

The Waterbury Land Bank Authority



Leaders & Lenders Forum

WATERBURY LAND BANK

March 1, 2023

HELPING
REVITALIZE
WATERBURY'S
PROPERTIES AND
NEIGHBORHOODS.

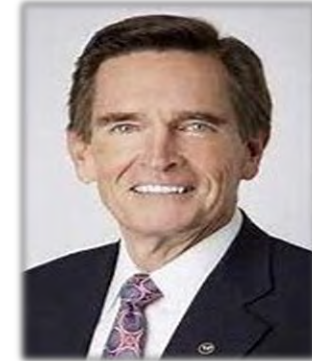




**Fred Luedke, Chairman
Waterbury Land Bank
Authority**



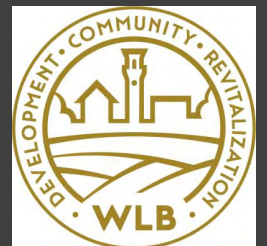
**Hon. Neil O'Leary, Mayor
City of Waterbury**



**Jim Smith, Chairman
Harold Webster Smith
Foundation**

Introduction

Speakers



Welcoming Remarks – Fred Luedke, Chairman WLB

- * **WLB Mission:** “To strengthen neighborhoods by returning distressed property to productive use, promoting economic development, increasing real property values, and improving the quality of life for Waterbury residents.”
- * Establishment of WLB is the result of a long process of focused planning starting with the Plan for Conservation and Development 2015-2025.
- * WLB has the full support and cooperation of the City of Waterbury.
- * WLB Board comprised of a group of engaged community leaders, who have long worked toward the goal of improving the quality of life in Waterbury.
- * The WLB has a focused plan utilizing sophisticated GIS mapping technology and e-Properties Plus software to identify and track projects.
- * In 2023 we will begin by implementing a Conditions Assessment Program of targeted properties. Program will be funded by the Liberty Foundation.





Dr. James Gatling
Vice Chairman

Former CEO New Opportunities
Of Waterbury Inc.



Robert Polito
Treasurer

Former Webster Bank Senior VP
Director of Gov't Guaranteed Lending

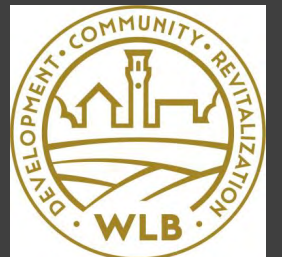


Mark Malaspina, Esq.
Secretary

Partner in Carmody Torrance Sandak &
Hennessey's Business Services

Introduction

WLB Board of Directors





Deputy Chief of Police
Dan Lauer

Police Dept City of Waterbury



Gawdys Grullon

Director of Research, Development and
Planning at New Opportunities, Inc.

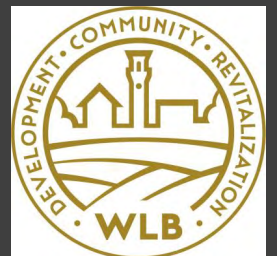


Joel Becker

Torrco CEO and Chairman
Of the Board

Introduction

WLB Board of Directors





Nancy MacMillan
Executive Director

2022

Planning & Real Estate Analyst
Interviews in Progress

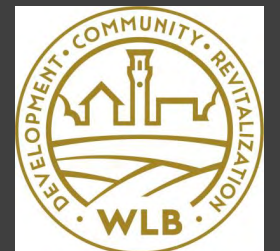
2023

Program Administrator,
Acquisition Specialist,
& Part-time E.D. Assistant

TBD 2023-2024

Introduction

Staff



● **Past, Present & Future** – Jim Smith, Chairman, Harold Webster Smith Foundation

- * **2012:** Mayor O'Leary forms Blight Task Force under leadership of Deputy Chief of Police Dan Lauer of Waterbury Police Department. Much support provided by City staff throughout the process. Data provided from various departments, and mapping/GIS services from City Planning Dept.
- * **2016:** Plan for Conservation and Development revised and then adopted.
- * **2017:** Harold Webster Smith Foundation (HWSF) contracts with Center for Community Progress (CCP) to assist Waterbury in reviewing strategies for addressing blight.
- * **2018:** The CT Vibrant Communities Coalition is formed with funding from HWSF and staffing by Local Initiatives Support Coalition (LISC.) HWSF provides funding to support City of Waterbury with community development staff position.



Past, Present & Future (continued)

- * **2019:** CVCC leads effort to encourage adoption of HB 7277, An Act Concerning the Creation of Land Bank Authorities, signed into law by Governor Lamont.
- * **2020:** HWSF provides funding to support Land Bank consulting services; City hires Brian White, Gen. Manager /Director of Strategic Engagement, eProperty Innovations.
- * **2021:** Waterbury announces ordinance authorizing the creation of the WLB with the initial slate of directors. Joining the City of Waterbury, HWSF provides funding to support operating expenses to launch the WLB.
- * **2022:** WLB Board of Directors performs a regional search; Nancy M. MacMillan selected as Executive Director.
- * **2023:** Collaboration of HWSF, City of Waterbury, and the WLB. Data collection, mapping/GIS provided by City Staff, and delinquent properties provided by City.
- * **Vision for the future...**



Partnership & Collaborations – Honorable Mayor O’Leary

- * Creation of Blight Task Force and Collaborations within City Departments.
- * Memorandum of Understanding between the City of Waterbury & WLB.
- * WLB activities align with City’s priorities for addressing blight, supporting neighborhood revitalization and improving housing opportunities.
- * WLB serves as an Economic Development Tool.
- * Waterbury Land Bank activities in alignment with City’s long-term planning.
- * Necessity in leveraging City funds (ARPA, Home/CDBG) with WLB resources.
- * Importance of State of CT investment in Waterbury and the Land Bank.
- * Importance of private and public partnerships.
- * City’s commitment to the Waterbury Land Bank.
- * **Vision for the Future...**



Progress, Strategy, Next Steps – Nancy MacMillan, Executive Director

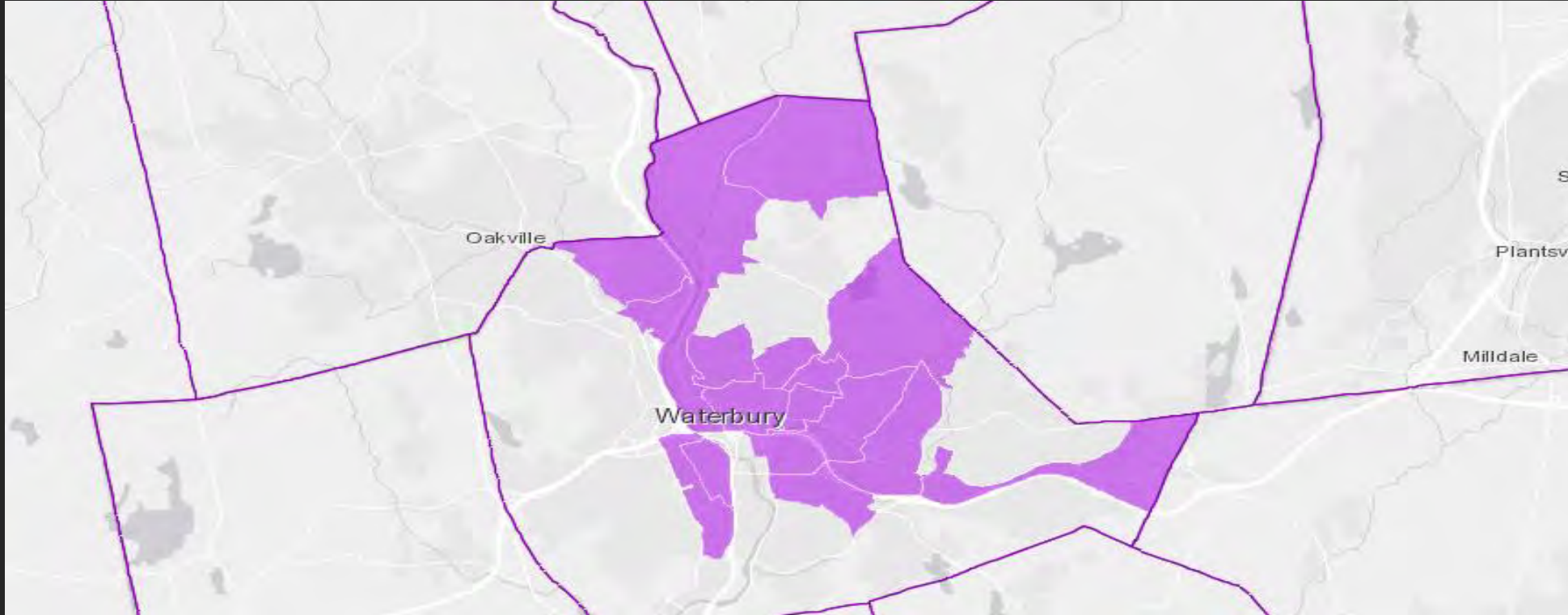
Progress:

- * 501c3 Determination Letter from IRS secured.
- * Offices established at 207-231 Bank Street; 3rd floor in downtown Waterbury.
- * Collaboration with City Depts to collect data, portal to City GIS for mapping properties and neighborhood conditions. Special thanks to City Planning Dept.
- * Strategic Plan and analysis of Waterbury neighborhoods underway.
- * Identified 13 inner-core neighborhoods closest to downtown, where incidences of blighted and dilapidated housing are high. (16 *Qualified Census Tracts*; “areas where either 50% or more of the households have an income less than 60% of the AMI or have a poverty rate of at least 20 percent.”)



Progress, Strategy, Next Steps (continued)

Strategy:



Berkeley Heights, Brooklyn*, Crownbrook*, Hillside*, Hopeville (north), New PAC*, North End, Overlook (south), South End*, Washington Hill *, Waterville, Willow Plaza*, and WOW*.
(Neighborhoods with * is where community leaders are actively working on revitalization.)



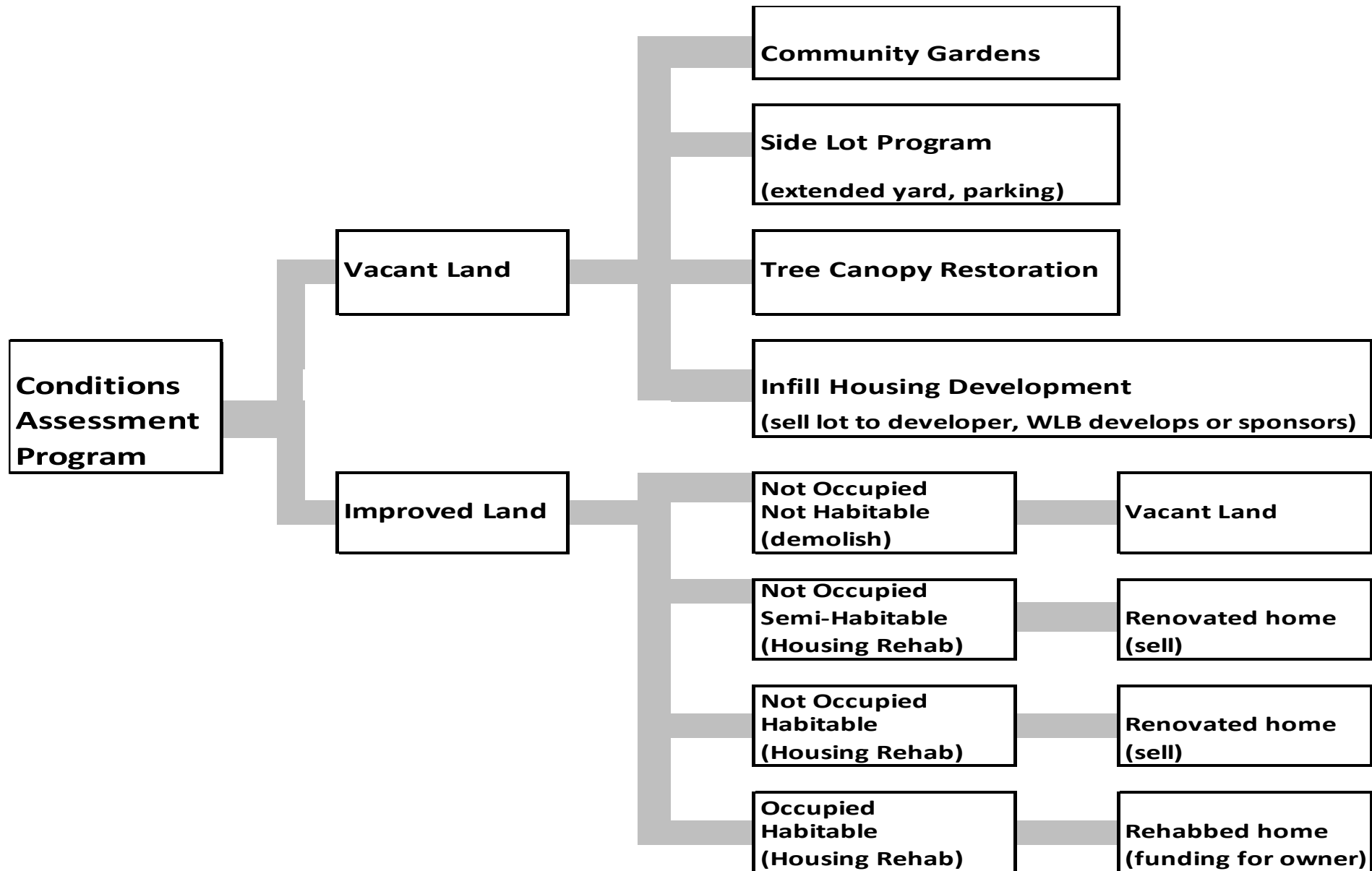
Progress, Strategy, Next Steps (continued)

Strategy:

- * Conditions Assessment Program (funds granted by Liberty Bank Foundation) commences April 2023.
- * First set of properties owned by the City to be approved by Board of Aldermen; transfer of properties slated for spring 2023. Second set of properties planned for the fall 2023 acquisition.
- * Armed with the results from the Conditions Assessment Program, the WLB will determine use of the property: Side Lot Program; Infill Housing; Housing Rehabilitation or Demolition; Community Gardens; Tree Canopy Restoration.
- * Activities proposed meet the funding eligibility criteria of various funding sources including ARPA, HOME/CDBG, DECD, CHFA, and DOH.
- * As properties are inspected, they will be categorized based upon our outlined criteria for the uses identified.



Progress, Strategy, Next Steps (continued)



Progress, Strategy, Next Steps (continued)

Sample Properties:



Side Lot Program:

Glenridge St



Community Gardens:

Hill St



**Housing
Rehabilitation:**

Burton St



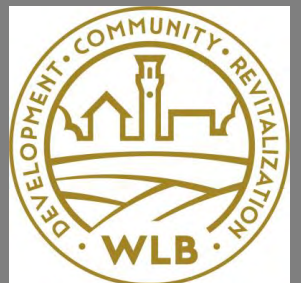
**Infill Housing
Development:**

Bishop St

Progress, Strategy, Next Steps (continued)

Next Steps:

- * Required funding to achieve strategy over the next 3 years: **\$500,000 per annum** for operating budget.
- * Current operating budget funded via City of Waterbury and HWSF; \$350,000 per annum.
- * Delta between current operating and projected operating budget attributed to capacity building.
- * **\$5.7 M** to be distributed over a 3-year projection period for capital expenditures.
- * Leveraging of private and public funding to achieve goals and make transformational impact.
- * Potential capital funding sources include the City of Waterbury (ARPA, HOME/CDBG), the State of CT (Dept Of Housing and Dept of Economic and Community Development), private foundations, favorable lender financing, and the Waterbury Land Bank equity.



Progress, Strategy, Next Steps (continued)

Benefits and outcomes:

- * Strengthening of 13 neighborhood housing markets; increasing property values.
- * Reactivating ready and available parcels for reuse.
- * Protecting residents/businesses by removing dangerous buildings.
- * Developing new housing units; facilitating funding to owners for housing rehabilitation.
- * Increasing home ownership opportunities.
- * Increasing real estate tax revenues to the City of Waterbury.
- * Meeting community needs.
- * Improving neighborhood conditions: better health, crime reduction, decrease food scarcity.



Facilitated Discussion – Fred Luedke & Nancy MacMillan

- * Purpose of WLB one-on-one meetings which encourages discussion of new ideas for collaboration.
- * Take away from today's forum. Feedback.
- * Necessity for leaders and funders involvement; funding to get WLB fully operational, to achieve impact; opportunities for a partnerships with State, City, and private and public lenders/funders
- * Operating costs require funding to hire adequate staff to achieve goals and implement strategy.
- * Capital funds required as WLB builds its pipeline of projects and accomplishes track record.
- * How community lenders benefit from the Land Bank activities.
- * CRA & Community Lending Programs available for Land Banking.

Q&A - Comments

