
Fulton/Atlanta Land Bank Authority, Inc. *Overview and Update*

Community Development/Human Services Committee – Atlanta City Council

February 26, 2019

Presented by Christopher Norman, Executive Director






What is a Land Bank

- Clear Mission
 - Land Banks are public or nonprofit entities created by local governments to acquire, manage, maintain and facilitate the redevelopment of underutilized, vacant blighted, tax delinquent properties.



What is a Land Bank

- Tool for converting vacant, abandoned, or distressed property into productive use. This includes residential, commercial, industrial and greenspace purposes.
- Core competency is acquisition and disposition of troubled, surplus, or vacant property.
- Does NOT have eminent domain or taxing authority.
- Steps in where market does not or cannot work due to administrative/legal barriers.



LBA Mission Statement

- The mission of the Fulton County/City of Atlanta Land Bank Authority is to facilitate the transformation of the City and County into a vibrant community by:
 - Returning non-revenue generating, non-tax producing, or blighted property to an effective utilization status in order to provide market and affordable housing, public space, new industry and jobs for the citizens of the City and County.
 - Extinguishing past due tax liens from property foreclosed upon by Fulton County and the City of Atlanta in their tax collection capacities.

Blighted

Distressed

Tax Delinquent

Non-Tax Producing

Foreclosed

Abandoned



798









Desired Property Outcomes

- Code Compliant Property
- Tax Producing Property
- Occupied Structures
- Maintained Property and Structures
- Shared Community Space
- Vibrant and Safe Communities



History of Land Banks

St. Louis	1971
Cleveland	1976
Louisville	1989
<u>Atlanta</u>	<u>1991 (updated 2012)</u>
Genessee	2002
Cuyahoga	2008
New York	2011
Philadelphia	2014
Virginia	2016

Currently over 150 in the US

Some Existing Georgia Land Banks (19 total)

Jurisdiction	County Population	City Population
Fulton County-Atlanta	1,023,336	472,522
DeKalb County-Lithonia-Clarkston	734,871	2,082 12,742
Chatham County-Savannah	286,956	146,763
Muscogee County-Columbus	200,579	197,485
Richmond County-Augusta	201,793	197,182
Bibb County-Macon	153,721	87,059
Clarke County-Athens	123,912	123,371
Lowndes County-Valdosta	112,865	56,474
Whitfield County-Dalton	104,216	34,077
Floyd County-Rome	96,504	36,407
Spalding County-Griffin	64,051	22,928
Thomas County-Thomasville	45,063	18,826
Dougherty County-Albany	91,332	73,801





Land Bank Focus

- Broad Usage Categories
 - Residential
 - Commercial
 - Industrial
 - Green space
- Surplus Public Property
- Foreclosed Properties
- Abandoned Properties
- Tax delinquent Properties

Land Banks focus on properties that are underutilized.



LBA Vision Statement

The Fulton County/City of Atlanta Land Bank Authority (“LBA”) will serve as a central vehicle for returning all tax-delinquent and non-revenue producing property within Atlanta and Fulton County to a productive status. This will simultaneously create vibrant communities, affordable housing and economic opportunity. The LBA will operate as the premier Land Bank Authority within the region and the United States, and will serve as an example and facilitator of best practices.





LBA Vision Statement (cont'd)

The LBA will be guided by the following seven principles of:

- Transparency
- Accountability
- Professionalism
- Thoroughness
- Customer Focus
- Collaboration
- Innovation

1991 - 1998

- Tax Abatement
- Greenspace Assemblage
- In-Rem Judicial Tax Foreclosure

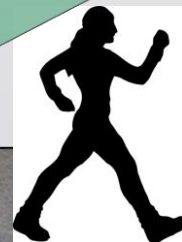


1998 - 2008

- Tax Abatement
- Greenspace Assemblage
- In-Rem Judicial Tax Foreclosure
- Sheriff/Marshal Deed Property Interest Conveyance

2008 - 2009

- Tax Abatement
- Greenspace Assemblage
- Sheriff/Marshal Deed Property Interest Conveyance
- Property Assemblage



2009 - 2015

- Tax Abatement
- Greenspace Assemblage
- Sheriff/Marshal Deed Property Interest Conveyance
- Property Assemblage
- Land Banking
- Neighborhood Stabilization Program
- Community Land Trust
- Public/Private Development Partnerships
- Secure Neighborhood Initiative

2016 - Present

- Tax Abatement
- Greenspace Assemblage
- Sheriff/Marshal Deed Property Interest Conveyance
- Property Assemblage
- Land Banking
- Neighborhood Stabilization Program
- Community Land Trust
- Public/Private Development Partnerships
- Secure Neighborhood Initiative
- Chronic Distressed Property Strategy
- Strategic Property Assemblage
- ??????





Accomplishments

- Launched a Land Banking Depository Program in 2010 - First in the US.
 - Participants included SUMMECH, SNDSI, Annie Casey, PCIA, Quest, ANDP, Invest Atlanta, Habitat for Humanity, CHARIS, and others.
 - Land banked over 226 housing units and delivered over 104 housing units during that time (refer to attachment for additional detail by year).
- Delivered over 295 units of housing over the past nine years via a variety of programs and partnerships.
- Met obligation and expenditure requirements for \$3.19M in Neighborhood Stabilization Program (NSP) 1 funds and \$4.4M in NSP 3 funds.
- Executed first donation transaction with US Attorney in 2017. Received 10 properties seized from money laundering case.
- Received 11 donated properties from Community Restoration Corporation in 2018.

LBA Activity – Housing Units (does not include vacant land not converted into housing)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	Totals
<u>Acquisition</u>										
Land Banking	91	28	1	4	0	4	68	30	0	226
Neighborhood Stabilization Program	145	18	9	13	4	0	0	0	0	189
Donation	0	0	4	1	1	2	1	8	7	24
Total	236	46	14	18	5	6	69	38	7	439
<u>Disposition</u>										
Land Banking	0	0	4	8	7	55	3	11	16	104
Neighborhood Stabilization Program	0	0	93	17	8	0	0	49	21	188
Donation	0	0	0	0	1	1	0	1	0	3
Total	0	0	97	25	16	56	3	61	37	295



Ongoing and Planned Initiatives

Approved LBA Programs – FY2019

Program	Role
1. Strategic Place Based Assemblage/Revitalization	Lead and/or Partner/Participant
2. Neighborhood Stabilization Program (NSP)	Partner/Participant
3. Troubled Asset Workouts	Lead
4. Land Banking	Lead
5. Community Land Trusts (Atlanta Land Trust)	Partner/Participant
6. Small Building Preservation	Partner/Participant
7. Municipal Joint Venture Projects	Partner/Participant



Approved LBA Programs – FY2019

Program	Role
8. National Community Stabilization Trust/Neighborhood Stabilization Initiative	Partner/Participant
9. TransFormation Alliance	Participant
10. Secure Neighborhood Initiative	Partner/Participant
11. Greenspace Assemblage	Lead and/or Partner/Participant

Tools



- Demolition
- Deed in Escrow Conveyance (*to be potentially implemented*)
- Development Partner Bids/Partnerships
- Environmental Review
- In Rem Judicial Code Lien (*potential for foreclosure of lien*)
- In Rem Judicial Tax Foreclosure
- Intergovernmental Transfer
- Property Donation
- Property Management
- Property Seizure – US Attorney/District Attorney/City Solicitor
- Quiet Title Action
- Real Estate Acquisition via Market Purchase
- Tax Abatement
- Title Research
- Transaction Structuring

Primary Acquisition Methods

Acquisition Method	Status
Donation	Available.
Market Purchase	Available. Contingent upon acquisition funds.
In Rem Non-Judicial Tax Foreclosure	Available. Contingent upon funding.
Non-Judicial Code Foreclosure	Availability to be determined.
Public Entity Conveyance	Available. Surplus or property from Blight Eminent Domain process.
Criminal Seizure and Conveyance	Available.
<i>In Rem Judicial Tax Foreclosure</i>	<i>Not available. Not currently conducted by Tax Commissioner.</i>
<i>In Rem Judicial Code Foreclosure</i>	<i>Not available. Not currently conducted by Tax Commissioner.</i>

Comprehensive Chronic Distressed Property Strategy

prepared by
Fulton/Atlanta Land Bank Authority, Inc.
(Applicable to Strategic Development Area or City Wide)
 As of March 10, 2015

“Bad” Property Status

Tax Delinquent**
> 12 months

REO
Foreclosed

Code Violations/
Blighted

Criminal
Activity

**Assumes all tax liens held by Tax Commissioner

Article 5 Judicial
In-Rem Code
Enforcement:
Certified “Super
Priority “Lien

Conveyance
Action
Options

Voluntary
Donation

Non-Judicial and
Judicial
In-Rem
Tax Foreclosure

Market
Negotiated
Purchase

Property
Seizure

Coordinating
Entity

LBA

Tax Commissioner/
LBA

LBA

Code Enforcement/
Solicitor's Office/
Revenue Office

Solicitor's
Office/DA/
US Attorney

Required
Resources

- Acquisition Funds
 - Property Management Funds
 - Staff/Personnel Support
 - Demolition Funds
 - Funds for legal costs (closings, title, filings, etc.)
 - Funds for Non-Judicial / Judicial Tax Foreclosure Proceedings
 - Property Insurance

Disposition
Options

- Application
 - RFP
 - Auction



“Good” and Productive
Property





Targeted Outcomes

- Convert status of minimum 370 properties to productive use (primarily housing) via Programs within 36 months
- Achieve measurable economic impact
- New skills for staff members and consultants.
 - Lead diverse groups of stakeholders to achieve “stretch goals”
 - Cooperatively create comprehensive development plans
 - Perform and deliver in accordance with SMART goals
 - Utilize a global or neighborhood centric perspective versus the historical transactional perspective
 - Perform sophisticated financial analysis.



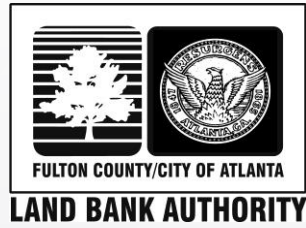
Program Execution

- Activate Acquisition / Conveyance Action Options per Chronic Distressed Property Strategy
- Identify strategic redevelopment areas in consultation and coordination with COA – Department of Planning & Community Development, Office of Housing and other members of Housing Sub-Cabinet
 - ***Intention is leverage and collective impact of activities***



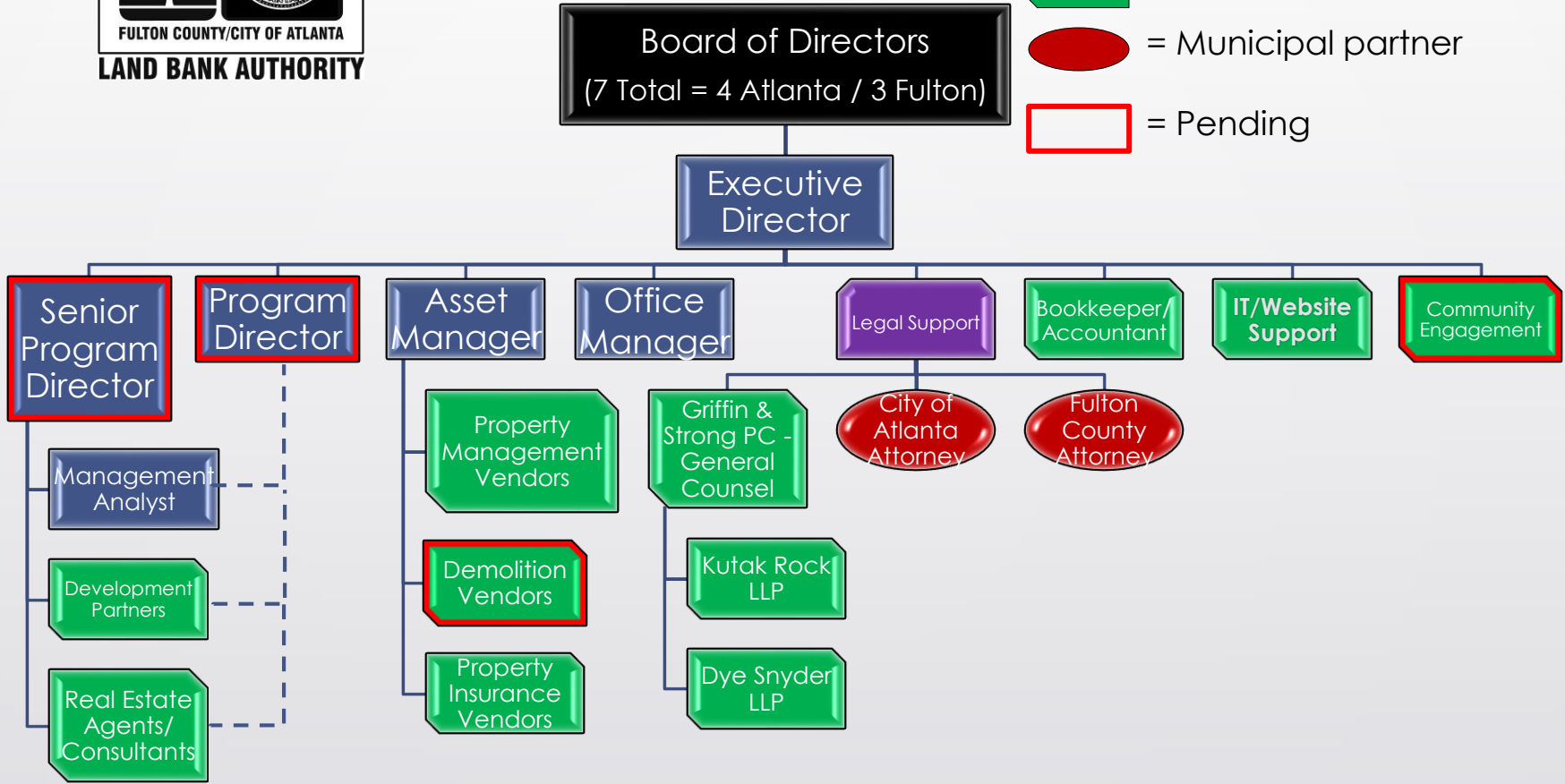
Program Execution

- Individual Programs to be executed by cross-functional teams composed of LBA employees, strategic vendors and partners. This will require:
 - Hiring of additional full time employees (Management Analyst and Asset Manager hired; Senior Program Director and Program Director pending)
 - Engagement of strategic vendors
 - Active collaboration with existing and new partners
- Assign portfolio responsibility to Senior Program Director and Program Director who will have responsibility for successful execution of assigned Program(s)



Approved New Structure

- = Direct LBA Employee
- = Contractor or Vendor
- = Municipal partner
- = Pending





Supported Strategic Outcomes

Outcomes

- Affordable and Market Housing
- Blight Elimination
- Neighborhood Revitalization
- **CONTROLLING LAND IS IMPERATIVE**



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