



STEWARDS OF PERMANENTLY AFFORDABLE HOUSING

STRATEGIC PLAN



EXECUTIVE SUMMARY

2020-2025

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**GROWTH CAN
HELP US ACHIEVE
OUR COLLECTIVE
ASPIRATIONS IN
ATLANTA.**

EXECUTIVE SUMMARY

WHY- CURRENT SITUATION

Of the 193,000 households in the city of Atlanta 69% spend more than 30% of their income on housing. Between 2000-2017 in the city of Atlanta, median income increased by 48% while median rent increased by 70% and black homeownership rates declined by 5.5%. Compounding Atlanta's affordable housing shortage is the fact that Atlanta has the worst income inequality among large cities in the US. Research shows that a family's health, educational outcomes, and economic well-being are influenced by where their home is located. For families to improve their outcomes, they must live in an affordable place where they have access to opportunity. Geographic disparities created by segregation and other forms of structural racism must also be addressed.

Growth can help us achieve our collective aspirations in Atlanta. However, if we want to reverse the trends of disparity, we must be intentional about how we grow, and this growth must be inclusive. If we truly seek the beloved community, we will leverage growth to double down on our city's diversity. Atlanta Land Trust (ALT) is committed to creating and preserving housing in Atlanta that will remain affordable in perpetuity and helping to alleviate displacement of legacy families of color near the Atlanta BeltLine. ALT functions as a social change mechanism working with communities to co-create transformational solutions and supporting community control because we inherently believe that **everyone has the right to live in a community of their choice.**

MISSION

To deliver and steward permanently affordable housing to support inclusive, equitable communities near the Atlanta BeltLine and other targeted areas in the city of Atlanta.

VISION

A livable, equitable and economically viable city where historically marginalized populations and communities of color can access and benefit from opportunities and prosper.

VALUES

RACIAL EQUITY¹ : *Addressing racial disparities in home access and tenure*

COMMUNITY-FOCUSED: *Engaging with communities to ensure their stabilization, preservation and development*

FISCAL RESPONSIBILITY: *Responsibly stewarding our resources*

BEING ACCOUNTABLE IN ALL OUR ACTIONS: *Accountable in all our actions and with our resources*

ENVIRONMENTAL STEWARDSHIP: *Responsibly using and protecting the natural environment through conservation and sustainable practices*

IMPACT -ORIENTED: *Working lean and efficiently to focus on producing impact and not just action*

PARTNERSHIPS: *Collaborating with others to achieve greater impact*

EMPATHY AND COMPASSION: *Committing to deeply understanding the history of the communities we serve and partnering with the residents of these communities*

¹As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those impacted by structural racial inequity are meaningfully involved with the creation and implementation of the institutional policies and practices that impact our lives

OVERVIEW: KEY GOALS FOR NEXT 5 YEARS



PROGRAM

Collaborating with communities served to co-create solutions to their affordable housing challenges with 300 permanently affordable, energy-efficient 'homes' (units) with a focus on homeownership and the inclusion of limited rental, while advocating for favorable long-term affordable housing policy and funding.



FINANCES & FUNDING

A sustainable organization with a solid operational model and diversified annual operating budget of approximately \$1.1 million comprised of equal parts earned income and philanthropic funding, and adequate funding (\$11.1M) for land acquisition and development.



HUMAN CAPACITY IN SERVICE

Internal capacity to scale and address racial disparities and inequities in housing with seven to eight staff, including employees from neighborhoods served; an 18-member engaged governance Board with both strong community representation and voice; access to needed resources.



COMMUNITY ENGAGEMENT & AWARENESS

A community-centered 'Trusted Partner' with a proven model and capacity that partners with communities in inclusive outreach and engagement to be recognized as the go-to organization for permanently affordable housing in Atlanta.



OPERATIONS & FACILITIES

Headquarters is a community land trust (CLT) facility located in a targeted community and serving as a resource to them, with the needed technology and standard processes and procedures to operate efficiently and effectively.



PLANNED OUTCOMES

TIMEFRAME	2021	3-YEAR GOAL	5-YEAR GOAL
UNITS IN PORTFOLIO	50	150	300
HOMEOWNERS	50	150	300
ANNUAL OPERATING BUDGET	\$620,000	\$850,000	\$1,100,000
SUBSIDY NEEDED			At most \$14.8M, 49K per unit

INITIAL FOCUS:

GEOGRAPHY

Neighborhoods near the South and West Atlanta BeltLine corridors), Oakland City being an initial focus; however, open to seeking affordable opportunities along the entire Atlanta BeltLine corridor.

SERVED

Provide families and individuals making between 60 and 80% of the area median income (AMI) with new opportunities for intown homeownership while working to retain legacy residents, including owner occupied repair and renovation.

²ALT to develop criteria and priorities including: race, past or present residency, working for organizational or attended school in the communities served.
4 Also open to opportunities for providing housing for those above 80% AMI.

3-YEAR STRATEGIC OBJECTIVES



PROGRAM

- Co-create solutions with the South and West Atlanta BeltLine Corridor neighborhoods to create 150 affordable units at 80% AMI with some at 60%, including developing a multifamily rental site by the end of three years in partnership with nonprofit and/or for-profit developers.
- Enhance and extend pre- and post- homeownership stewardship/education services leveraging partners to create successful homeowners/neighbors with shared equity and reduce racial disparities.
- Continued advocacy around property taxation, inclusionary zoning for homeownership, and supportive public policy.



FINANCES & FUNDING

- \$850,000 annual operating budget from developer fees, stewardship fees, land lease fees, consulting fees, and philanthropy, while ensuring expenses as a percentage of revenue do not increase.
- Partnered to obtain \$6-7 million in capital to fund strategic acquisitions, predevelopment costs, and construction from public funds, affordable housing capital campaign, donated land, foundations, and private investments.
- A strategically managed pipeline of land to grow the portfolio of units.



COMMUNITY ENGAGEMENT & AWARENESS

- By delivering on commitments, conducting extensive community engagement and outreach, and formal marketing and promotion, the community land trust model and ALT are commonly understood, trusted and supported by neighborhoods served, public officials, real estate developers, and financial services professionals.



HUMAN CAPACITY IN SERVICE

- 18-member engaged governance Board with all community seats filled and fully functioning committees; explore creation of a non-voting Advisory Board with access to resources and subject matter expertise.
- Four to five staff including hiring staff from communities served and increased use of volunteers, including resident advocates.



OPERATIONS & FACILITIES

- Infrastructure, policies, and procedures in place for efficient land acquisition, real estate development, stewardship, and relationship development and inclusion.
- Develop plans for a future HQ with a Community Resource Center within our target communities.



DESIRED LAND ACQUISITION STRATEGY

DEVELOPMENT TYPE	CURRENT %	5-YEAR PLAN
ALT-INITIATED DEVELOPMENT	68%	40%
DEVELOPER-INITIATED PROJECTS	4%	20%
STEWARDSHIP-ONLY PROJECTS	0%	5%
MUNICIPALLY-MANDATED (INCENTIVIZED)	0%	10%
MUNICIPALLY-INITIATED PROJECTS	28%	25%

GOALS FOR 2021

TOP PRIORITIES IN ITALICS



PROGRAM

- *Complete Tucker Ave Homes (23 units), Westside TAD properties (24 units), 602 Hope Street (duplex), AECF Pittsburgh properties (5 lots) and Fulton County/City of Atlanta Land Bank Authority (Land Bank) properties (14 lots).*
- *Identify and approve at least two new mortgage lenders that are sensitive to community needs and partner to create a CLT loan product (portfolio loan) that serves as a model.*
- *Continue to enhance pre- and post-education program and support; and identify additional nonprofit partners to provide advocacy and homebuyer education.*
- *Partner with other nonprofits and mission-based apartment developers on the recruitment of qualified homebuyers to expand the pipeline.*
- *Partner to provide down payment assistance to make homes affordable for those at 60% of AMI.*
- *As a part of the Catalytic Land Cohort, facilitate a co-created vision of neighborhood-based CLT activity in Oakland City to serve as a model for other neighborhoods*
- *Advocate for homestead exemption and property tax assessment policy change with the Fulton County Tax Assessor and/or the Georgia General Assembly.*
- *Partner with West Atlanta Watershed Alliance and Southface to establish energy efficiency criteria/standards for CLT homes.*



COMMUNITY ENGAGEMENT & AWARENESS

- *Present Strategic Plan to City of Atlanta (Chief Housing Officer and City Council Members), Land Bank, Atlanta Housing, and Invest Atlanta.*
- *Work with the community to co-create a culturally competent marketing tool kit (including digital marketing) to include a video homeowner success testimonial; an infographic comparing the differences between land trust homeownership, traditional homeownership and renting (show how renters cannot save enough to own a fee-simple home); and a map of homes, pipeline and service area focus.*
- *Empower board members to serve as ambassadors among their networks and spheres of influence; seek a civic leader to serve as a champion for ALT, and create a network of community based ambassadors.*
- *Continue monthly Community Information Sessions, identify nonprofits to partner and host; and track attendees by location, race, and income. Target renters that desire to move toward homeownership and legacy families along South and West BeltLine corridors.*
- *Expand social media presence by providing tools for homeowners, potential homebuyers, and Board Members to promote ALT.*



FINANCES & FUNDING

- *\$620,000 total annual operating budget.*
- *Work with the city of Atlanta, Land Bank, Invest Atlanta, and Atlanta Housing to develop a robust pipeline of land and/or properties from public sources.*
- *Seek capital to scale production, including philanthropic gifts and social investment from key local and national foundations.*
- *Acquire Neighborhood Stabilization Program properties from the City of Atlanta 697 Fayetteville Road, and 1024 Donnelly Avenue.*
- *Continue to utilize Peach State Collective for development consulting and engage Coxe Curry & Associates to launch a capital and capacity campaign.*
- *Board Members to host small fundraisers ('Friendraisers') of 20 or so members of their network to educate on and seek support for ALT.*



HUMAN CAPACITY IN SERVICE

- Hire a Real Estate Project Manager.
- Recruit eight new board members prioritizing community representation, foundation/bank relationships, and homebuilding expertise.
- Fully activate committees with the addition of Project Development & Stewardship Committee, Community Partnership & Engagement Committee, and Fundraising/Development Committee; incorporate the Governance & Nominations Committee into the Executive Committee at the end of 2020 (committees may include non-board members).
- Improve board onboarding and orientation with clarity on the roles and responsibilities of Board Members and staff members; and create a mentor program that assigns each new Board Member to an existing Board Member. Plan social events to create team building opportunities for Board Members.
- Enhance Board Members' efforts in fundraising including 100% giving, personally involved in donor and volunteer relations, and better leveraging networks for fundraising.
- Provide racial equity training for all staff and board; create a plan for ongoing training and coaching for the Executive Director. Evaluate the creation of a racial equity seminar for current and future homeowners.
- Develop a policy to ensure recruitment and retention of all staff informed by racial equity principals, and; utilizing a diverse set of recruitment tools to ensure racially diverse applicant pools.
- Conduct succession planning for board leadership with new Board Chair identified.
- Provide ongoing board development and training, including utilizing talking points on community outreach and fundraising.
- Work with universities to recruit interns.



OPERATIONS & FACILITIES

- Develop an agreement with the Land Bank, then Atlanta Housing to make permanent affordability and use of the CLT model a priority.
- Implement project management software program.
- Develop a system for better evaluation and tracking for operational and program goals and metrics to demonstrate long-term outcomes using the HomeKeeper social impact reports.
- Develop a model template with clear roles and responsibilities, agreement, budget, and project management checklist to work with developers.
- Adopt a policy ensuring recruitment and retention of racially diverse ALT consultants/partners including lenders, realtors, developers, and more.





GOALS FOR 2022



PROGRAM

- Develop a plan for multi-unit rentals including site assessment, predevelopment, and acquisition strategies.
- Enhance post-purchase homeowner program and support, including access to financial counseling, homeownership education, and asset building.
- Document a resident-informed neighborhood history as a component of the marketing plan.
- Evaluate the creation of an owner-occupied rehabilitation program that helps keep legacy homeowners in their homes (Project Sustained Legacy in Minnesota is a model).
- Partner with service providers (but not lead) to help address challenges in Oakland City such as food, workforce development, transportation, childcare, legal assistance to help homeowners and future homeowners.



FINANCES & FUNDING

- Raise \$710,000 for annual operating budget.



COMMUNITY ENGAGEMENT & AWARENESS

- Support homeowners as advocates for CLT and ALT.
- Continue production of ALT e-newsletter.



HUMAN CAPACITY IN SERVICE

- Engage residents as staff and volunteers; create a mentorship program for new residents.
- Hire Office Manager/Accountant (initially part-time) and possibly a Stewardship Coordinator.
- Continue board recruitment to fill vacated seats.
- Create a professional development and training program for all staff.
- Send staff to a national conference on racial and social justice in community development.
- Develop a formal program for expanded use of volunteers in all areas of the organization, including advocacy, education, operation, etc.
- Explore the creation of a non-voting Advisory Board with access to needed connections and resources and evaluate the need for a Community Advisory Board to include residents from all neighborhoods around the Atlanta BeltLine to engage with a broader geography.



OPERATIONS & FACILITIES

- Create a plan for future HQ facility along the Atlanta BeltLine that serves as a resource center for the communities served.

GOALS FOR 2023



PROGRAM

- Evaluate the feasibility of commercial development.
- Provide educational support to help transition ALT renters to CLT homeowners.
- Develop a plan to create Atlanta CLT Institute which will educate groups/communities outside of the city of Atlanta on ALT and the CLT model.



FINANCES & FUNDING

- Raise \$850,000 for annual operating budget.



COMMUNITY ENGAGEMENT & AWARENESS

- Support homeowners as advocates for CLT and ALT.
- Continue production of ALT e-newsletter.



HUMAN CAPACITY IN SERVICE

- Hire Community Engagement staff from communities served.
- Hire Development/Communications Director.
- Explore funding to send several board and homeowners to a national conference on racial and social justice in community development, and; submit a session proposal for the conference.



OPERATIONS & FACILITIES

- Develop a funder customer relationship management system.
- Execute the plan for future HQ facilities.

**A FAMILY'S
HEALTH,
EDUCATIONAL
OUTCOMES, AND
ECONOMIC WELL-BEING
ARE INFLUENCED
BY WHERE THEIR
HOME IS
LOCATED**



GOALS FOR 2024

AND BEYOND

- Proactively seek CLT units in high-opportunity neighborhoods.
- Train and compensate ALT homeowners and neighborhood partners to lead community presentations and facilitate community conversations around ALT activities.

CONTINGENCY PLAN

- Review city of Atlanta's plans for the issuance of a Housing Opportunity Bond and; assess funder interest during COVID-19 recovery to determine if plan needs to be adjusted.

KEY PARTNERSHIPS

- City of Atlanta
- Land Bank
- Invest Atlanta
- Atlanta Housing
- Neighborhood associations, Neighborhood Planning Units, and residents along the Atlanta BeltLine corridor
- Nonprofit and for-profit developers
- Real estate and financial services sector
- Key businesses needing affordable housing for their employees

**EVERYONE
HAS THE RIGHT
TO LIVE IN A
COMMUNITY OF
THEIR CHOICE.**



Long-term Vision

- The Atlanta Land Trust will be the primary community land trust in the city of Atlanta and the largest urban community land trust in the United States.



OUTCOMES AND METRICS

- Work with residents in neighborhoods served to develop metrics for affordable housing in their respective neighborhood.

SHORT TERM OUTCOMES (UP TO 1 YEAR)

- Increase in affordable housing in communities' served
- Help prevent displacement of legacy community residents
- Community stability - how long homeowners stay in their home
- Reduction in housing costs for homeowners (vs the market)
- Percentage of homeowners paying less than 30% of gross income on housing costs
- Homeowner satisfaction

INTERMEDIATE OUTCOMES (1 – 2 YEARS)

- Homeowners and tenant access to desired amenities - including shared equity, health, education, jobs
- Neighborhood and cultural preservation
- Value of the homes
- Percentage of delinquencies and foreclosures

LONG-TERM OUTCOMES (MORE THAN 2 YEARS)

- Positive child development of families served
- Reduced stress levels for homeowners
- Long-term affordable housing and rents, including percentage of resales with affordability preserved
- Affordable housing leading to job and economic development
- Equity realized by homeowners
- Increase in racial homeownership equity
- Community led solutions

OPERATIONAL

- Program ratio (percentage of annual funds spent on programs/services)
- Total annual revenue
- Total annual philanthropic funds raised
- Total number of donors, including major donors
- Number of volunteers and volunteer hours
- Percentage of board members who donate
- Total amount of board giving
- Staff retention ratio and racial equity
- Number of social media mentions and followers, website hits and media mentions
- Racially diverse marketing and program materials.



REAL ESTATE DEVELOPMENT MIX



DEVELOPMENT TYPE, DESCRIPTION & TYPICAL ALT COSTS	CURRENT %	5-YEAR PLAN
<p>ALT-INITIATED DEVELOPMENT ALT initiates and supervises the production of residential structures on its own land, playing the lead role in planning projects, preparing pro forma, packaging financing, securing approvals, hiring architects and builders, overseeing construction, and undertaking the marketing and sale of completed units. (ALT responsible for 100% of all land acquisition and construction costs)</p>	68%	40%
<p>DEVELOPER-INITIATED PROJECTS Projects are brought to ALT by a nonprofit or for-profit developer who proposes to construct housing on land that is either already owned by ALT or will be owned by ALT once the project is completed. Development agreements are negotiated on a case-by-case basis, with the developer carrying most (or all) of the project's risk until units are delivered to ALT. (ALT responsible for 100% of land acquisition and required subsidy)</p>	4%	20%
<p>STEWARDSHIP-ONLY PROJECTS Development is left entirely in the hands of an experienced nonprofit or for-profit partner that constructs housing according to ALT's preferences and priorities. (ALT responsible for 0% of cost)</p>	0%	5%
<p>MUNICIPALLY-MANDATED UNITS Thru use of inclusionary zoning private developers are required to produce affordably-priced units. Units are then commended into ALT's care, via either ground lease or deed restriction, with ALT acting as the long-term monitor and steward of the occupancy, use, condition, and affordability of these municipally-sponsored homes. (ALT responsible for 100% of land acquisition cost)</p>	0%	10%
<p>MUNICIPALLY-INITIATED PROJECTS Land Bank, Invest Atlanta, Atlanta Housing or City of Atlanta convey municipally-owned land to ALT for the construction of affordably priced homes on the site. ALT oversees the development on the site and ensures the long-term affordability, availability, and conditions of these homes. (ALT responsible for 35% of market value of land and 100% of required subsidy)</p>	28%	25%

5-YEAR LAND ACQUISITION & REAL ESTATE DEVELOPMENT BUDGET

Proposed Total Land and Real Estate Budget for FY21-FY25 Budget

REVENUE

	2021 BUDGET	2022	2023	2024	2025
CLT UNITS BUILD PER YEAR	50	50	50	75	75
TOTAL CLT UNITS	50	100	150	225	300
SALE OF HOME	\$7,822,500	\$8,940,000	\$8,940,000	\$13,410,000	\$13,410,000
TOTAL INCOME	\$7,822,500	\$8,940,000	\$8,940,000	\$13,410,000	\$13,410,000

DEVELOPMENT COSTS

	2021 BUDGET	2022	2023	2024	2025
LAND ACQUISITION	\$2,045,000	\$2,020,000	\$1,986,250	\$2,966,250	\$2,953,125
LAND DEVELOPMENT	\$120,000	\$111,250	\$101,250	\$136,875	\$121,875
DEMOLITION	\$120,000	\$111,250	\$101,250	\$136,875	\$121,875
HOUSE CONSTRUCTION	\$8,125,000	\$8,125,000	\$8,125,000	\$12,187,500	\$12,187,500
CARRYING COSTS	\$120,000	\$111,250	\$101,250	\$136,875	\$121,875
STEWARDSHIP FEES	\$125,562.50	\$125,562.50	\$125,562.50	\$293,343.75	\$293,343.75
DEVELOPER/HOMEBUILDER FEE	\$416,400	\$414,700	\$412,550	\$617,100	\$615,375
INTEREST COSTS	\$203,125	\$203,125	\$203,125	\$304,687.50	\$304,687.50

TOTAL EXPENSES	\$11,345,087	\$11,292,137	\$11,226,237	\$16,779,506	\$16,719,656
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FUNDRAISING NEED	\$3,522,587	\$2,352,137	\$2,286,237	\$3,369,506	\$3,309,656
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TOTAL COST	\$67,362,625
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TOTAL INCOME	\$52,522,500
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TOTAL SUBSIDY NEEDED	\$14,840,125
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AVERAGE SUBSIDY PER CLT UNIT* \$49,467

* subsidy per unit based on construction cost not market value of finished unit



DEVELOPMENT ASSUMPTIONS

COST PER SQUARE FOOT	\$130
SIZE PER HOUSE	1,250 Sq Ft
CONSTRUCTION COST PER HOUSE AVERAGE	\$162,500
DEMOLITION PER HOUSE	\$10,000
LAND DEVELOPMENT COSTS	\$10,000
STEWARDSHIP FEES (% OF SALES PRICE)	2.5%
INTEREST COST	5%
DEVELOPMENT/HOMEBUILDERS FEE	4%
LAND ACQUISITION ASSUMPTIONS	\$50,000
INCOME ASSUMPTIONS	\$156,450
AVERAGE SALES OF HOUSE SALE OF HOUSE 50% OF HOMES (LIMIT FOR 80% AMI FOR 2 BEDROOM, EST. BY INVESTATLANTA)	\$178,800
AVERAGE SALES OF HOUSE SALE OF HOUSE 50% OF HOMES (LIMIT FOR 60% AMI FOR 2 BEDROOM, EST. BY INVESTATLANTA)	\$134,100

