



The Waterbury Land Bank Authority

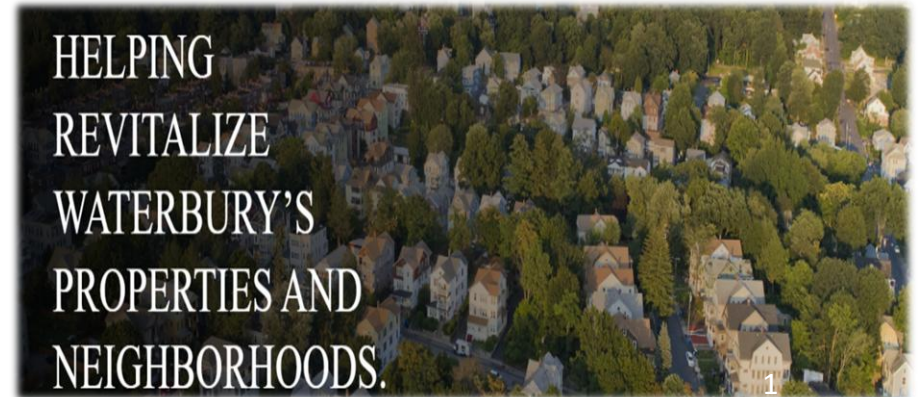
Presentation to Waterbury

Neighborhood Associations

Town Plot – February 10, 2026

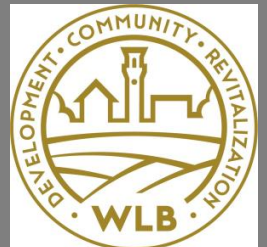
**WATERBURY
LAND BANK**

HELPING
REVITALIZE
WATERBURY'S
PROPERTIES AND
NEIGHBORHOODS.



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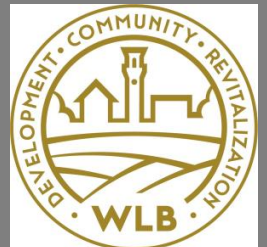


What is a land bank?

About land banks...

A land bank is usually set up by a local government to identify, acquire, and repurpose property that is abandoned, deteriorated, vacant, or distressed. There are over 150 land banks in the U.S. and more are being formed every year. In 2025 in Connecticut, there are only 3 such land banks located in Waterbury, Hartford, and New Haven.

In Connecticut, state law allows a municipal government to authorize creation of a land bank. Once created, the land bank operates as a stand-alone non-stock corporation; meaning it has its own Board of Directors, staff, operating its own programs, aligned with, but independent from the city that created it.

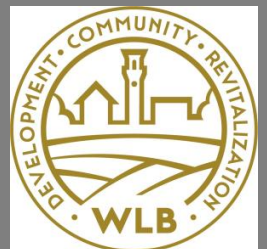


What is The Waterbury Land Bank Authority?

The Waterbury Land Bank Authority is a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code. This status reflects our commitment to serving the public interest through community development, and neighborhood revitalization.

As a 501(c)(3) organization, we are committed to:

- * Transparent governance, ethical operation in all activities, accurate financial reporting, and annual independent audits.
- * Compliance with government regulations governing nonprofit operation.
- * Regular communication/accountability to stakeholders/community members/donors.
- * Continuous evaluation of our programs and impact to ensure mission effectiveness.
- * Equitable and inclusive decision-making that reflects community priorities.

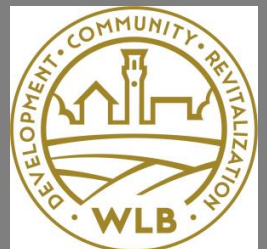


What is The Waterbury Land Bank Authority?

In 2021, The Office of Mayor requested that the Board of Alderman convene for public hearing to adopt a City ordinance to create a "land bank authority".

The ordinance would allow the City to create a "land bank authority" pursuant to Conn. Gen. Stat. §7-148(c)(7) and Public Act No. 19-175, An Act Concerning the Creation of Land Bank Authorities and Public Act No. 19-92, An Act Concerning Abandoned and Blighted Property Receivership. These statutes enable municipalities to form nonstock corporations, referred to as "land banks", to take title to, rehabilitate and convey abandoned and blighted real property within their municipal boundaries.

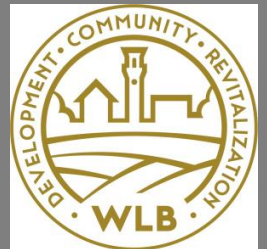
Waterbury's land bank has the legal authority to acquire, design, demolish and construct property as well as finance its activities by borrowing, seeking grants, issuing limited obligation bonds.



Memorandum of Understanding (MOU):

*In 2022, the City of Waterbury, and the WLB entered into a Memorandum of Understanding (MOU) for furthering the mutual goals of the City and the WLB, establishing policies and procedures that allow the City and the WLB to undertake their respective business (collaboratively and concurrently.)

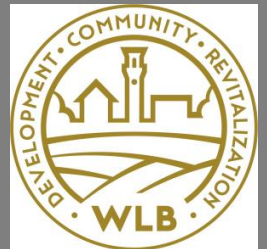
*To achieve these mutual goals, a Financial Assistance Agreement is part of the MOU.



Memorandum of Understanding (MOU) continued:

* Within the MOU, the Land Bank's purpose is to:

1. Develop programs and prioritize sales that increase and preserve home ownership.
2. Help reduce displacement of renters and negative speculation in rental housing.
3. Identify and cause the removal of blighting influences, such as abandoned cars, trash, debris, condemned and burned houses and promote enforcement of Property maintenance standards.
4. Work with neighborhood groups, city agencies, private developers and others to develop and implement community-centered strategies that achieve the strategic goals.
5. Create residential, commercial and mixed-use sites that attract development and investment.



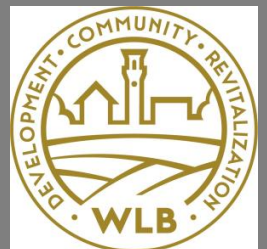
Memorandum of understanding (MOU) continued:

6. Work off existing neighborhood strengths to facilitate stated neighborhood plans and goals.

*In carrying out these purposes, the Land Bank shall, in accordance with applicable State and local laws, regulations and codes, acquire title to and/or Property interest in real Property and will inventory, classify, manage, maintain, protect, rent, lease, repair, insure, alter, sell, trade, exchange or otherwise dispose of, under such terms and conditions, as determined in the sole discretion of the Land Bank.

NOTE:

***The WLB places restrictive covenants within our deeds which enable the WLB to take back a property from one of buyers, if the buyer/property is not in compliance.**



Who we are:



Fred Luedke, Chair

Former President of
NEOPERL Inc.



Dr. James Gatling
Vice Chair

Former CEO New Opportunities
of Waterbury Inc.

Stewardship of the WLB is provided by a dedicated group of local volunteers.

WLB Board of Directors



Robert Polito
Treasurer

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



Gaudys Grullon
Secretary

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

WLB Board of Directors



Deputy Chief of Police
Dan Lauer

Former Police Dept
City of Waterbury



Lana Ogrodnik

Licensed real estate broker, and instructor
of first-time homebuyer classes



Joel Becker

Torrco CEO and Chairman
Of the Board

WLB Board of Directors



Nancy M. MacMillan
Executive Director
2022 - Present

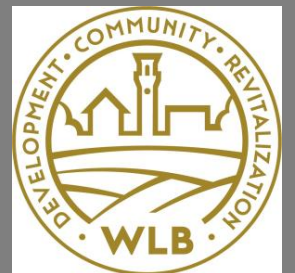


Proposed:
Part-time
Marketing/Media
Full-time
Compliance/Asset
Manager
TBD 2026-2027

WLB Leadership & Staff

WLB Timeline: Past

- 2017:** Harold Webster Smith Foundation (HWSF) contracts with Center for Community Progress (CCP) to assist Waterbury in strategies for addressing blight.
- 2019:** CT Vibrant Communities Coalition leads effort to encourage adoption of House Bill 7277, An Act Concerning the Creation of Land Bank Authorities, signed into law by Governor Lamont.
- 2019:** Land Bank Advisory committee formed by the City of Waterbury.
- 2020:** HWSF provides funding to support Land Bank consulting services.
- 2021:** Waterbury announces Land Bank Ordinance/ creation of the WLB w/ slate of Board of Directors.
- 2022:** WLB Board of Directors performs a regional search and selects its current Executive Director.



WLB Timeline: Present

2022: Offices established. Strategic planning begins.

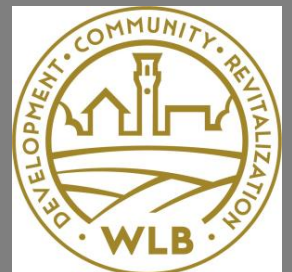
2023: Refinement of EpropertyPlus software; implementation of ArcGIS software.

2023: Condition Assessment Program; WLB acquisition of 10 city owned parcels.

2024: Side Lot Program kicked off; Disposition of 6 parcels; Acquired 28 parcels.

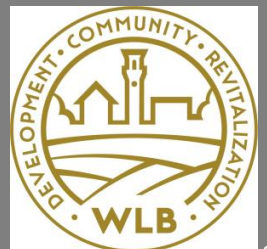
2025: Acquisition of 16 parcels; Disposition of 9 parcels.

2026: Acquisition of 15 parcels Q1; Proposed Disposition of 10+ parcels.



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.”



WLB Mission, Vision, Core Values:



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.



Vision

Thriving Waterbury neighborhoods where every property contributes to community well-being, economic opportunity, and neighborhood stability.



Core Values

- Equity and Community Impact;
- Transparency and Accountability;
- Strategic Partnership;
- Innovation and Adaptability;
- Environmental Stewardship; Responsibility.



Support from the City of Waterbury & Other Financial Support:

* City of Waterbury :

*MOU & Financial Assistance Agreement originally \$250,000/annum.

*Mayor Pernerewski Proposed FY25 Budget to increase MOU to \$300,000/annum.

*Collaboration with City of Waterbury Depts: City's Finance Dept; Corporation Counsel's Office; IT Department; and City Planning Dept.

*Harold Webster Smith Foundation : Annual Grant - \$100,000 – Operating Funds

*Liberty Bank Foundation : Grant - \$19,500 – Condition Assessment Program 2023

*CT Community Foundation: Grant - \$6,460 – Strengthening Not for Profits – Education

*Local Initiatives Social Connection (“LISC”): Reimbursable Grant - \$25,000 – Software/Staffing

*Webster Bank: Grant - \$20,000 – Project Due Diligence & Predevelopment funds of \$20,000

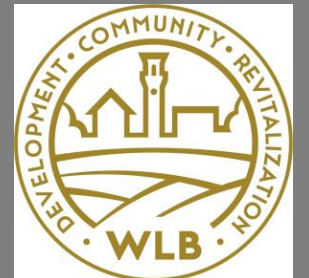
*The CT Project: Grant - \$2,000 – Operating Funds

*CT CDS FY24 Grant Notice - \$1,045,000 - WLB Phase 1 WOW Neighborhood Revitalization.

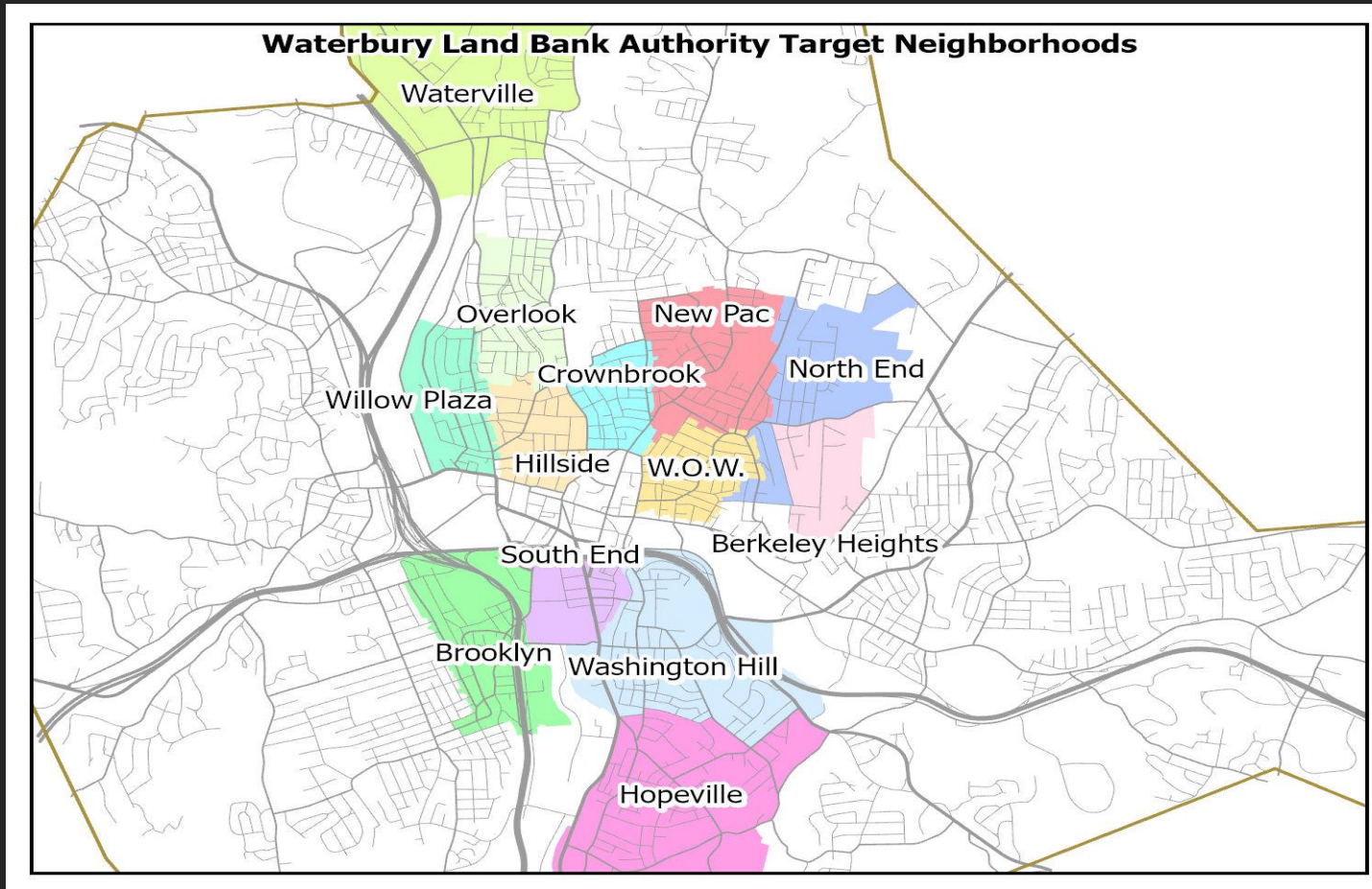


Collaborations:

- * Creation of Blight Task Force/Nuisance Enforcement Team & City Departments.
- * Memorandum of Understanding between the City of Waterbury & WLB.
- * Collaboration w UConn Urban Studies Program & future intern/volunteer opportunities.
- * Collaboration with City of Waterbury Beautification Commission.
- * Grants provided by Harold Webster Smith Foundation, Webster Bank Foundation, Liberty Bank Foundation, CT Community Foundation, The Capitol Project, and LISC
- * Private and public partnerships...it takes a “Village.”

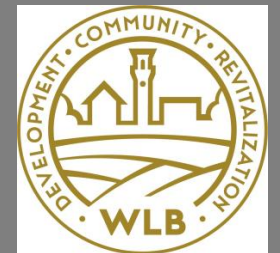


Strategic Planning – Targeted Neighborhoods:



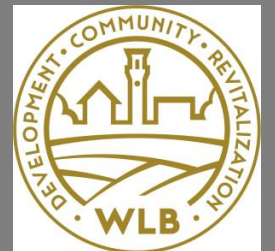
Identified 13 inner-core neighborhoods closest to downtown, where incidences of blighted and dilapidated housing are high. (16 Qualified Census Tracts; “areas where either 50% or more of the households have an income less than 60% of the AMI or have a poverty rate of at least 20 percent.”)

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.)



Strategic Initiatives:

- *Condition Assessment Program.
- *Use of ArcGIS.
- *Donated parcels accepted.
- *Side Lot Program.
- *Infill Housing Development; Housing Rehabilitation; Community Gardens; Tree Canopy Restoration.
- *WLB Web-site On-Line Bids with bilingual translation.
- *Infill Housing Development, Housing Rehabilitation; Community Gardens.
- *Neighborhood Associations Presentations.
- *Community Engagement in Resource Fairs.
- *Education.
- *Reinvestment of funds (sales proceeds/tax revenues) into future projects.



Sample of Properties:



Side Lot Program



Community Gardens



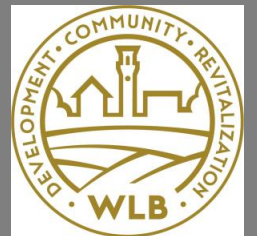
Housing Rehabilitation



Infill Housing

Disposition Process:

- * Analyze each property for its Highest & Best Use.
- * Review Applicant's Intended Use along with experience, and financing plan; and Community Needs.
- * Follow the WLB Policies & Procedures; includes Rating & Ranking system bid applications.
- * Priority is given to buyers who are owner/occupants; homeownership is priority.
- * Rating & Ranking for each property with multiple offers.
- * WLB Board Discussion/Approval of property disposition.
- * WLB Attorney due diligence; purchase and sale agreements; and deeds with restrictive covenants.
- * Meetings with buyers and their attorneys.
- * Compliance – benchmarks – i.e. permits, start dates, completion dates, certificate of occupancy.
- * Certificate of Completion to owner after compliance period.
- * **WLB retains the right to “claw-back” the property if buyer/property not in compliance.**



Sample Disposition Process: Vacant Land Scenario

Vacant Land
Acquired by the
WLB

*Sell parcel to buyer who will build and reside in dwelling; min of 5 yrs.

*WLB builds dwelling and sells to buyer who will reside in dwelling; min. of 5 yrs.

*Sell parcel to reputable developer/landlord who builds dwelling and sells to homebuyer/occupant or rents housing units w/ accessory on-site parking

Sell parcel via Side Lot Program:

*WLB contacts abutting property owners for interest in buying parcel.

*Buyer merges parcel with abutting property with a structure.

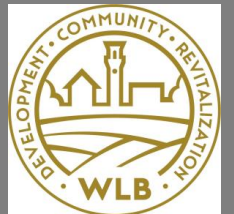
*Yard area increased.

*On-site parking can be created.

*Opportunity to increase dwelling size or number of housing units.

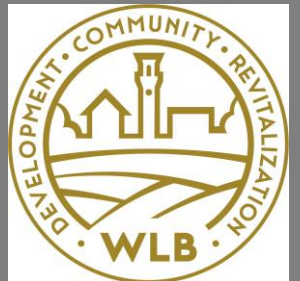
*Value of property overall increases. Intended use must adhere to zoning.

Home Owner Occupancy is preference/priority



Benefits, Outcomes:

- * Strengthening of 13 neighborhood housing markets; revitalization; increasing property values.
- * Reactivating ready and available parcels for reuse.
- * Protecting residents/businesses by removing blight and 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; Collaborating with community-based organizations.
- * Include off-street parking for congested neighborhoods to alleviate traffic and promote safety.
- * Improving neighborhood conditions: better health, crime reduction, decrease food scarcity.
- * Education about blight removal and programs to assist residents.
- * Volunteer programs and interim use of WLB vacant parcels.



Looking Forward: 2026 Strategic Priorities

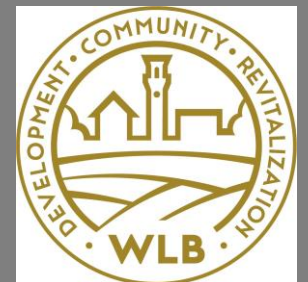
Priority 1: Expand Housing Development Focus

Housing affordability represents a critical need in Waterbury: affordable rental units and owner-occupied homes; deepen partnerships with housing developers.

The WLB will commence its first housing development project, producing 2 duplexes which will be sold to moderate income homebuyers, thus producing 2 owner occupied units and 2 affordable rental units in the WOW Neighborhood.

Priority 2: Accelerate Side Lot Program Growth

The Side Lot Program demonstrates strong community demand and measurable neighborhood impact. We will increase program staffing, expand marketing to underserved neighborhoods, and process applications more efficiently to meet demand.



Priorities (continued):

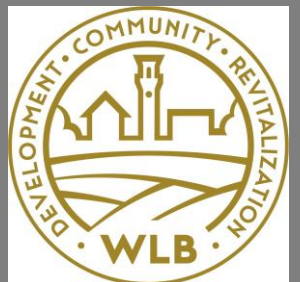
Priority 3: Strengthen Community Engagement Infrastructure

We recognize that authentic community partnership requires dedicated resources.

We will hire a part time person to act as a Community Engagement Coordinator to help expand our neighborhood meeting schedule to ensure residents have meaningful voice in our decision- making.

Priority 4: Build Sustainable Diversified Funding

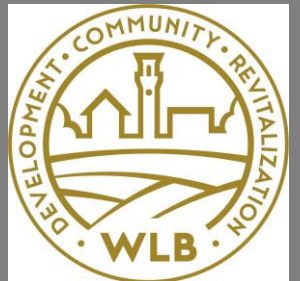
While municipal support remains important, we will actively cultivate relationships with foundations, corporate donors, and individual supporters to diversify revenue and continue to pursue funding from the State of CT to strengthen long-term sustainability.



Priorities (continued):

Priority 5: Enhance Data Tracking and Impact Measurement

We will implement more sophisticated data systems to track program outcomes, measure community impact, and demonstrate accountability to stakeholders.



Contact Information:

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Please visit our website for our policies and procedures, and more information on properties available, and programs.

