The Center for Leadership provides a powerful local resource to help guide the responsible development of the Atlanta region by strengthening connections among area organizations that guide and influence Atlanta real estate development.

Our MISSION is to cultivate leadership and life-strategy skills by teaching emerging leaders in the real estate and land use industries how the Atlanta region gets built.
INTRODUCTION
WHAT IS HOUSING CHALLENGE?

The swell of new energy directed into town may result in gentrification, displacing the very legacy residents who make their neighborhoods great.

WHAT IS THE SCOPE?

- There is a need to prioritize neighborhoods and/or subareas within the Atlanta Beltline planning area.
- Need to develop land acquisition criteria for specific sites within targeted communities.
WHAT IS ATLANTA’S PROBLEM?

Extended Economic Expansion
Catalytic Infrastructure Project
Renewed Urban Migration Patterns
Densification Tipping Point

Expansion of Private Capital
Velocity of Private Capital
Entrepreneurial Pop-Culture

Complexity of Issue
Lack of Recurring Revenue Sources
Negative Connotation
Lack of Legislative Control

Number of affordable units lost annually
1,500

Percentage rental increase since 2010
48%

Percentage of Atlanta households spending 45% of annual income on housing and transportation costs
80%
ATLANTA LAND TRUST

GOAL OF 1000 UNITS INTRODUCED TO MARKET

STEWARDS OF PERMANENTLY AFFORDABLE HOUSING PROXIMATE TO THE ATLANTA BELTLINE AND OTHER TARGETED AREAS IN THE CITY OF ATLANTA
A cross-sector framework for systematically addressing Atlanta’s affordable housing needs.

- Community retention
- Existing affordable housing preservation
- Housing for under 50% AMI
- Public resources for production
- New private investment
HOUSE ATL KEY RECOMMENDATIONS

• Create a database of existing affordable housing properties

• Create a system for private and philanthropic resources to leverage public dollars

• Create a cabinet level position with cross-agency collaboration

• Expand support for non-profit and community-based development partners
BETLINE VISION

TO BE THE CATALYST FOR MAKING ATLANTA A GLOBAL BEACON FOR EQUITABLE, INCLUSIVE, AND SUSTAINABLE CITY LIFE.

Vision:
To be the catalyst for making Atlanta a global beacon for equitable, inclusive, and sustainable city life.

- 30,000 PERMANENT JOBS
- 5,600 UNITS of affordable workforce housing
- 33 MILES of multi-use, urban trails
- 22 MILES of pedestrian-friendly rail transit
- 48,000 CONSTRUCTION JOBS
- 1,100 ACRES of environmental clean-up
- 1,300 ACRES of new greenspace

$10 BILLION in economic development
BELTLINE PLANNING AREA

15,000~ ACRES

22%~ OF THE CITY’S POPULATION

19%~ OF THE CITY’S LAND
22 MILES of transit
46 MILES of streetscapes and complete streets
33 MILES of urban trails
1,300 acres New greenspace
700 acres Renovated greenspace
1,100 ACRES of environmental clean-up
$10B in economic development
28,000 new housing units
5,600 affordable units
CORRIDOR-WIDE public art, historic preservation, and arboretum

30,000 permanent construction jobs
48,000 permanent jobs
CASE STUDIES
CASE STUDIES

COMMON ISSUES:

> COST OF LAND HIGH

> COST OF CONSTRUCTION HIGH

> COMPETITION (MARKET RATE BUYERS)

> EXISTING OWNER DO NOT WANT TO MOVE

> NO SITE SELECTION TOOLS (EXCEPT 1)

SOLUTIONS.

BOOTS ON GROUND (KNOW YOUR AREA)

SALARY BROKERS (NO CONFLICTS)

CONTROL DEVELOPMENT (SFR)

CONTROL CONSTRUCTION & COSTS (SFR)

AFFORDABLE REQUIREMENT ORDINANCE (BIG CITIES)

PARTNERSHIPS ARE KEY.

Connected with ten land trusts.
ONE ROOF - (DULUTH, MN)

300 HOMES (NO CONDOS IN 12 YEARS)
NOW: 15 UNITS YEAR ROTATION.
STAFF IS TOTAL OF 3 BROKERS
SITE REQUIREMENTS (BASIC):
  SEWER, WATER,
  2 - 3 BD
  - 1,000 SF - 2,000 SF
BUILD INVENTORY VIA PARTNERSHIPS WITH TOOLS:
  MLS
  NCST - NATIONAL COMMUNITY (FIRST LOOK)
  HOME PATH FANNIE
  CITY/COUNTY - FIRST LOOK AND DISCOUNT
  PRIVATE CITIZENS - OLD HOUSES (DIRECT CONTACTS)
HAVE OWN CONSTRUCTION COMPANY (LLC)

HOMES FIRST - (ROCHESTER, MN)

210 HOMES (ACQUIRED 2002-2012)
26 UNITS IN 1.5 YEARS (ALL SFR)
SITE SELECTION:
  ONE SALARIED REAL ESTATE AGENT
  KNOW THE COMMUNITY.
  COALITION FOR HOUSING.
  MODIFY: 20 YEAR BLIGHTED
GAPS & ISSUES:
  NO STEWARDSHIP PROGRAM
  LOW TURNOVER: TENANTS STAYING AS INCOME IMPROVES.
GOING FORWARD:
  FOCUS ON QUADS & MULTI-FAM

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# 218 . 249 . 0083
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Steve Borchardt - Housing Initiative Director
# 507 . 424 . 2415
borchardt@rochesterarea.org
CASE STUDIES  BIG CITY

CHICAGO LAND TRUST

INVENTORY: 100 HOMES, FEW SALES
2019 - 20 UNITS WITH ONLY CONDO

SITE SELECTION

GENTRIFICATION STUDY - CONSTANTLY UPDATED.
ASSISTANCE VIA DU PAUL UNIVERSITY
WHOLE CITY, BUT NOW FOCUS ON 7 NEIGHBORHOODS

MANDATES:

AFFORDABLE REQUIREMENT ORDINANCE
10% IF MORE THEN 10 UNITS.
MODIFIED ORDINANCE ON FOCUS AREAS = 20% REQ.
ONLY ALLOW DEVELOPERS TO “PAY” OUT OF A PORTION.

FUNDING = $3 MM PER YEAR.

Jim Weeton - Executive Director.
# 312.744.0874
CHAMPLAIN HOUSING TRUST - (VERMONT)

CASE STUDIES THE G.O.A.T. OF LAND

35 YEARS
3,000 UNITS TOTAL OVER LARGE AREA
BURLINGTON - 400 UNITS PLUS OTHER AMENITIES
SHARED EQUITY IN 600 UNITS

SITE SELECTION:
LOTS OF LAND ACQUIRED DURING CRASH
ACQUIRED NATURALLY AFFORDABLE PROPERTY
(NOLA)
SITE SELECTION TOOL FOR COMMERCIAL PROPERTY.

DEVELOP THEIR OWN PROPERTIES

WORK WITH CONTRACTORS, CONSTRUCTION, MANAGEMENT,
BUY TURNKEY.

TEAM SIZE:
1 FULL DEVELOPER,
1 COMPLIANCE AND APPLICATIONS,
PARTNER WITH LITECH
FEE INCOME IS SUPPING BASED ACUITIES.

40 UNITS ON AVERAGE
- CITY TO BOND AND UP THE CAPITAL 130 UNITS.

PROJECT SELECTION CRITERIA (POINT SYSTEM)

1. GROWTH CENTER
2. IN-FILL OR REDEVELOPMENT SITE
3. DENSITY COMPARED TO NEIGHBORHOOD
4. PROXIMITY TO AMENITIES
5. GEOGRAPHIC DISTRIBUTION
6. PUBLIC TRANSPORTATION
7. MARKET DEMAND
8. PROXIMITY TO OTHER LAND TRUST PROPERTIES
9. COMMUNITY DEVELOPMENT GOALS
10. DUAL GOAL
11. COMMUNITY SUPPORT

* PROJECT SCORING:
  APPROVE: 75-100
  REVIEW: 50-75
  DENIED < 50

Brenda Torpy
# 802. 862. 6244
btorpy@champlainhousingtrust.org
ASSESSMENT TOOL
METHODOLOGY

3-STEP APPROACH
APPLIES TO EITHER SINGLE PARCEL OR MULTI-PARCEL SEARCH

1. STEP 1 ANALYSIS
   INITIAL SELECTION
   CONSIDERS:
   • BELTLINE PLANNING AREA
   • FLOOD ZONE
   • ZONING AND LAND USE
   • TRANSIT (RAIL / BUS)
   • OWNERSHIP
   • STATUS OF LAND
   • LAND VALUE
   • WALK SCORE

2. STEP 2 ANALYSIS
   CONTEXT ANALYSIS
   CONSIDERS:
   • GENTRIFICATION
   • PERMIT DATA
   • ACCESS TO HEALTH, FOOD, GREEN SPACE AND JOB CENTERS
   • PROXIMITY TO ATLANTA LAND TRUST PROPERTIES
   • ENVIRONMENTAL CONSTRAINS

3. STEP 3 ANALYSIS
   FURTHER CONSIDERATION
   CONSIDERS:
   • FINANCIAL MODEL
   • DUE DILIGENCE
   • VENDOR ENGAGEMENT
   • PROJECT TEAM IDENTIFICATION
   • EXECUTION

POINTS

0 1 2 3 4

YES OR NO

WEIGHTED AVERAGE

NARRATIVE
Partnership with Atlanta Regional Commission through the Community Development Assistance Program (Application has been submitted)
PRIVATE CAPITAL METHODOLOGIES

• Technology utilization and data-driven investment strategies

• Constantly tracking current and future pipeline

• Decisive capital deployment within defined parameters

• Established teams / partners mitigate execution risk
STEP 1
STEP 1 CRITERIA

BELTLINE PLANNING AREA
Is the parcel within a BeltLine Planning Subarea?

YES / NO

1) RDA / CASCADE
2) PITTSBURGH / PEOPLESTOWN
3) BOULEVARD CROSSING
4) MEMORIAL DRIVE / GLENWOOD
5) FREEDOM PARKWAY
6) VIRGINIA HIGHLAND / ANSLEY
7) PEACHTREE / COLLIER
8) UPPER WESTSIDE / NORTHSIDE
9) SIMPSON / HOLLOWELL
10) UPPER MARIETTA / WESTSIDE

THERE ARE APPROXIMATELY

39,000

PARCELS IN THE BELTLINE PLANNING AREA
STEP 1 CRITERIA

FLOOD ZONE
Is the parcel located outside a flood zone?

YES / NO

- Outside 1% Annual Chance
- Outside 0.2% Annual Chance
- Outside Regulatory Floodway

SUBAREA 7 PRESENTS
THE BIGGEST CHALLENGE

Data Source: FEMA
ZONING & LAND USE
Is the parcel zoned to support residential?

YES / NO

C3 Central area commercial-residential
HD Historic Districts
LD Landmark Districts
LW Live-Work
MR Multi-family residential
MRC Mixed residential and commercial
PD Planned Developments
R Single-family, two residential
RG General (multifamily) residential
SPI SPIs

THERE ARE APPROXIMATELY
33,000

PARCELS IN THE BELTLINE PLANNING AREA THAT ARE ZONED TO SUPPORT RESIDENTIAL DEVELOPMENT (EXHIBIT INCLUDES EXEMPT PUBLIC PROPERTIES AND UTILITIES)
ACCESS TO RAIL
Is the parcel within a 10-min walk (1/2 mile) to a MARTA station or streetcar stop?

YES / NO
Walking distance to a MARTA Station
Walking distance to a streetcar stop

OBSERVATION:
SUBAREAS 01, 05, 10
HAVE THE GREATEST ACCESS TO MARTA RAIL

Data Source: SHIFT ATL
ACCESS TO BUS
Is the parcel within a 5-min walk (1/4 mile) to a bus stop?

YES / NO
Walking distance to bus stop

OBSERVATION:
SUBAREAS 06 AND 09 HAVE LITTLE ACCESS TO BUS

Data Source: SHIFT ATL
STEP 1 CRITERIA

LAND STATUS
Is the parcel vacant or in poor condition?

YES / NO

Vacant
Dilapidated
Deteriorated
Substandard

THERE ARE APPROXIMATELY
2,700
PARCELS THAT ARE VACANT AND 
ZONED TO ALLOW RESIDENTIAL 
DEVELOPMENT

Data Source: CoA has data available.
OWNERSHIP
Is the parcel owned by a public entity?

YES / NO
Example:
Atlanta BeltLine Inc.
Atlanta Housing

MAJORITY OF OWNERS SHOWN INCLUDE:
• ATLANTA BELTLINE INC
• ATLANTA BOARD OF EDUCATION
• ATLANTA DEVELOPMENT AUTHORITY
• ATLANTA HOUSING
• CITY OF ATLANTA

THERE ARE APPROXIMATELY 1,300 THAT ARE EXEMPT / PUBLICLY-OWNED PROPERTY
STEP 1 CRITERIA

LAND VALUE / LOT SIZE

Is the total value of the land $50,000 or less?

YES / NO

Equal or less than $50,000
- Land assessed value
- Land appraised value
- Improved assessed value
- Improved appraised value
- Total value
- By square foot

THERE ARE APPROXIMATELY

10,800

PARCELS THAT ARE APPRAISED AT OR LESS THAN $50,000 AND ARE ZONED TO SUPPORT RESIDENTIAL DEVELOPMENT
STEP 1 CRITERIA

WALK SCORE
Is the site in a neighborhood with a walk score of 50 or above?

YES / NO

≥50

NEIGHBORHOODS WITH SCORES BELOW 50:

- BERKLEY PARK
- BUSH MOUNTAIN
- CHOOSEWOOD PARK
- ENGLEWOOD MANOR
- GROVE PARK
- HILLS PARK
- HUNTER HILLS
- LENOX PARK
- MORNINGSIDE
- MOZLEY PARK
- OAKLAND CITY

Source: www.walkscore.com
## Multiparcel Search

### Step 1 Search Example

<table>
<thead>
<tr>
<th>Subarea</th>
<th>Zoning</th>
<th>Land Use</th>
<th>Land Status</th>
<th>Ownership</th>
<th>Flood Zone</th>
<th>Access to Rail</th>
<th>Access to Bus</th>
<th>Walk Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ SA 1</td>
<td>✓ C3</td>
<td>✓ Residential</td>
<td>✓ Vacant</td>
<td>✓ Publicly Owned</td>
<td>✓ Outside Flood Zone or Regulatory Floodway</td>
<td>✓ 10-Min Walk to MARTA Station</td>
<td>✓ 5-Min Walk to Bus Stop</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 2</td>
<td>✓ HD</td>
<td>✓ Commercial</td>
<td>✓ Dilapidated</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 3</td>
<td>✓ LD</td>
<td>✓ Industrial</td>
<td>✓ Deteriorated</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 4</td>
<td>✓ LW</td>
<td>✓ Exempt</td>
<td>✓ Substandard</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 5</td>
<td>✓ MR</td>
<td>✓ Utilities</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 6</td>
<td>✓ MRC</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 7</td>
<td>✓ PD</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 8</td>
<td>✓ R</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 9</td>
<td>✓ RG</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
<tr>
<td>✓ SA 10</td>
<td>✓ SPI</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>&gt; 50</td>
</tr>
</tbody>
</table>
MULTIPARCEL SEARCH

SUBAREA
- SA 1
- SA 2
- SA 3
- SA 4
- SA 5
- SA 6
- SA 7
- SA 8
- SA 9
- SA 10

ZONING
- C3
- HD
- LD
- LW
- MR
- MRC
- PD
- R
- RG
- SPI

LAND USE
- RESIDENTIAL
- COMMERCIAL
- INDUSTRIAL
- EXEMPT
- UTILITIES

LAND STATUS
- VACANT
- DILAPIDATED
- DETERIORATED
- SUBSTANDARD

OWNERSHIP
- PUBLICLY OWNED

FLOOD ZONE
- OUTSIDE FLOOD ZONE OR REGULATORY FLOODWAY

ACCESS TO RAIL
- 10-MIN WALK TO MARTA STATION

ACCESS TO BUS
- 5-MIN WALK TO BUS STOP

WALK SCORE
- > 50

STEP 1 SEARCH EXAMPLE
2300 PARCELS
500 PUBLICLY OWNED
MULTI PARCEL SEARCH

SUBAREA
- SA 1
- SA 2
- SA 3
- SA 4
- SA 5
- SA 6
- SA 7
- SA 8
- SA 9
- SA 10

ZONING
- C3
- HD
- LD
- LW
- MR
- MRC
- PD
- R
- RG
- SPI

LAND USE
- RESIDENTIAL
- COMMERCIAL
- INDUSTRIAL
- EXEMPT
- UTILITIES

LAND STATUS
- VACANT
- DILAPIDATED
- DETERIORATED
- SUBSTANDARD

OWNERSHIP
- PUBLICLY OWNED

FLOOD ZONE
- OUTSIDE FLOOD ZONE OR REGULATORY FLOODWAY

ACCESS TO RAIL
- 10-MIN WALK TO MARTA STATION

ACCESS TO BUS
- 5-MIN WALK TO BUS STOP

WALK SCORE
- > 50

STEP 1 SEARCH EXAMPLE
## SINGLE PARCEL SEARCH

<table>
<thead>
<tr>
<th><strong>SUBAREA</strong></th>
<th>Is the parcel in the BeltLine Planning Area?</th>
<th><strong>YES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ZONING</strong></td>
<td>Is the parcel zoned to support residential development?</td>
<td><strong>YES</strong></td>
</tr>
<tr>
<td><strong>LAND USE</strong></td>
<td>Is the parcel zoned to support residential development?</td>
<td><strong>YES</strong></td>
</tr>
<tr>
<td><strong>FLOOD ZONE</strong></td>
<td>Is the parcel outside a flood zone or a regulatory floodway?</td>
<td><strong>YES</strong></td>
</tr>
<tr>
<td><strong>LAND STATUS</strong></td>
<td>Is the parcel vacant or in substandard / deteriorated / dilapidated condition?</td>
<td><strong>NO</strong></td>
</tr>
<tr>
<td><strong>OWNERSHIP</strong></td>
<td>Is the parcel owned by a public entity?</td>
<td><strong>NO</strong></td>
</tr>
<tr>
<td><strong>ACCESS TO RAIL</strong></td>
<td>Is the parcel within a 10-min walk to a MARTA station?</td>
<td><strong>NO</strong></td>
</tr>
<tr>
<td><strong>ACCESS TO BUS</strong></td>
<td>Is the parcel within a 5-min walk to a bus station?</td>
<td><strong>YES</strong></td>
</tr>
<tr>
<td><strong>WALK SCORE</strong></td>
<td>Is the parcel in a neighborhood with a walk score of 50 or higher?</td>
<td><strong>NO</strong></td>
</tr>
</tbody>
</table>

**EXAMPLE:**

**ADDRESS:** 1375 ATHENS AVE SW

**NEIGHBORHOOD:** CAPITOL VIEW
STEPS 2 & 3
METHODOLOGY
3-STEP APPROACH
APPLIES TO EITHER SINGLE PARCEL OR MULTI-PARCEL SEARCH

1. STEP 1 ANALYSIS
   INITIAL SELECTION
   CONSIDERS:
   • BELTLINE PLANNING AREA
   • FLOOD ZONE
   • ZONING AND LAND USE
   • TRANSIT (RAIL / BUS)
   • OWNERSHIP
   • STATUS OF LAND
   • LAND VALUE
   • WALK SCORE

2. STEP 2 ANALYSIS
   CONTEXT ANALYSIS
   CONSIDERS:
   • GENTRIFICATION
   • PERMIT DATA
   • ACCESS TO HEALTH, FOOD, GREEN SPACE AND JOB CENTERS
   • PROXIMITY TO ATLANTA LAND TRUST PROPERTIES
   • ENVIRONMENTAL CONSTRAINS

3. STEP 3 ANALYSIS
   FURTHER CONSIDERATION
   CONSIDERS:
   • FINANCIAL MODEL
   • DUE DILIGENCE
   • VENDOR ENGAGEMENT
   • PROJECT TEAM IDENTIFICATION
   • EXECUTION

POINTS

YES OR NO

WEIGHTED AVERAGE

NARRATIVE
GENTRIFICATION VULNERABILITY SCORE

Methodology: A gentrification vulnerability score for each census tract was determined using a weighted rank system by which an attribute score of 0 or 1 (below or above the city-wide average, respectively) was assigned for four different attributes (percent nonwhite, percent renters, percent without BA degree, and percent of households below 80% of HUD-adjusted median family income). The attribute scores were then summed, producing a value between 0 and 4. Whereas a summed value of 0 denotes no vulnerability, a summed value of 3 or 4 denotes high or very high vulnerability.

Data Sources
American Community Survey (ACS), 2006-2010 and 2011-2015 (5-year averages)
HUD’s Comprehensive Housing Affordability Strategy (CHAS), 2006-2010 and 2009-2013 (5-year averages)
GENTRIFICATION VULNERABILITY SCORE

Census Tract 25

Percent Nonwhite (2006-2010) 100.00
Percent Renter (2006-2010) 86.94
Percent w/o BA (2006-2010) 82.30
Percent below 80% of HAMFI (2006-2010) 81.14

4

Vulnerability (2006-2010)
0=None; 4=Very High
ARC CDAP application was submitted March 2019 to build out the functionality of the Step 1 and 2 analysis.

If the application is unsuccessful, it is recommended that the Step 1 and 2 analysis be done with a strategic partner as a static tool.

Our mTAP group is available to provide guidance with the next step.