



# Annual Report 2025

Monroe County Land Bank Corporation  
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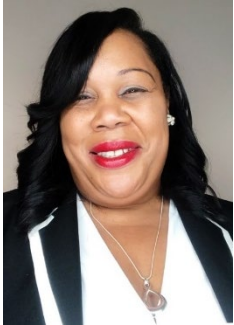
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*Pictured from left to right: Orlando Ortiz, Jennifer Cesario, Ana Liss, Kevin Purcell, Amy Grande, Deborah Campanella, and Thalia Wright.*

## 2025 BOARD OF DIRECTORS

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**Kevin Purcell**  
*Chairperson*  
*Minority Appointment*

**Ana Liss**  
*Vice Chairperson*  
*Monroe County Director Planning & Development*

**Amy Grande**  
*Treasurer*  
*Monroe County Director of Real Property Tax Services*

**Orlando Ortiz**  
*Secretary*  
*County Executive Appointment*

**Jennifer Cesario**  
*Board Member*  
*Monroe County Director of Finance*

**Thalia Wright**  
*Board Member*  
*Monroe County Commissioner of Human Services*

**Deborah Campanella**  
*Board Member*  
*Majority Appointment*

## 2025 COMMITTEES

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### Governance Committee

Kevin Purcell

Deborah Campanella

Thalia Wright

### Finance Committee

Amy Grande, Committee Chair

Kevin Purcell

Jennifer Cesario

### Audit Committee

Orlando Ortiz

Ana Liss

Deborah Campanella

## STAFFING

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The Monroe County Land Bank Corporation has a primary contact of Patrick Gooch, Senior Associate Planner, who serves as the point person and lead for the Land Bank. Additionally, two staff members from Monroe County Planning & Development fulfill the programmatic needs of the Land Bank on an as needed basis. In late 2025, the Land Bank contracted with Monroe County Industrial Development Corporation (MCIDC) for a part-time grants and compliance management specialist.

## MISSION STATEMENT

**The mission of the Monroe County Land Bank Corporation is to acquire and return vacant, abandoned, and tax delinquent properties within Monroe County to uses that support community revitalization, preserve and create quality housing, and support economic and environmental resilience.**

## OVERVIEW

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The Monroe County Land Bank Corporation (MCLBC), was first approved by the County Legislature in November 2023 and was later approved by New York State in early 2024, with the first official meeting held on July 29<sup>th</sup>, 2024. MCLBC aims to lower the number of vacant or “zombie” properties located in the 29 towns and villages of Monroe County by returning them to spaces of productive use for these communities.

The main goals of the MCLBC are to create opportunities for affordable home ownership throughout Monroe County and to remediate unsafe and unsanitary conditions within neighborhoods by eliminating vacant properties. MCLBC aims to take a holistic approach to land banking and collaborate with local trade schools to provide hands-on construction experience, and we will work with the 29 municipalities that MCLBC serves to prioritize tax delinquent and tax foreclosed properties to remedy problem properties and create more housing.

In 2025, the MCLBC reached a significant milestone with the acquisition of its first three properties. These initial acquisitions mark the beginning of the Land Bank’s redevelopment efforts, with plans to construct single-family homes on the sites in 2026. Looking ahead, the MCLBC intends to complete development and offer the homes for sale at affordable prices, supporting neighborhood revitalization and expanding access to homeownership opportunities within the community.

## **MEASUREMENT REPORT**

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The mission statement of the Monroe County Land Bank Corporation is to acquire and rehabilitate zombie properties to enhance and revitalize communities and lives. Throughout the 2025 fiscal year, the MCLBC procured services and support staff in order build organizational capacity to further the mission and purpose. With an active board, the MCLBC was able to move forward with purpose and streamline opportunities to increase quality of life in communities.

In the next coming fiscal year, the MCLBC plans to rehabilitate up to three properties, along with the construction of homes. These efforts are supported administratively with LBI Funds, as well as project funding with ARPA funds, allowing the MCLBC to expand capacity for operations.

## **STATUTORY BASIS**

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### **Section 1600 of the NY Not-for-Profit Corporation Law (“Land Bank Act”)**

Enacted in 2011, Article 16 of the New York State Not-for-Profit Corporation Law (the "Land Bank Act") was designed to provide municipalities with a powerful tool to combat the systemic challenges of vacant, abandoned, and tax-delinquent properties. The Act recognizes that "zombie" properties often trap communities in a cycle of declining property values and safety hazards that traditional market forces cannot resolve. By allowing local governments to establish land banks, the law grants these entities specialized authority to acquire title to distressed assets, clear complicated tax liens, and strategically dispose of property in ways that prioritize community revitalization, affordable housing, and long-term economic stability over simple high-bidder auctions.

### **Monroe County Resolution No. 339 of 2023**

The primary purpose for which the Monroe County Land Bank Corporation was formed is to acquire and redevelop vacant, abandoned, donated, and tax-delinquent properties in the County of Monroe, New York. The lawful public or quasi-public objective which the Corporation will achieve is restoring properties to productive use and the revitalization of neighborhoods in Monroe County 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. See Appendix A for more information.

## **BOARD MEMBER EVALUATION SUMMARY**

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As required by the Authorities Budget Office (ABO), Board members completed a board performance evaluation. The evaluation is intended to assess the effectiveness of the Board's governance, identify strengths, and highlight areas for improvement. The results help ensure the Board continues to operate effectively and in alignment with best practices while supporting the Land Bank's mission. The results of this evaluation are summarized on the next page.

<b>Confidential Evaluation of Board Performance</b>				
<b>Criteria</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Somewhat Disagree</b>	<b>Disagree</b>
Board members have a shared understanding of the mission and purpose of the Authority.	7			
The policies, practices and decisions of the Board are always consistent with this mission.	7			
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.	7			
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Authority and reviews these annually.	7			
The Board sets clear and measurable performance goals for the Authority that contribute to accomplishing its mission.	6	1		
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.	7			
Individual Board members communicate effectively with executive staff so as to be well informed on the status of all important issues.	7			
Board members are knowledgeable about the Authority's programs, financial statements, reporting requirements, and other transactions.	6	1		
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.	7			
The Board knows the statutory obligations of the Authority and if the Authority is in compliance with state law.	5	2		
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.	7			
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.	7			
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.	7			
The Board exercises appropriate oversight of the CEO and other executive staff, including setting performance expectations and reviewing performance annually.	7			
The Board has identified the areas of most risk to the Authority and works with management to implement risk mitigation strategies before problems occur.	4	3		
Board members demonstrate leadership and vision and work respectfully with each other.	7			
Monroe County Land Bank Corporation				
		Fiscal Year: 2025	Date Completed: 3/20/2026	

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## **REPORTING TO MONROE COUNTY**

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This report is required by the Authorities Budget Office (ABO). This document serves as the Land Bank's annual report and will be shared with the County to provide updates on its progress and activities.

## **2025 ACTIVITY AND ACCOMPLISHMENTS**

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In 2025, the MCLBC initiated efforts to identify properties suitable for redevelopment and began laying the groundwork for its first housing projects. In February 2026, the MCLBC acquired its first three properties. These were properties that have undergone Monroe County's Tax Foreclosure Sale multiple times. The parcels are located within established residential neighborhoods. Two of the parcels are vacant lots and one contains a dilapidated structure. These properties were acquired with the intent to facilitate redevelopment and support the construction on new single-family homes, strengthening the local housing stock, creating affordable homeownership opportunities, and contributing to community revitalization. To advance these efforts, the MCLBC issued several RFPs and RFQs to support the planning and development of the sites.

Additionally, in 2025 the MCLBC built organizational capacity by selecting firms to provide professional services related to accounting, legal, and audit services which are necessary to fulfill its mission. These procurements were undertaken to ensure compliance with state reporting requirements, maintain financial management practices, and provide appropriate legal guidance as the organization advances its redevelopment activities.

## **PROPERTIES AND FUTURE WORK**

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The MCLBC currently owns three properties that are planned for redevelopment as single-family homes. The Land Bank intends to construct modular-style homes on these parcels as part of its initial residential development efforts. To move the projects forward in 2026, the MCLBC issued RFPs for demolition and construction services. Proposals have been received and the Board has selected the firms, with work on the properties expected to begin in the near future. The Land Bank will work collaboratively with the respective Towns and selected development teams throughout the process to ensure the homes are appropriately integrated into the surrounding neighborhoods.

[Current Properties](#)

These projects represent the first homes to be developed by the Monroe County Land Bank Corporation and mark an important step in advancing the organization’s mission to return vacant and underutilized properties to productive use. Upon completion of these homes, the MCLBC anticipates acquiring and redeveloping additional properties to support similar housing initiatives, helping to expand local housing supply within Monroe County.

The MCLBC anticipates receiving Land Bank Initiative (LBI) funding in the coming year and will continue to identify and pursue additional funding sources to support its redevelopment activities. The Land Bank is also considering applying for funding through programs administered by New York State Homes and Community Renewal (HCR), including the MOVE-In NY Grant Program, to help advance future housing development initiatives.

The images below provide an example of the potential transformation of one of the Land Bank’s redevelopment sites. The “before” photo shows the existing conditions of a property currently owned by the Land Bank, while the “after” image is a conceptual rendering of a modular home model that is typical of redevelopment efforts. The rendering is intended to illustrate the general appearance and scale of the type of housing that may be constructed on the sites. While the final homes may vary slightly from the rendering, these images help illustrate the type of affordable residential redevelopment the Land Bank is working to achieve.

**BEFORE**



**PROPOSED AFTER**



**FINANCIAL AND INVESTMENT REPORT**

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**2025 Certified Financial Audit Report**

In 2024, Monroe County was awarded \$1,000,000 of funding from the American Rescue Plan Act (“ARPA”). This funding is earmarked for the demolition, redevelopment, and construction of homes in Monroe County.

The Monroe County Land Bank Corporation was also awarded up to \$100,000 of Land Bank Initiative (LBI) Phase I funding in 2025. This funding is made available to startup land banks and is used for technical assistance, organizational capacity, and administrative needs. The Monroe County Land Bank Corporation is eligible for three years of LBI funding (2025, 2026, 2027).

The proceeds from the sale of completed properties will be reinvested into the MCLBC and will be used to fund additional redevelopment projects.

**UNITS OR SUBSIDIARIES OF THE CORPORATION**

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The MCLBC had no units or subsidiaries.

## **POLICIES AND BUDGET**

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[Defense and Indemnification Policy](#)

[Travel and Discretionary Funds Policy](#)

[Code of Ethics and Conflict of Interest Policy](#)

[Internal Control and Finance Policy](#)

[Whistleblowers and Protection from Retaliation Policy](#)

[Procurement Policy](#)

[Property Acquisition Policy](#)

[Property Disposition Policy](#)

[Bylaws](#)

[2025 Budget](#)

[2026 Budget](#)

[2026 Meeting Times](#)

# **Appendix A**

Monroe County Resolution No. 339 of 2023

By Legislators McCabe and Smith

Intro. No. 428

RESOLUTION NO. 339 OF 2023

**AUTHORIZING CREATION OF MONROE COUNTY LAND BANK**

BE IT RESOLVED BY THE LEGISLATURE OF THE COUNTY OF MONROE, as follows:

Section 1. The Monroe County Legislature hereby authorizes the creation of the Monroe County Land Bank as follows:

- a. Name of the land bank: Monroe County Land Bank
- b. Number of initial members of the board of directors: 7
- c. Names of the individuals to serve on the Monroe County Land Bank board of directors and the length of terms:
  - i. Robert Franklin, Monroe County Director of Finance (ex-officio)
  - ii. Thalia Wright, Monroe County Commissioner of Human Services (ex-officio)
  - iii. Ana Liss, Monroe County Director of Planning and Development (ex-officio)
  - iv. Amy Grande, Monroe County Real Property Director (ex-officio)
  - v. Majority Appointment – Deborah Campanella (3 year term)
  - vi. Minority Appointment – Kevin Purcell (3 year term)
  - vii. County Executive Appointment – Orlando Ortiz (3 year term)

The ex-officio members may designate, in writing, another individual from their department to serve on the Board. Citizen members appointed by the County Legislature and the County Executive shall be a resident of Monroe County.

Section 2. The Monroe County Legislature hereby approves the proposed articles of incorporation for inclusion in the application to be sent to Empire State Development and filed with the Secretary of State in accordance with New York State Not-for-Profit Corporation Law.

Section 3. The County Executive, or his designee, is hereby authorized to execute all documents necessary for the creation of the Monroe County Land Bank.

Section 4. This resolution shall take effect in accordance with Section C2-7 of the Monroe County Charter.

Agenda/Charter Committee; October 23, 2023 – CV: 5-0  
Ways and Means Committee; October 24, 2023 – CV: 11-0  
File No. 23-0340

ADOPTION: Date: November 14, 2023      Vote: 29-0

ACTION BY THE COUNTY EXECUTIVE

APPROVED: \_\_\_\_\_ VETOED: \_\_\_\_\_

SIGNATURE: Orlando Bellis      DATE: 11/21/2023

EFFECTIVE DATE OF RESOLUTION: 11/21/2023