

Atlanta Land Trust Strategic Plan

2026 - 2030

December 2025

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Letter from Board Chair

Dear Friends and Partners,

Over the past five years, the Atlanta Land Trust (ALT) has delivered measurable and meaningful results that move Atlanta closer to the goal of a livable, equitable and economically viable city where historically marginalized populations and communities of color can access and benefit from opportunities and prosper.

As part of our continued evolution, we engaged a strategic planning consultant to evaluate ALT's role in Atlanta's affordable housing ecosystem and identify strategies to broaden our impact. Their work resulted in this strategic plan anchored by one overarching goal: **to produce more permanently affordable units**, with a targeted outcome of **500 units over the next five years**.

To support this central goal, the plan outlines three priorities:

(1) Building organizational resilience, with a focus on strengthening revenue models, partnerships, and alliances.

(2) Planning for succession, including improving internal staff capacity and institutionalizing core systems and standard operating procedures.

(3) Expanding awareness of the community land trust model, ensuring that Atlantans understand that affordable homeownership is possible—and that we exist as a resource to help them achieve it.

Looking ahead to 2026 and beyond, our focus remains clear: delivering more permanently affordable homes, strengthening stewardship for our homeowners, expanding strategic partnerships, and ensuring the long-term sustainability of the organization and its growing portfolio. Thanks to ALT's grounded and visionary leadership, the Atlanta Land Trust is well-positioned to continue creating equitable housing opportunities that allow Atlantans to remain rooted in the communities they call home.

Together, let us continue building a city for all.

With gratitude,



Dawn Arnold
Chair, Board of Directors
Atlanta Land Trust, Inc.



Executive Summary

VISION

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

MISSION

The mission of the Atlanta Land Trust (ALT) is 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.

Target Outcomes for 2026 – 2030

ALT's strategic plan for 2026-2030 lays out measurable targets that track the organization's progress toward its priorities and long-term goals, ensuring accountability for impact over time.

Specific targets may evolve as fundraising capacity, market dynamics, and broader economic conditions shift, allowing ALT to remain both ambitious and adaptable over the next five years.

500

units produced

\$62.5M

in subsidy raised*

1,250

households served through stewardship programs**

* Excluding the cost of land

** Including pre-purchase (completed applications) and post-purchase programs

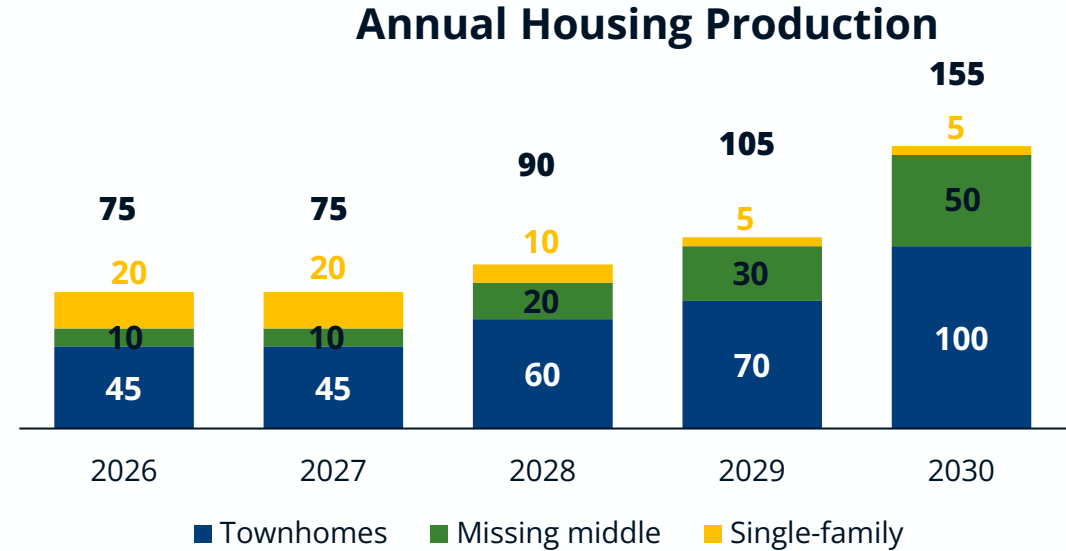
Target Outcome 1: Housing Production

ALT's impact targets for the next five years build on the foundation established in the last strategic plan, which set a goal of delivering 300 homes over five years.

The plan assumes that ALT will deliver its current pipeline (and additional early wins) in the first two years while simultaneously advancing predevelopment for units expected to come online between 2028 and 2030.

Looking ahead, the projections reflect a deliberate shift toward higher-volume, scalable typologies while completing the organization's remaining single-family commitments. Townhomes become the core of production, increasing steadily over time and forming the bulk of all homes delivered. The missing middle typology also increases as ALT builds capacity but remains at roughly half of annual townhome production to reflect the additional complexity and pacing of this typology. Scattered site single-family homes taper off after the current pipeline is delivered, aligning with ALT's long-term strategy to prioritize denser, more efficient housing models.

Finally, the plan assumes that ALT lays the groundwork in Years 1-3 for two pilot projects, with initial delivery expected in Years 4 and 5 once entitlement, financing, and partnership structures are in place.



2030 target:
500 housing units

Target Outcome 2: Subsidy Raised

ALT's five-year fundraising target is a directional estimate grounded in ALT's historical average subsidy requirement of ~\$125,000 per unit (excluding land) for permanently affordable homes. This figure reflects the true cost of delivering affordable homeownership in today's market—where construction costs, interest rates, and insurance premiums have increased significantly—resulting in deeper affordability gaps that must be filled with subsidy to keep homes accessible for low- and moderate-income Atlantans.

ALT plays **different roles across different projects**—sometimes serving as the developer responsible for raising the subsidy, and other times receiving units or land into trust through partnerships, dispositions, or conveyances where ALT does not incur the same subsidy burden. As a result, the actual dollars ALT must raise will vary based on the mix of deals pursued, the amount of discounted land secured, and the share of projects where ALT serves an active developer role.

Even with this variability, **raising substantial subsidy remains essential** for ALT to meet its housing production goals. Development costs have steadily increased over the last several years, widening the gap between what homes cost to build and what ALT homebuyers can afford. Public and philanthropic subsidy—paired with discounted or donated land—continues to

be the mechanism that makes ALT's permanently affordable model possible at scale. The proposed target provides a planning-level benchmark that allows ALT to pursue its 500-unit goal with confidence while maintaining flexibility as project roles, land sources, and funding conditions evolve.

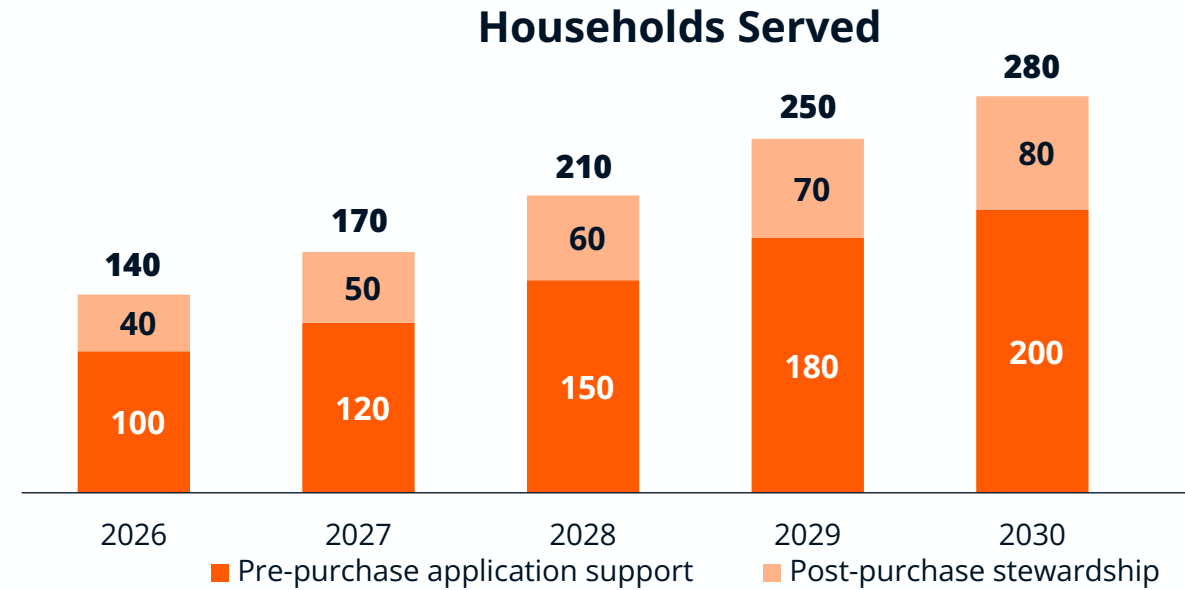
2030 target:
\$62.5M
subsidy raised

Target Outcome 3: Households Served

To complement ALT's production and subsidy goals, the plan also establishes target outcomes for the number of households (including prospective homeowners) served through stewardship programs.

Although ALT has not historically tracked this metric, it is a powerful indicator of the organization's community impact. The number of households served through stewardship demonstrates how many families ALT continues to support long after closing, while the number of completed applications reflects the depth of interest in ALT's program and the strength of its buyer pipeline.

The plan's target to **serve 1,250 households through stewardship programs** reinforces key recommendations under Goal 2. By formalizing stewardship and application tracking, ALT will be better positioned to manage a growing homeowner portfolio and ensure that internal systems can scale alongside housing production goals.



2030 target:
1,250 households served

Note: The target number of prospective homeowners (750) with completed applications is intentionally higher than the housing production goal (by a factor of ~1.5), accounting for attrition and to enable smooth absorption of units as they come online.

Goals & Strategies for 2026 – 2030

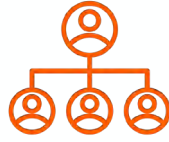


Produce more permanently affordable units



Goal 1: Build organizational resilience with a focus on revenue models, partnerships, and

- Increase philanthropic funding to sustain affordability amid rising costs
- Expand access to land and units through partnerships that enable the strategic conveyance of property to ALT.
- Advance zoning and policy reforms that enable greater urban density
- Pilot new housing models to expand impact beyond for-sale units



Goal 2: Plan for succession by improving internal staff capacity and standard operating procedures

- Institutionalize core systems and standard operating procedures
- Navigate executive transition with strong interim and Board leadership
- Standardize evaluation of new project opportunities
- Streamline stewardship operations by outsourcing challenging activities and exploring earned-revenue opportunities in areas of demonstrated excellence
- Develop and maintain a robust homebuyer pipeline



Goal 3: Tell ALT's story better and raise community awareness of the CLT model

- Launch a marketing campaign to raise awareness about the CLT model
- Develop marketing materials to explain how new housing models compare to traditional CLT homeownership, as those new models are launched