



FULTON /ATLANTA LAND BANK AUTHORITY, INC *OVERVIEW AND UPDATE*

Community Development / Human Services Committee – Atlanta City Council

February 11, 2020

Presented by Christopher Norman – Executive Director

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.



DESIRED PROPERTY OUTCOMES – *THE END GAME*

- 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



MISSION

- 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 property tax liens held by Fulton County Tax Commissioner.



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.



STRATEGIC ISSUES

ONE ATLANTA: HOUSING AFFORDABILITY ACTION PLAN

GOAL: CREATE OR PRESERVE 20,000 AFFORDABLE HOMES

Initiative	Action	Lead Agency	Other Partners
1. Leverage vacant public land for housing	Expedite the development of affordable housing on vacant publicly owned land	AH, DCP	ABI, IA, LBA
	Expedite the redevelopment of blighted, vacant, delinquent, and distressed properties	LBA	DCP, ABI, AH
2. Create and expand housing affordability tools	Expand local homeownership opportunities via down payment assistance programs	AH, DCP, IA	ABI
	Expand the joint use of 4% Low Income Housing Tax Credits with Tax Exempt Bonds	IA	
	Preserve housing through the Rental Assistance Demonstration program	AH	
	Support the ability to secure additional resources through the New Markets Tax Credits program	IA	
3. Revise the Zoning Code	Explore the feasibility of expanding Atlanta's Inclusionary Zoning Ordinance	DCP	ABI, IA
	Implement the "Missing Middle" Housing Ordinance	DCP	
	Implement the Accessory Dwelling Unit (ADU) Ordinance	DCP	
	Reduce parking requirements citywide	DCP	
	Incentivize affordable housing near transit	ABI, DCP, IA	

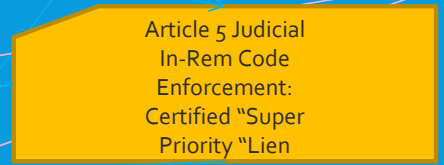


Comprehensive Chronic Distressed Property Strategy
prepared by
Fulton/Atlanta Land Bank Authority, Inc.
(Applicable to Strategic Development Area or City Wide)

"Bad" Property Status



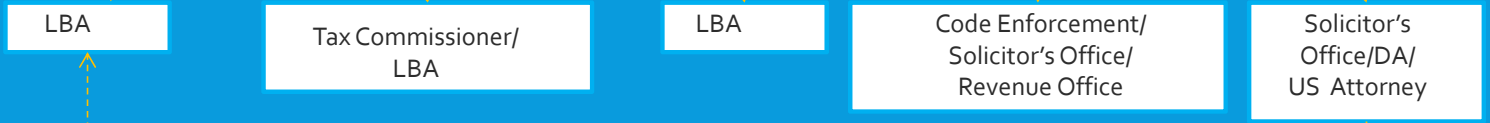
***Assumes all tax liens held by Tax Commissioner*



Conveyance Action Options



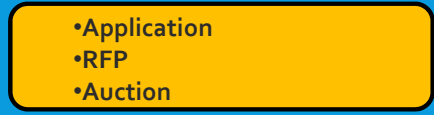
Coordinating Entity



Required Resources



Disposition Options



"Good" and Productive Property



EMPLOYEE ADDITIONS

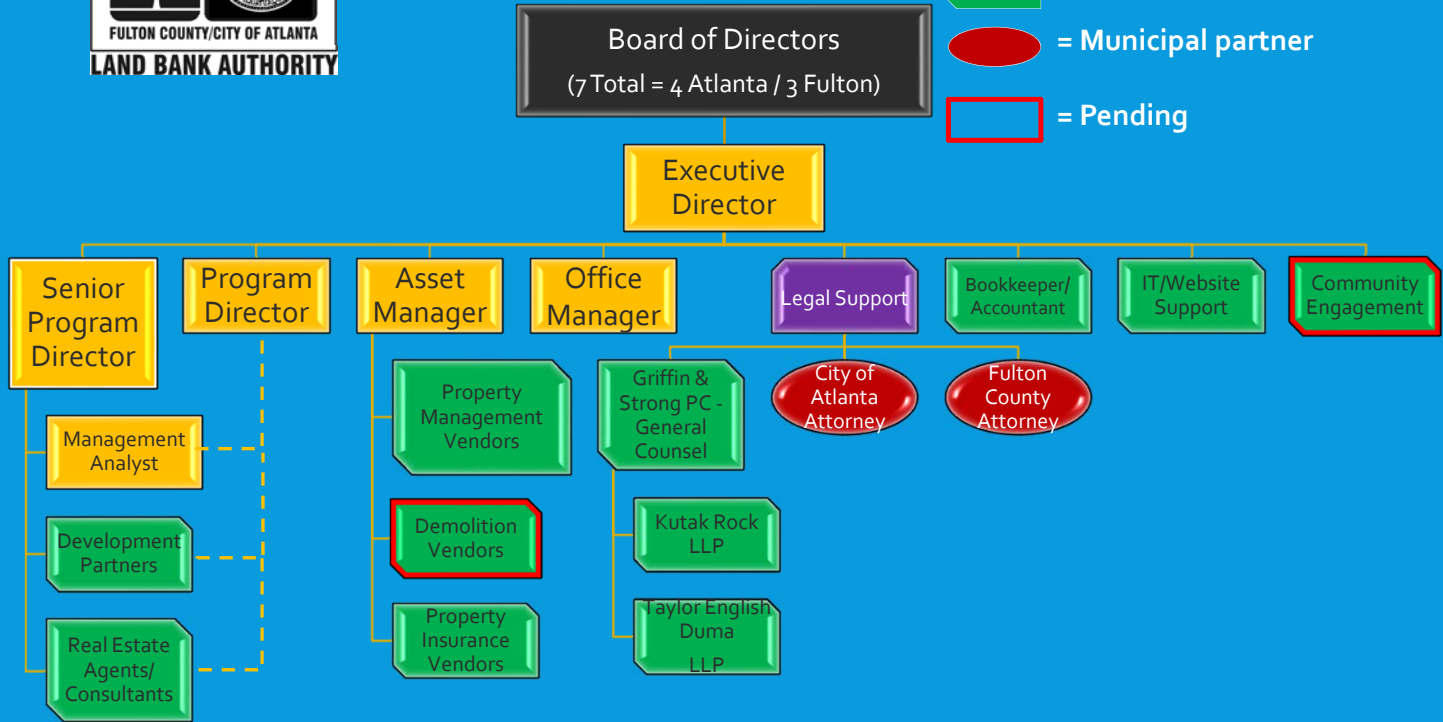
- *New Position: Mr. Jade Wiles – Asset Manager. Started December 2018.*
- *New Position: Ms. Pamela Preston – Management Analyst. Started January 2019*
- *New Position (Program Manager phased out): Mrs. Terica Black Bashir – Program Director. Started November 2019*
- *New Position: Atty. Elizabeth Roberts – Senior Program Director. Starting February 2020. Initial split time with LBA and Fulton County Office of County Attorney. Full time - May 2020.*





Approved New Structure

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



STRATEGIC PLAN (PENDING BOARD APPROVAL)

- Currently finalizing 5-year Strategic Plan. Target approval by LBA Board of Directors on February 27, 2020.
- Establishing Dashboard Indicators that will be measured and reported
 - Number of properties in portfolio
 - Value of properties in portfolio
 - New incremental tax revenue collected
 - Number of properties disposed
 - Housing units created



STRATEGIC PLAN (PENDING BOARD APPROVAL)

- Strategic Priorities
 - Strengthen Brand and Stakeholder Engagement
 - Digital brand assets – new website, social media activation, quarterly newsletter, etc.
 - LBA leadership speaking engagements at relevant events such as community meetings, industry gatherings, etc.
 - Stakeholder engagement and communication strategy
 - Fund Development / Revenue Generation
 - More entrepreneurial posture. Generate minimum of \$450,000 per year in additional revenue to supplement contributions from City of Atlanta and Fulton County (refer to COA funding slide)
 - Establish public / private partnerships to fund property acquisition. Target of minimum of \$10 million in available funds.
 - Explore potential policy advocacy for legislative changes to assist with funding of land banks in Georgia



CITY OF ATLANTA GENERAL FUND FUNDING FOR OPERATIONS

LBA Fiscal Year (1/1 – 12/31)	Amount
2016	\$500,000 *
2017	\$500,000 *
2018	\$250,000 **
2019	\$125,000 ***
2019	\$250,000 ****

- * Approved \$1,000,000 in November 2015 and disbursed in two draws in 2016 and 2017
- ** Approved in February 2018 and disbursed in April 2018
- *** Approved in February 2019 and disbursed in March 2019
- **** * Approved in June 2019 with Full COA Budget and disbursed in October 2019



STRATEGIC PLAN (PENDING BOARD APPROVAL)

- Enhance LBA Operations
 - Create disposition policy (target March 2020 approval)
 - Increase emphasis on multi-family and commercial property
 - Improve budget development and tracking process
- Scale organizational leadership, organization and board governance for growth
 - Strengthen Board engagement and development
 - Review current staff structure for potential expansion (see current organizational chart)
 - Approve new Members (i.e. East Point and College Park)



LBA BOARD OF DIRECTORS

Janis Ware	Chairperson	Appointed by COA in 2019
Kate Little	Vice-Chairperson	Appointed by COA in 2019
Michelle Nelson	Treasurer	Appointed by COA in 2017
Jane Bradshaw Burnette	Secretary	Appointed by Fulton in 2019
Jason Hudgins	Member	Appointed by Fulton in 2020
Vacant	Member	COA
Vacant	Member	Fulton



SUPPORTED STRATEGIC OUTCOMES

Outcomes

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



ACCOMPLISHMENTS



GALBA PUBLICATION – FCCALBA HIGHLIGHT

- Christopher Norman has served as President of the Georgia Association of Land Bank Authorities, Inc. (GALBA) since its inception in 2011.
- GALBA released a report on October 3, 2019, that highlighted the work of the 23 land banks across Georgia.
- The Report was made possible by support from the Center for Community Progress, Wells Fargo, NeighborWorks and Georgia Power.
- During his term, and with the support of hardworking GALBA leadership and other stakeholders, 10 new land banks were created across the State that brought the total to 23.





FOREWORD

Georgia Land Banks Are an Emerging Tool for Equitable Development and Neighborhood Stabilization



The land banking movement in Georgia continues to gain momentum and deliver results. This publication represents another milestone in this history and showcases the efforts of many dedicated staff, leaders, governments, and stakeholders across Georgia. Georgia has the distinction of being home to the fourth land bank in the United States, established in 1991. Since that time, the state's land bank presence has grown to twenty-three and ranks amongst the top five highest concentrations in the U.S. The growth has occurred across a wide variety of communities that range from urban to suburban to rural, small to large population centers, and all geographic regions of Georgia. This diversity is a direct reflection of the intentional operational flexibility of land banks that allows them to be custom fitted to meet the unique needs of local communities.

I have had the honor and privilege of serving as the President of the Georgia Association of Land Bank Authorities, Inc. (GALBA) since its inception in August 2011. Since its formation, GALBA has proven to be a valuable forum and resource for the members and stakeholders. GALBA successfully worked with the Georgia legislature in 2012 to pass the refined and updated Georgia Land Bank Act with tremendous bipartisan support. The 2012 Act further increased the utility, flexibility, and effectiveness of land banks. Land banks in Georgia were originally keenly focused on issues of vacancy, abandonment, deterioration, and revitalization. They are now emerging as new tools to assist with equitable development and neighborhood stabilization. The next chapter for land banks is filled with tremendous potential. The key will be the receipt of adequate support and resources to realize that potential and serve as leading examples for Georgia and the country.

On behalf of GALBA, I would like to acknowledge and thank several partners that were critical to the publication of this report. Attorney Sara Toering, Senior Fellow at the Center for Community Progress, was the primary author and consultant for this publication and GALBA is deeply appreciative. The Center for Community Progress, led by Dr. Akiyah Watkins-Butler, President and CEO, continues to be a tremendous partner. Lastly, the financial support provided by the Wells Fargo Housing Foundation, NeighborWorks America, and Georgia Power were essential for producing this publication. We hope that you enjoy this review of Georgia land banks and find it informative and inspiring.

Christopher Norman

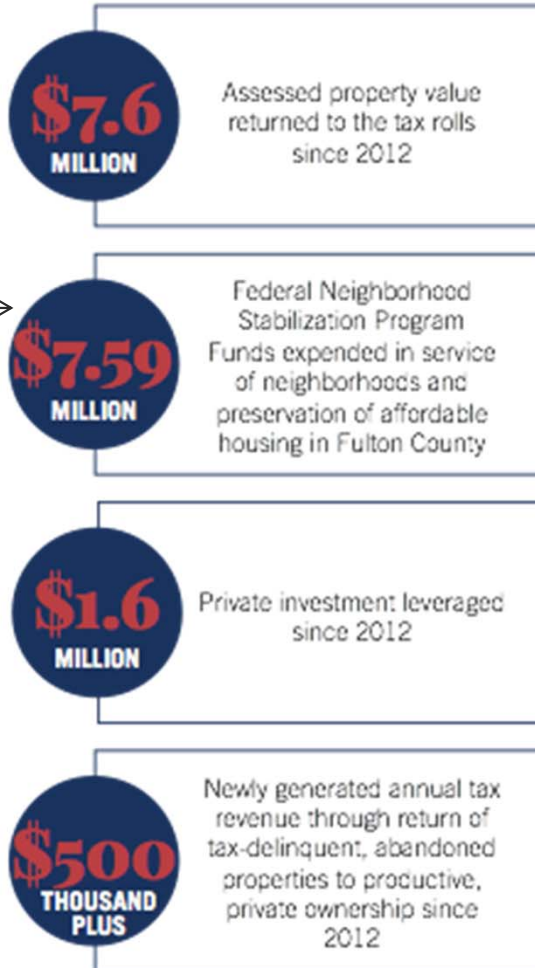
Christopher Norman
President, Georgia Association of Land Bank Authorities, Inc.

Fulton-Atlanta Land Bank by the Numbers



(Top 3 photos) Dedication of a home acquired by the Fulton-Atlanta Land Bank and transferred to the Atlanta Police Foundation to renovate for an Atlanta police officer through the Secure Neighborhoods Initiative. This program creates opportunities for Atlanta police officers to purchase affordable homes inside the city limits, with a commitment to live in and serve the surrounding community for at least five years.¹⁸

(Page 20 & Bottom 4 photos) Successful public-private partnership with National Church Residences for acquisition of a tax-foreclosed deteriorated 28 unit property, and redevelopment into a 40-unit affordable housing complex for seniors.¹⁹



QUESTIONS

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