordable housing partners, additional resources, such as assistance with closing costs,

lead abatement, etc. are brought to the table for qualified individuals. And additional investment in translation services will facilitate outreach to the Spanish-speaking residents to build awareness, make home-buying attainable, and build community through homeownership opportunities.

Planning for the expansion of our Hands On Neighborhood Program will also support our homeownership objectives. Responsible homeownership means maintaining that asset over time, and new programming in 2023 will begin with the creation of our First-Time Homebuyers Mentorship Program. A volunteer cohort and resource materials will be developed to support our first-time home buyers successfully manage their journey as homeowners. Those accessing our Rehab Loan Fund, and purchasing a home through the Land Bank after completing the first-time homebuyer's courses offered by CHRIC or COI, will be eligible to be matched with a mentor for their first year of homeownership. The mentor will help compile a Homeowner's Guide/Resource Book specific to the home and its equipment, and review community resources, basic home maintenance, budgeting and other relevant information with the homeowners. Minor home repairs will be facilitated with the Land Bank's mobile tool lending library. The primary objective of this mentorship program is to make our first-time home buyers successful, long-term owners and asset managers, as well as good neighbors. Volunteers are needed; if interested, please reach out to us!

2022 was a year of reflection and realignment. Emerging from the pandemic with a pause in our Sales4Rehab and Demolition Programs gave us the opportunity to consider how we might maximize our impacts in the housing market. A coordinated response with our municipal and non-profit partners was the obvious path forward, and dedicating additional resources to the objective of responsible home ownership is central to our strategy. Whether it is a young professional looking for their first big investment, seniors looking to down-size, or lower-income residents looking for stability and permanence, the Chautauqua County Land Bank Corporation is committed to building homeownership and assisting those with limited resources access and improve properties that they can call home.

Thank you to all who support and assist and collaborate with us,

A handwritten signature in black ink, appearing to be 'G. R.', is centered below the thank you message.A horizontal collage of five images showing various housing scenarios: a well-maintained house, a house with significant debris and damage, a house with a porch, a house being demolished by an excavator, and a blue house with a porch.

Conquering Blight.
Stabilizing Neighborhoods.
Revitalizing Communities.

Operations

With no inventory to sell in early 2022, and a gap in funding to support demolition, the Land Bank staff collectively focused their efforts on preparing for the long-awaited tax foreclosure auction. A coordinated effort between the Land Bank, local municipal officials, and other partners began to identify problem properties, opportunities to stabilize a neighborhood, and properties that presented health and safety issues. Properties were vetted for vacancy, in keeping with our internal policy. Once vetted and prioritized, we created a list of target properties that were then authorized by the county legislature to be pulled from the auction and shepherded through to their predefined dispositions. Once the transfers were complete, the arduous process of clean-outs and assessments began and took us through the end of the year.

Acquisitions and Dispositions

Strategic acquisitions require thoughtful and informed decision-making by the Land Bank and its municipal and affordable housing partners. Problem properties unveil themselves through multiple code violations, serial foreclosures and irresponsible property owners. Code enforcement officers, development colleagues, public safety officers and municipal leadership all weigh-in on the strategy and the target properties list. Countless hours are spent researching the properties and determining vacancy, (which isn't always evident) and deciding the likely disposition program based on code violation records and exterior inspections. Overall, the unusual, triple-cycle tax foreclosure auction of 2022 resulted in the Land Bank acquiring 99 properties. Of those, only 37 parcels were intended for our rehab program, and unfortunately, several of those have since been moved to the demolition category. This is what happens when homes are unattended, left vacant or abandoned for too long. Homes are made to be lived in, and cared for.

With little inventory remaining from the last couple years, 2022 dispositions consisted primarily of side lots. 15 lots were put back on the tax roll and transferred to neighboring property owners throughout the year, along with the transfer of title to one remaining Sales4Rehab property.

Demolition Program

13 demolitions were completed in the 1st quarter of 2022, expending the balance of our Enterprise Community Partners grant funding for that purpose. These demolitions exhausted our funding; several properties that were in the pipeline were unfortunately put on hold until additional funding is secured. Demolition activities are not taken lightly. Properties are reviewed for structural integrity, redevelopment feasibility and historic significance before making a determination to demolish. Costs are significant, and demolition funding resources scarce. Due to the glut of derelict properties in the City of Jamestown, the city's allocation of ARPA funds to the Land Bank for demolition will be particularly beneficial, allowing us to leverage that funding with additional grants to continue to rid the city of these public health and safety hazards.

Sales4Rehab Program

After the foreclosure auction, the Land Bank came away with 31 properties to add to our Sales4Rehab program. While several houses were in worse condition than expected, we were pleasantly surprised with a few "gems," as well! As is often the case, most of the acquired properties are located in Jamestown and Dunkirk, with a few in the surrounding towns and villages. CCLBC staff started doing preliminary lead testing in all rehab properties, including those results in the minimum scope of work attached to each property's listing packet. By the end of December, 8 properties were listed for sale with Realtors from Howard Hanna Holt, with the rest to follow in early 2023.



SALES4REHAB PROPERTIES HIGHLIGHT

Shown: the first 8 Sales4Rehab properties that were listed for sale in December 2022.

Top row, from left to right: 12 Fairfield Ave, 129 Fairview Ave, 67 Pearl Ave, 23 Fairfield Ave

Bottom row, from left to right: 345 Hallock St, 19 Muto St, 172 S Margay St, 419 Washington St

The most exciting part of our Sales4Rehab program in 2022 was the launch of the Rehab Loan Fund, made possible through a partnership with Home HeadQuarters, a CDFI lender out of Syracuse, NY. We are pleased to be able to offer a financing option to prospective purchasers who are looking to become owner-occupants of a Sales4Rehab property. Because these properties do not qualify for traditional financing, this partnership with Home HeadQuarters is a vital part of the Land Bank's commitment to expand access to the Sales4Rehab program. This will, in turn, help us to provide resources designed to return vacant properties back to productive use, with a focus on addressing housing disparities and better serving the historically underserved populations within Chautauqua County. Home HeadQuarters was able to multiply seed funding from CCLBC and Enterprise Community Partners, Inc. to create the loan capital, and will be administering the Rehab Loan Fund. We are looking forward to growing this partnership with Home HeadQuarters in the coming year!





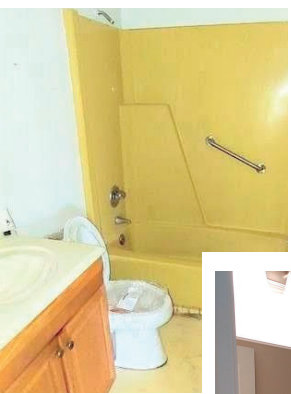
2022 was an exciting year for Hands On Neighborhoods! New neighborhoods, new volunteer engagement, and new collaborative effort as we expanded the program and launched in the City of Dunkirk! Our sponsors for the year included Lakeshore Savings & Loan, Community Bank, and Add Lumber True Value of Dunkirk. The mission of the Hands On Neighborhoods program remains, above all, to empower residents in building a sense of pride in place; to leverage resources, and work together towards strengthening neighborhoods while building community, both on the block, and throughout the county.

We started the year with a clean-up in Jamestown on May 21st, with a whopping 111 volunteers! Then, on June 11th, the City of Jamestown hosted a clean-up with pre-planning and marketing support from Hands On Neighborhoods, while the Land Bank launched our first clean-up event in the City of Dunkirk. The coinciding events hosted on June 11th were the first example of the Hands On Neighborhoods Program's long-term goal – to provide support for local municipalities and community members to host their own community clean ups, making it possible for the Land Bank to continue expanding the program in new parts of Chautauqua County.

During the 1st Dunkirk clean-up, the target area was quite large, covering approximately 27 blocks between Central Avenue and Main Street. We had stellar attendance for a first event, with 41 volunteers of all ages which resulted in 75% of our target area being successfully cleaned. Notably large groups from Cassadaga Job Corps and Community Bank were in attendance that day, and their support was essential to our success. When we hosted our 2nd Dunkirk clean-up on September 24th, we scaled back the target area, focusing primarily on the first few blocks along the East side of Main Street. We had a total of 32 volunteers, and were able to successfully clean 90% of our target area! Volunteer efforts included some individual residents of Dunkirk, multiple members of Revitalize Dunkirk (some of whom also served on our event planning committee), and there was a great presence from Casella Waste Systems, as well! Neither of these Dunkirk clean-ups would have been possible without active participation from and smooth collaboration with the City's Department of Planning and Development, as well as the Department of Public Works – Thank you!

Aside from the clean-up events, we have begun expanding the Healthy Housing aspect of the program. By testing all Sales4Rehab properties for lead prior to listing them for sale, as well as having mold testing and remediation assessments done on the properties where needed, we can provide a more thorough scope of work to potential buyers, and be transparent about any potential health risks that require remediation. We also worked with Journey's End Refugee Services, a non-profit community-centered organization out of Buffalo, NY, for translation of our program and marketing materials to facilitate outreach to the Spanish-speaking community.

In 2023, we plan to host a demonstration of Crime Prevention Through Environmental Design (CPTED) with our 4 certified team members in the spring, and build awareness around these principles of safety and crime prevention that can be applied in neighborhoods, schools, and parks. Additionally, we have begun preparing for the integration of our First-Time Homebuyer Mentorship Program, in which all first-time buyers of Sales4Rehab properties will be paired with a volunteer mentor to guide them through the first year of homeownership and help them learn how to successfully manage their assets long-term.



FEATURED REHAB

This vacant property was purchased from Chautauqua County Land Bank in November 2020 by Kathy Jakubowski who was retiring and looking to purchase a one level single home near the lake and her sister in Dunkirk. The home had "good bones," but needed a lot of TLC, paint and elbow grease!

A new roof was the first order of business, then the interior work began in earnest. Working with her contractor, every wall and ceiling were repaired/patched and painted including the cellar walls and floor. The bedrooms, hall and living room had crown molding added, wall to wall carpeting, ceiling lights, updated overhead fans and new entrance and closet doors as well as a new bay window in the living room. The bath and a half were completely gutted and remodeled with new plumbing, fixtures, toilets, sinks, a walk-in shower and ceramic tile walls and floor. In the kitchen, the floor, large side window, skylight, doors, countertop and backsplash were all replaced as were some of the cupboards and sink. In the enclosed porch the walls were ship lapped, the door to the garage was replaced, the 3 sliding doors were replaced with 1 new sliding door to the back yard, a large picture window and a man door off the driveway making this room a comfortable living space.

Outside, 9 trees were removed, a covered entry porch was added, as well as a sidewalk from the front door to the driveway.

This property has been transformed into a home to be enjoyed for many years to come.

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2022 IN NUMBERS

SOLD



15
Lots

&



1
Rehab

\$496,510

Secured Grant Funds



181

Volunteers Engaged

13

Demos Completed



1



Donated Property

ACQUIRED

55
Demos

31
Rehabs



13
Lots



FINANCIALS

Assets

Cash and Cash Equivalents	\$376,398
Investments	\$500,000
Properties Held for Sale	\$488,734
Total Assets	\$1,365,132

Liabilities and Net Assets

Account Payable and Accrued Expenses	\$640
Performance Bond Deposits	\$96,350
Deferred Revenue	\$59,841
Total Net Assets (<i>without Donor Restrictions</i>)	\$1,208,301
Total Liabilities and Net Assets	\$1,365,132

Revenue

Grants	\$496,510
Property Sales	\$27,025
Contributions	\$1,250
Interest Income	\$135
Total Revenue	\$524,970

Expenses

Program Services	\$476,728
Management and General	\$160,686
Total Expenses	\$637,414
Change in Net Assets	(\$112,444)
Net Assets (Beginning of Year)	\$1,320,745
Net Assets (End of Year)	\$1,208,301

Functional Expenses

Property Demolition and Rehab	\$356,710
Grant Distribution	-
Salaries and Wages	\$179,203
Payroll Taxes	\$14,978
Employee Benefits	\$11,698
Professional Fees	\$37,832
Conferences and Meetings	\$6,995
Office Expenses	\$3,759
Advertising	\$4,700
Telephone and Internet	\$4,598
Information Technology	\$7,234
Rent	\$5,125
Insurance	\$2,770
Miscellaneous	\$1,812
Total Functional Expenses	\$637,414