

ATLANTA LAND TRUST

PARCEL(S) ASSESSMENT TOOL

ULI CENTER FOR LEADERSHIP CLASS 2019
MAY, 2019



AGENDA

**OUR
TEAM**

INTRODUCTION

**CASE
STUDIES**

**ASSESSMENT
TOOL**

**NEXT
STEPS**

OUR TEAM

ULI CENTER FOR LEADERSHIP 2019



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Rudder

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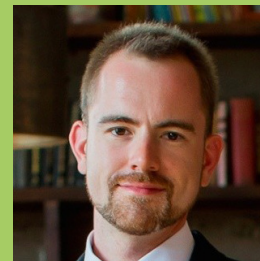


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Sunny, Etc.

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Project Mentor: Andrew Pearson, Seven Oaks Company, LLC

URBAN LAND INSTITUTE

Center for Leadership

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 INTOWN MAY RESULT IN GENTRIFICATION, DISPLACING THE VERY LEGACY RESIDENTS WHO MAKE THEIR NEIGHBORHOODS GREAT



STEWARDS OF PERMANENTLY AFFORDABLE HOUSING

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

Percentage rental increase since 2010

Percentage of Atlanta households
spending 45% of annual income on
housing and transportation costs

1,500

48%

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

HOUSE ATL

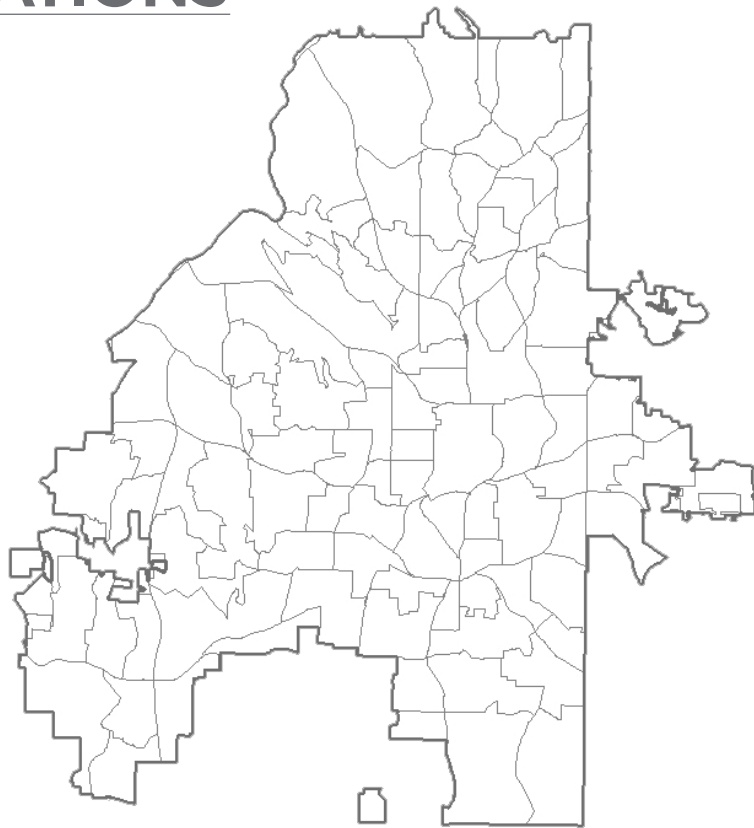
A cross-sector framework for systematically addressing Atlanta's affordable housing needs.

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



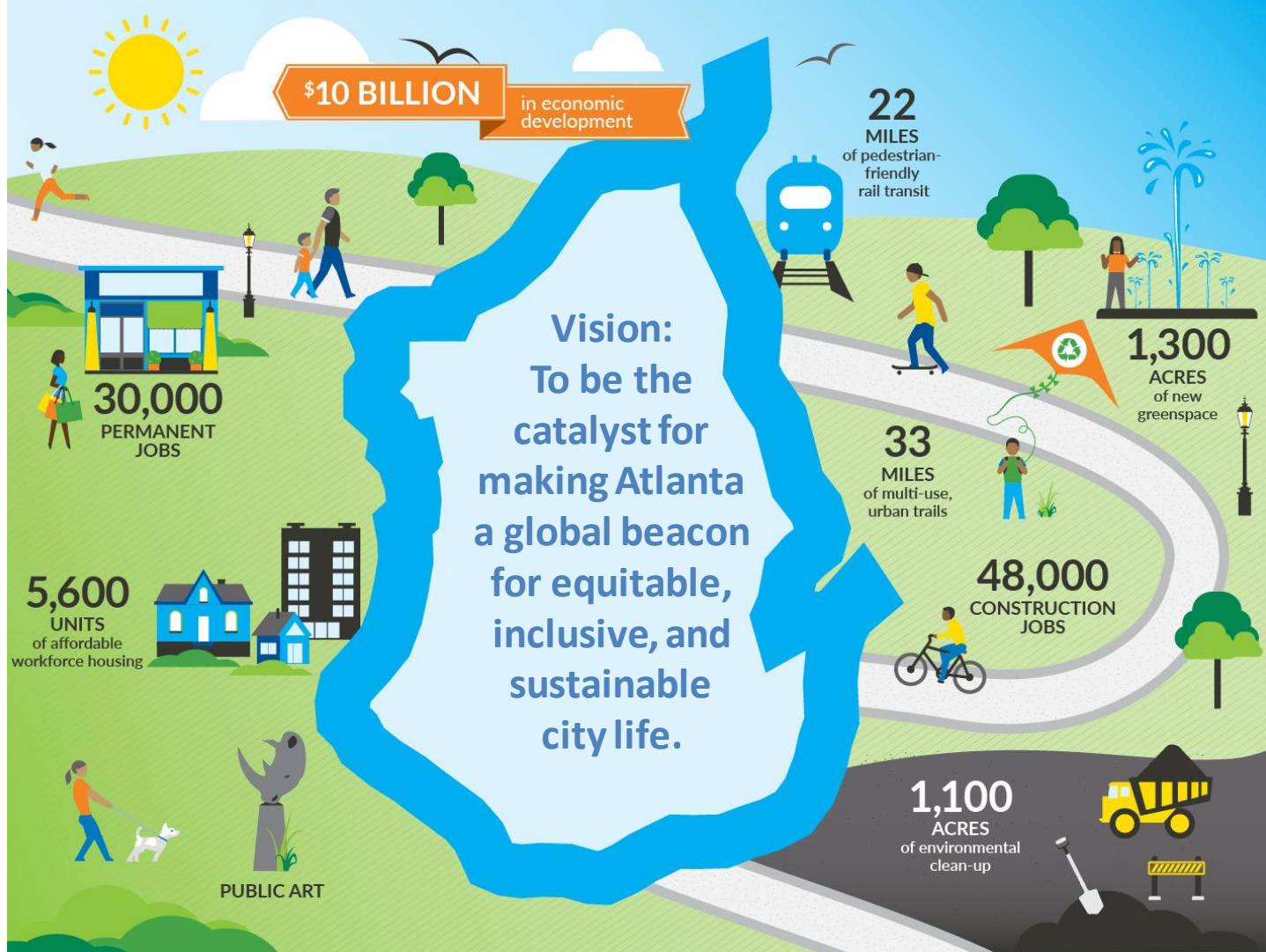
HOUSE ATL KEY RECOMMENDATIONS

- 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



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

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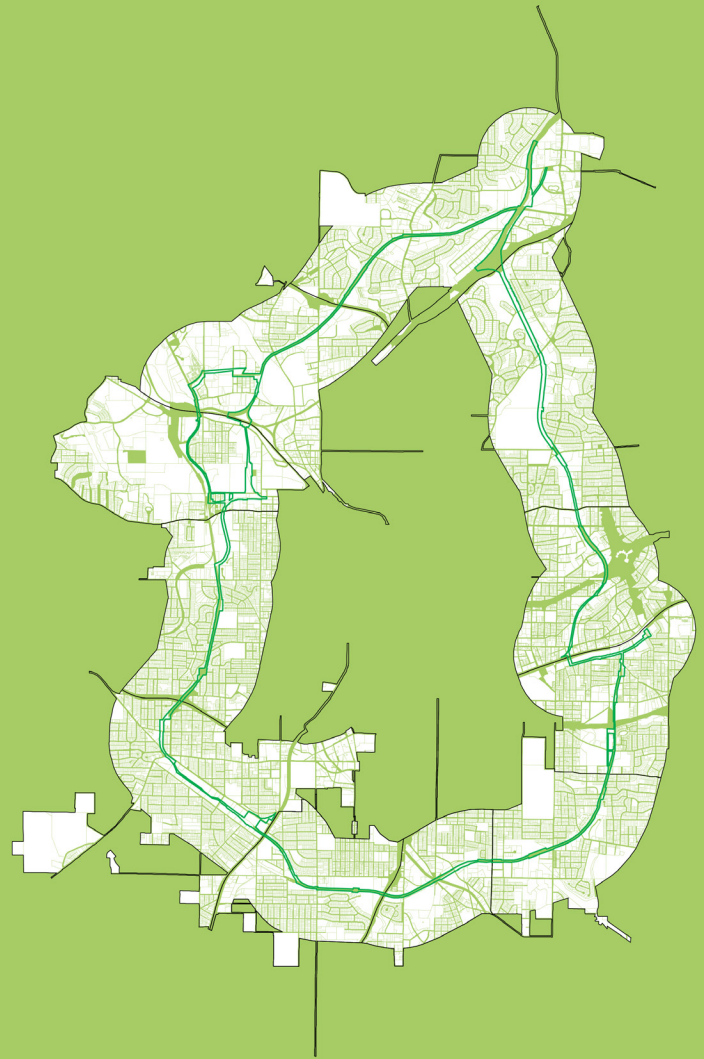


BELTLINE PLANNING AREA

15,000~
ACRES

22%~
OF THE CITY'S
POPULATION

19%~
OF THE CITY'S LAND





22
MILES
of transit



1,100
ACRES
of environmental
clean-up



46
MILES
of streetscapes and
complete streets



\$10B
in economic development
30,000 **48,000**
permanent construction
jobs jobs



33
MILES
of urban trails



28,000
new housing units
5,600
affordable units



1,300 acres
New greenspace
700 acres
Renovated greenspace



CORRIDOR-WIDE
public art,
historic preservation,
and arboretum

CASE STUDIES

CASE STUDIES SUMMARY

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)

Connected with ten land trusts.

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.

CASE STUDIES

SMALLER CITIES

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)

Jim Philbin - Community Land Trust Director
218 . 249 . 0083
jmischler-philbin@1roofhousing.org

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

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 DUPAUL 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



CASE STUDIES

THE G.O.A.T. OF LAND

CHAMPLAIN HOUSING TRUST - (VERMONT)

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.

Brenda Torpy
802 . 862 . 6244
btorpy@champlainhousingtrust.org

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

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

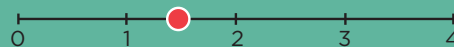
YES OR NO

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

POINTS



WEIGHTED AVERAGE

3 STEP 3 ANALYSIS FURTHER CONSIDERATION

CONSIDERS:

- FINANCIAL MODEL
- DUE DILIGENCE
- VENDOR ENGAGEMENT
- PROJECT TEAM
IDENTIFICATION
- EXECUTION

NARRATIVE

EXECUTION

BACK-END

DATA	QUERY TYPE
GIS - SHAPE FILES EXCEL OTHER	SINGLE PARCEL
FULTON COUNTY ARC CITY OF ATLANTA ESRI ONLINE ACELLA ACS SHIFT ATL NEIGHBORHOOD NEXUS WALK SCORE API	MULTI PARCEL
TYPE	BROWSE BY NEIGHBORHOOD
FILE SOURCE	

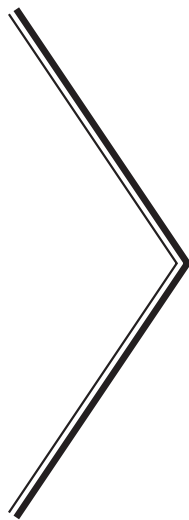
USER EXPERIENCE

INTERFACE
SINGLE / MULTI PARCEL SEARCH
SCORE CARD
REPORT CARD

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



TECHNOLOGY
TRANSPARENCY
COLLABORATION
ENGAGEMENT

STEP 1

STEP 1 CRITERIA

BELTLINE PLANNING AREA

Is the parcel within a BeltLine Planning Subarea?

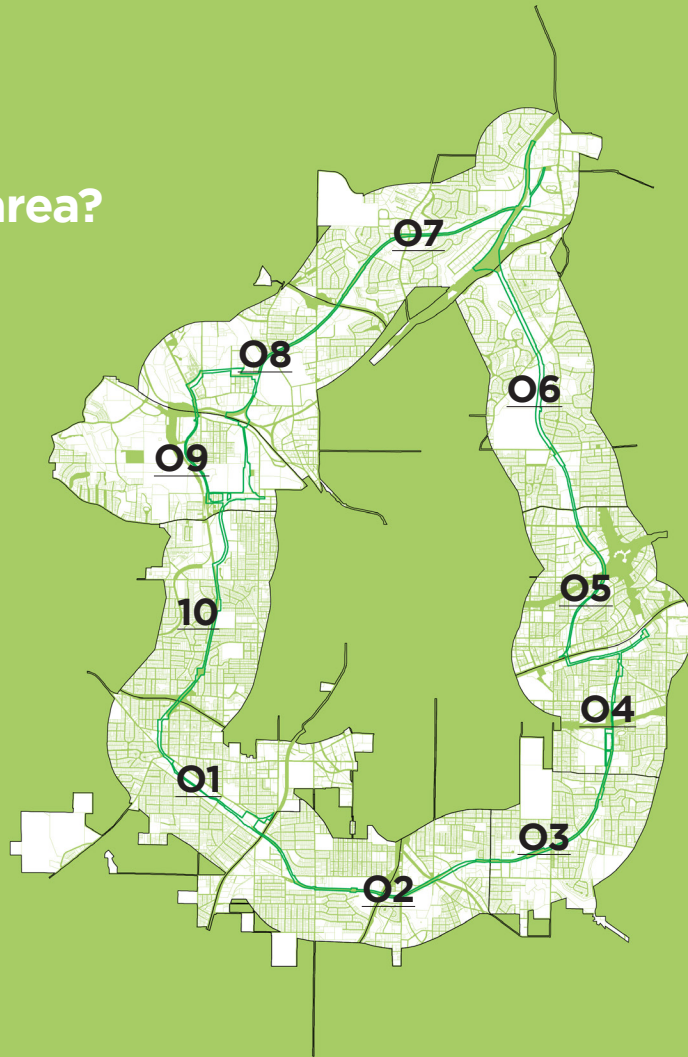
YES / NO

- 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



STEP 1 CRITERIA

ZONING & LAND USE

Is the parcel zoned to support residential?

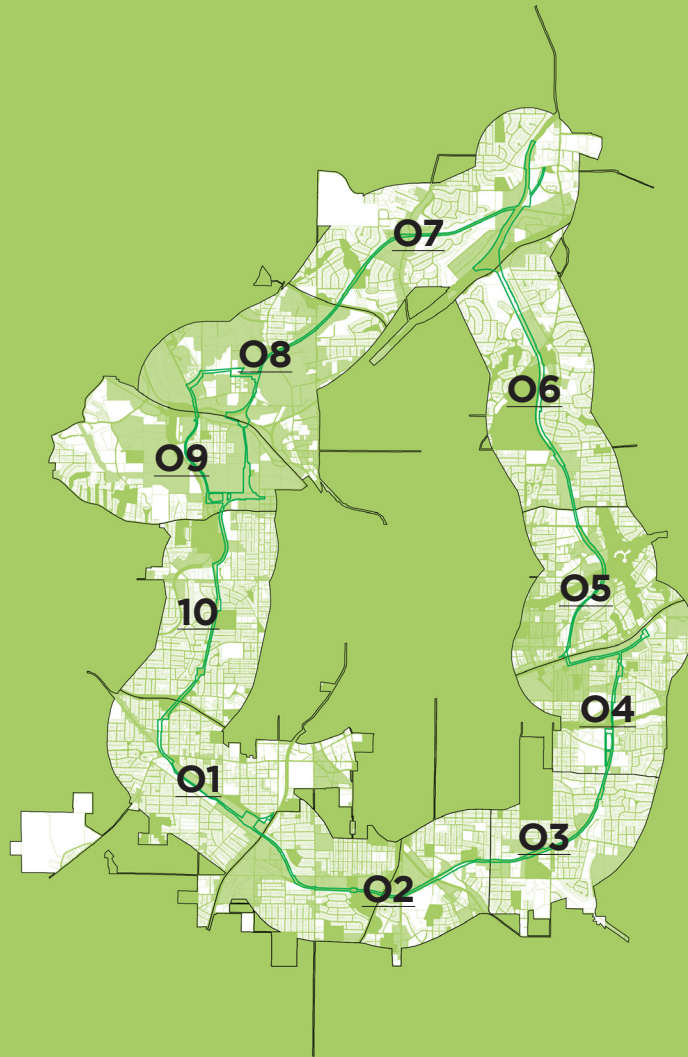
YES / NO

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)



STEP 1 CRITERIA

ACCESS TO RAIL

Is the parcel within a 10-min walk
(1/2 mile) to a MARTA station or
streetcar stop?

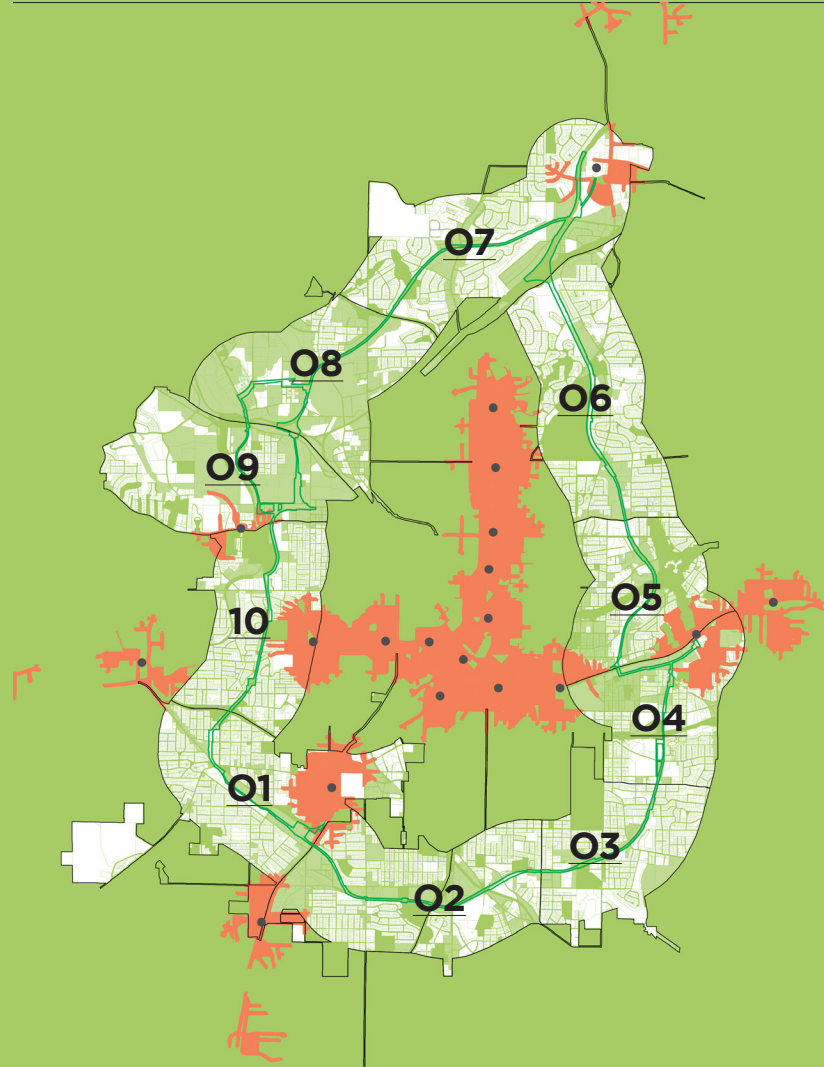
YES / NO

Walking distance to a MARTA Station
Walking distance to a streetcar stop

OBSERVATION:

SUBAREAS 01, 05, 10

**HAVE THE GREATEST
ACCESS TO MARTA RAIL**



STEP 1 CRITERIA

ACCESS TO BUS

Is the parcel within a 5-min walk
(1/4 mile) to a bus stop?

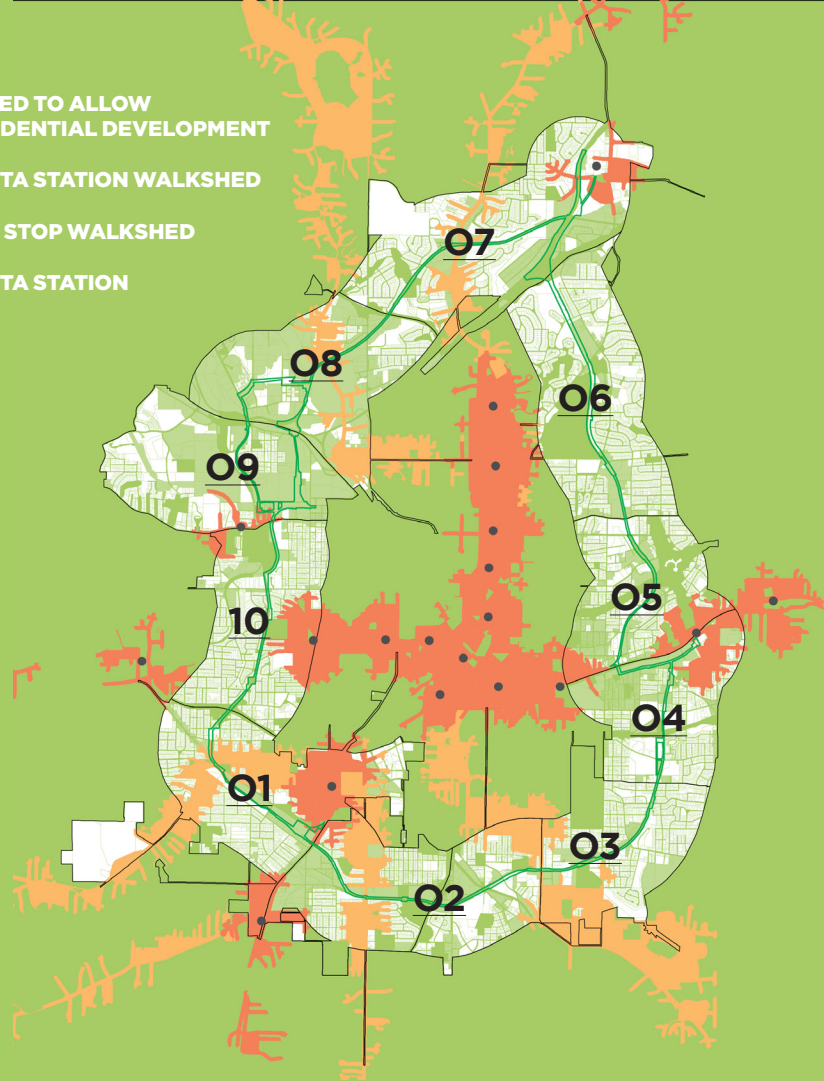
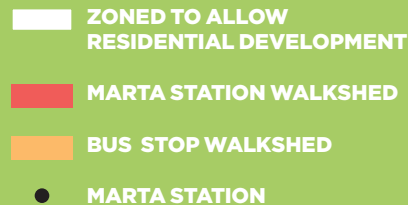
YES / NO

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

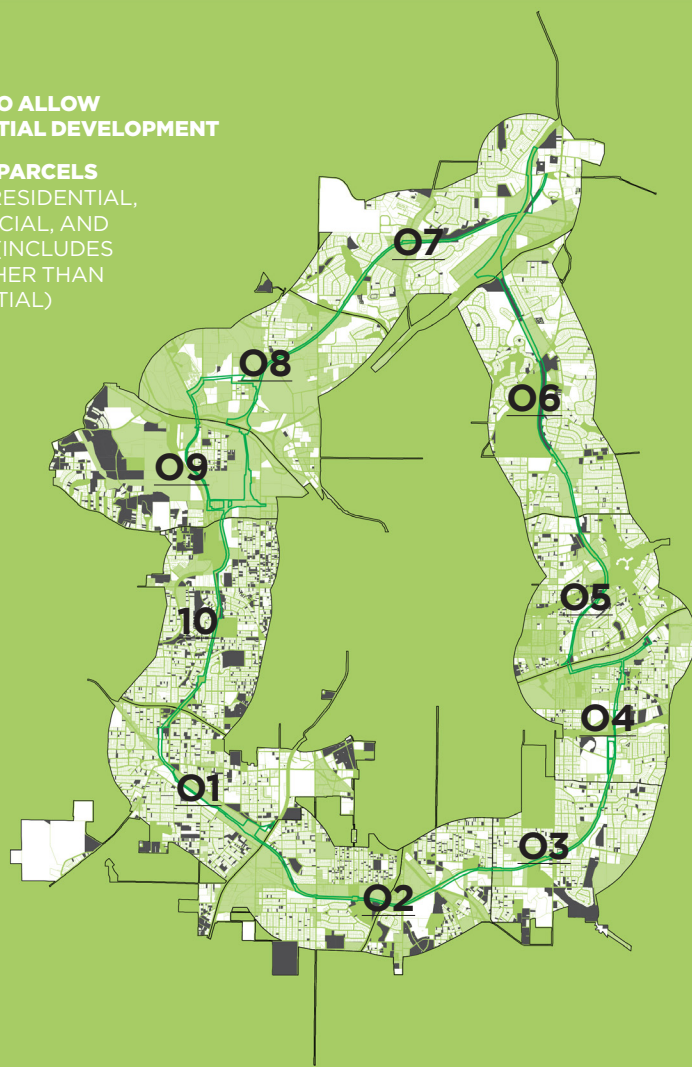
2,700

PARCELS THAT ARE VACANT AND
ZONED TO ALLOW RESIDENTIAL
DEVELOPMENT

Data Source: CoA has data available.

 **ZONED TO ALLOW
RESIDENTIAL DEVELOPMENT**

 **VACANT PARCELS**
SHOWS RESIDENTIAL,
COMMERCIAL, AND
EXEMPT (INCLUDES
USES OTHER THAN
RESIDENTIAL)



STEP 1 CRITERIA

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

- FULTON COUNTY
- FULTON COUNTY / CITY OF ATLANTA LAND BANK AUTHORITY
- HABITAT FOR HUMANITY
- MARTA
- VARIOUS CHURCHES

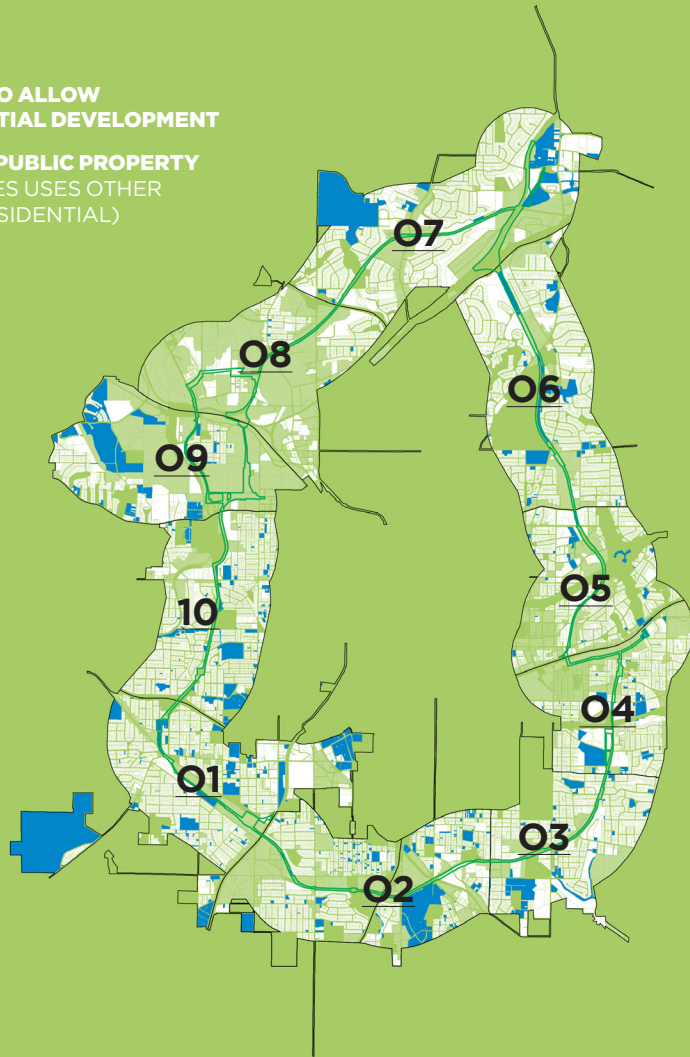
THERE ARE APPROXIMATELY

1,300

THAT ARE EXEMPT / PUBLICLY-OWNED PROPERTY

 ZONED TO ALLOW RESIDENTIAL DEVELOPMENT

 EXEMPT PUBLIC PROPERTY
(INCLUDES USES OTHER THAN RESIDENTIAL)



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

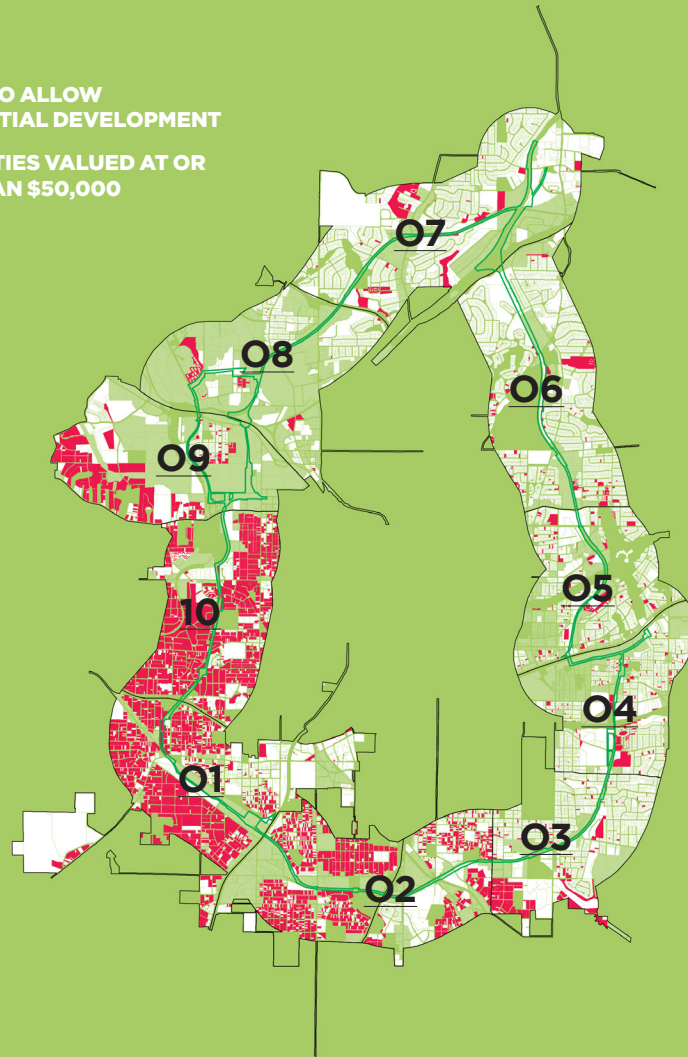
- Land assessed value
- Land appraised value
- Improved assessed value
- Improved appraised
- Total value
- By square foot

THERE ARE APPROXIMATELY

10,800

PARCELS THAT ARE APPRAISED AT OR
LESS THAN \$50,000 AND ARE ZONED TO
SUPPORT RESIDENTIAL

-  ZONED TO ALLOW
RESIDENTIAL DEVELOPMENT
-  PROPERTIES VALUED AT OR
LESS THAN \$50,000



WALK SCORE

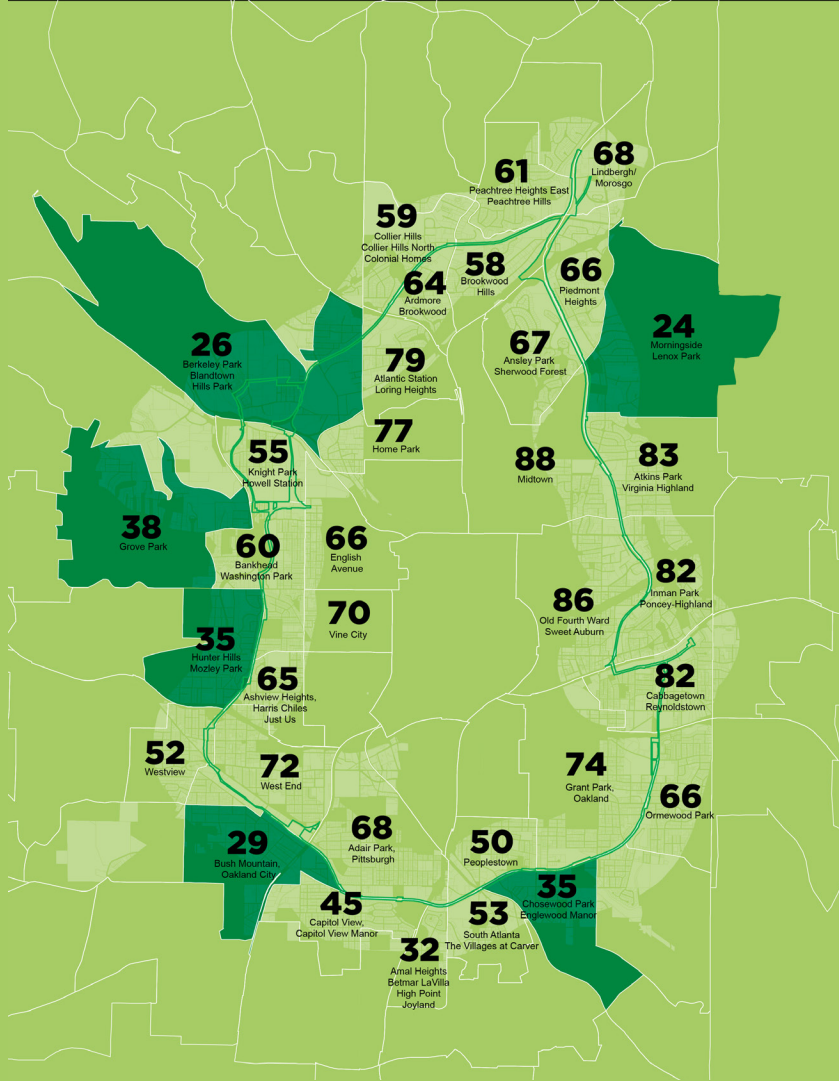
Is the site in a neighborhood with a walk score of 50 or above?

YES / NO

≥50

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

Source: www.walkscore.com



STEP 1 SEARCH EXAMPLE

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

FLOOD ZONE

- ☐ OUTSIDE FLOOD ZONE OR REGULATORY FLOODWAY

LAND STATUS

- ☒ VACANT
- ☐ DILAPIDATED
- ☐ DETERIORATED
- ☐ SUBSTANDARD

OWNERSHIP

- ☒ PUBLICLY OWNED

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

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
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ACCESS TO RAIL

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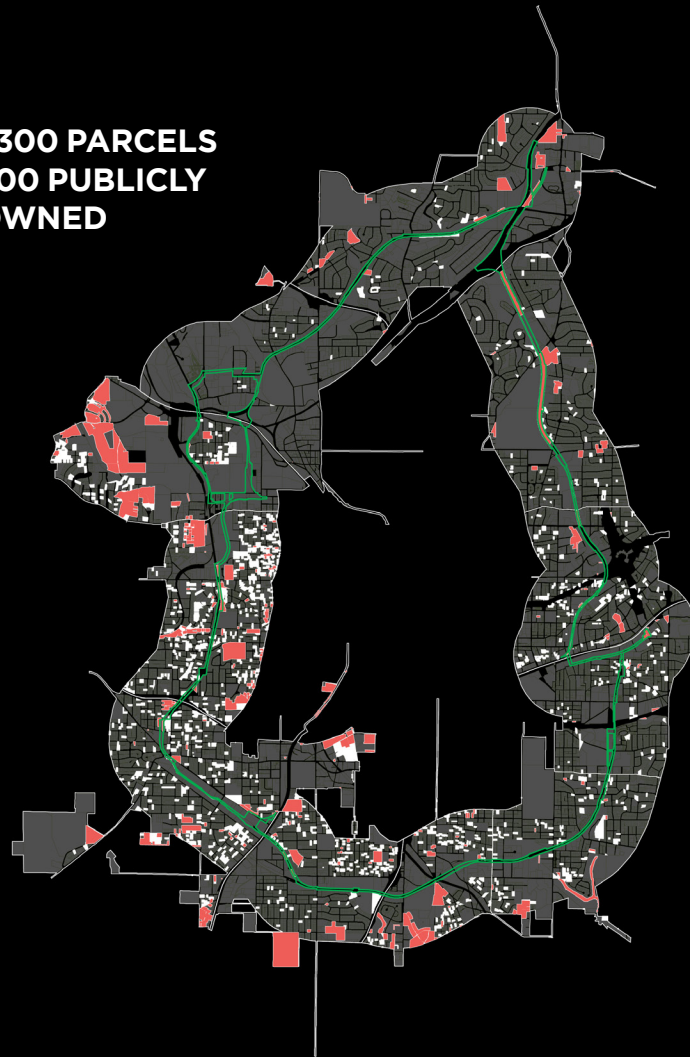
ACCESS TO BUS

- ☐ 5-MIN WALK TO BUS STOP

WALK SCORE

- ☐ > 50

2300 PARCELS
500 PUBLICLY
OWNED



STEP 1 SEARCH EXAMPLE

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

FLOOD ZONE

- ☒ OUTSIDE FLOOD ZONE OR REGULATORY FLOODWAY

LAND STATUS

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- ☐ DETERIORATED
- ☐ SUBSTANDARD

OWNERSHIP

- ☐ PUBLICLY OWNED

ACCESS TO RAIL

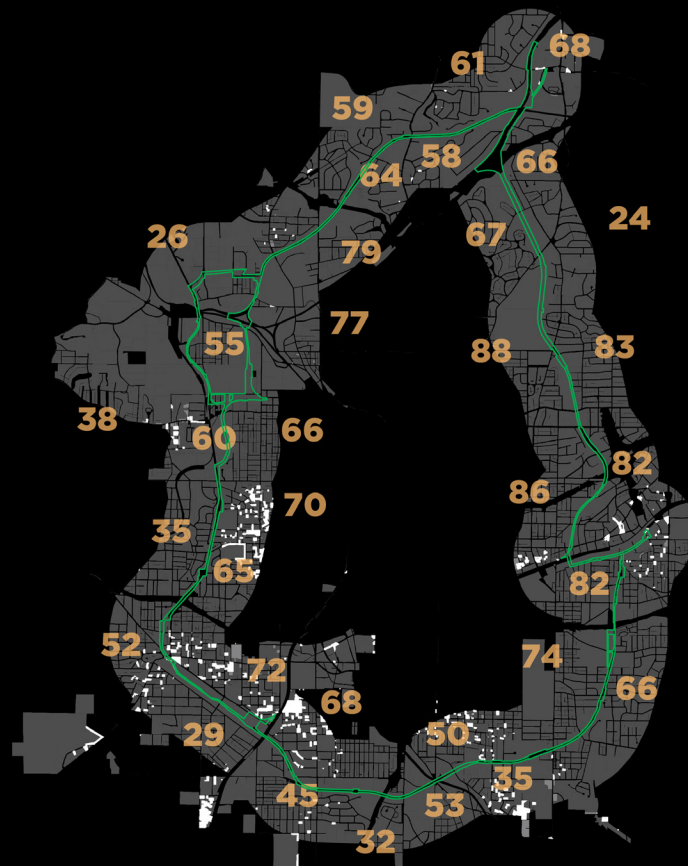
- ☒ 10-MIN WALK TO MARTA STATION

ACCESS TO BUS

- ☒ 5-MIN WALK TO BUS STOP

WALK SCORE

- ☐ > 50

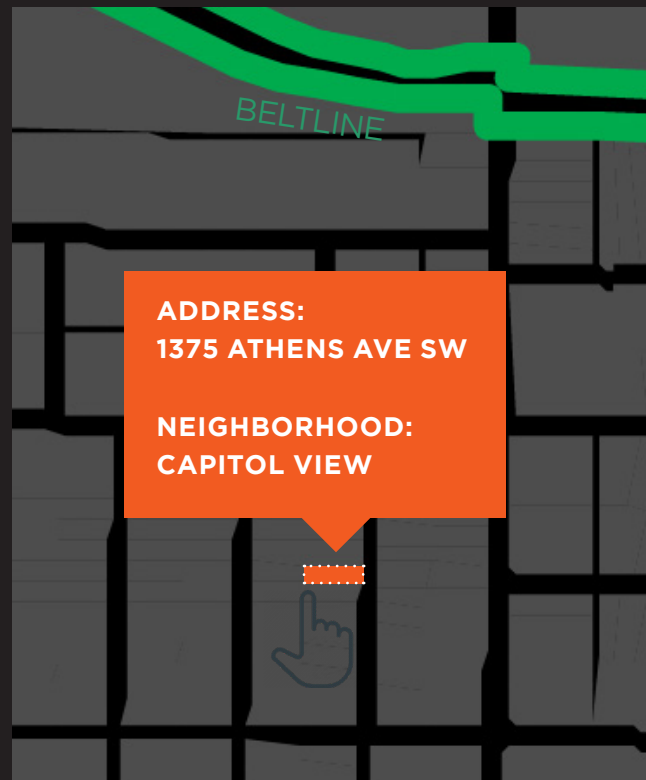


STEP 1 SEARCH EXAMPLE

SINGLE PARCEL SEARCH

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

EXAMPLE:



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

YES OR NO

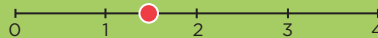
2

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

POINTS



WEIGHTED AVERAGE

3

STEP 3 ANALYSIS FURTHER CONSIDERATION

CONSIDERS:

- FINANCIAL MODEL
- DUE DILIGENCE
- VENDOR ENGAGEMENT
- PROJECT TEAM
IDENTIFICATION
- EXECUTION

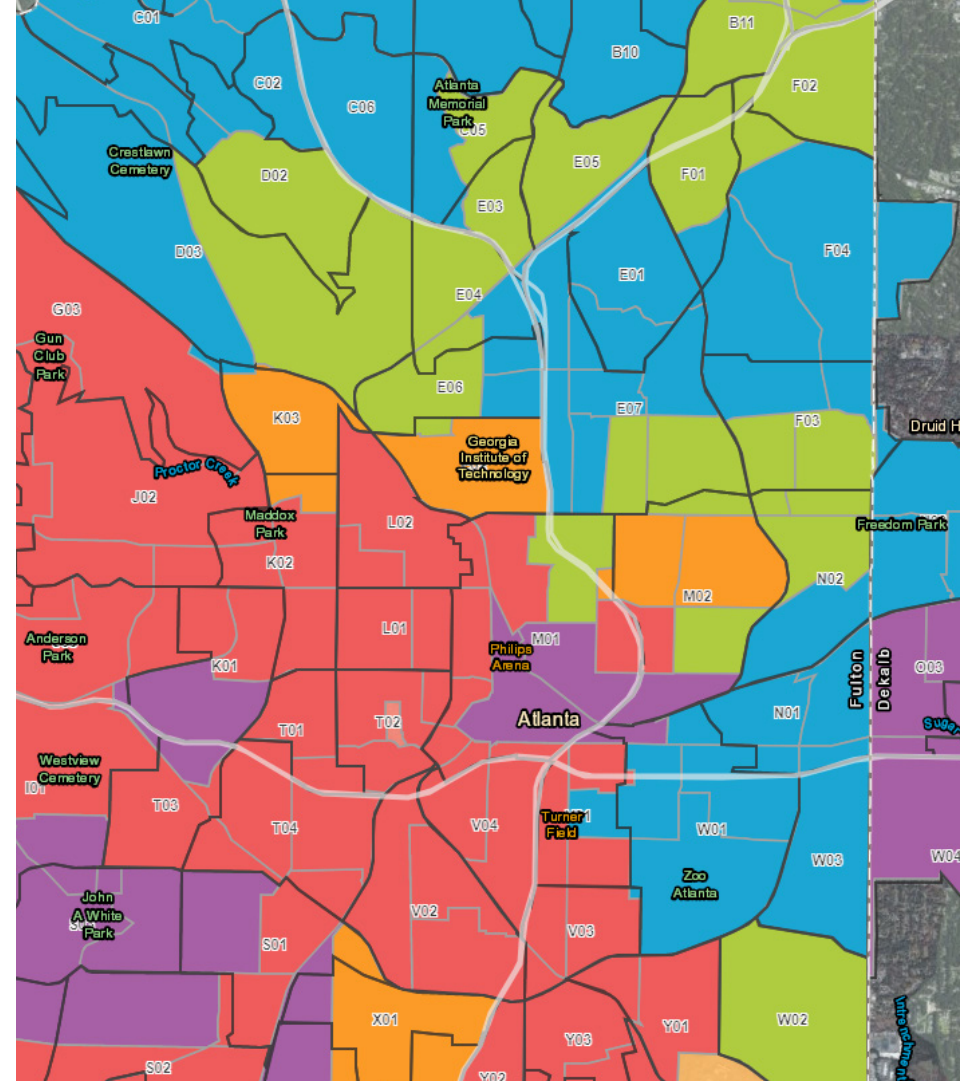
NARRATIVE

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

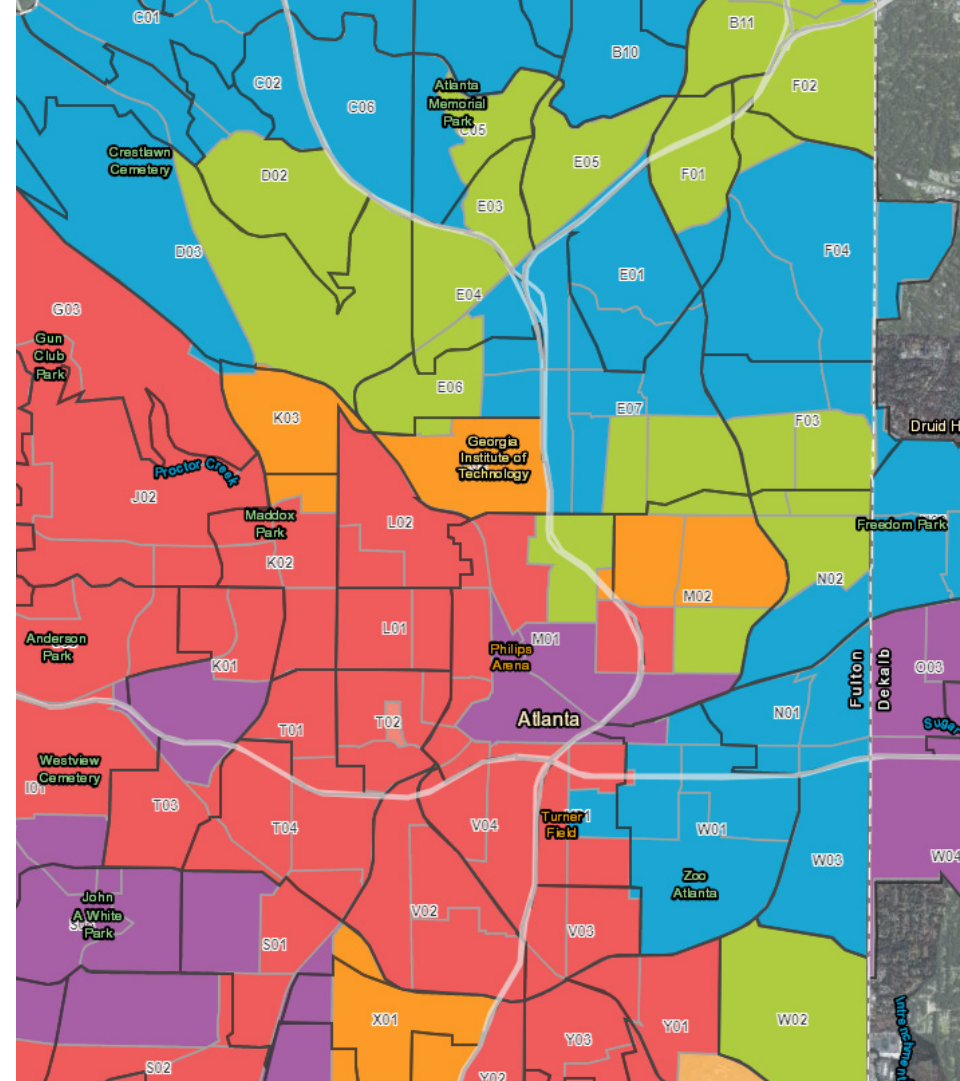
Census Tract 25

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



NEXT STEPS

- 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.

