



**Urban Land
Institute**

**SARAH KIRSCH, EXECUTIVE DIRECTOR
ULI ATLANTA**

**ATLANTA REGIONAL COMMISSION CRC
MARCH 14, 2019**



OUR MISSION

The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



OUR FIVE CONTENT PILLARS



Housing and
Communities



Finance and
Investment



Sustainability
and Economic
Performance



Shaping
Successful
Cities and
Regions



The Practice
of Real Estate
Development

Much of our best work cuts across the pillars

OUR REACH AND IMPACT TODAY



40,000+

members in more than 80 countries



100,000+

member volunteer hours annually deliver our program of work



700+

Advisory Services panels and

390+

Technical Assistance panels since 1947



3,200+

programs and events around the world

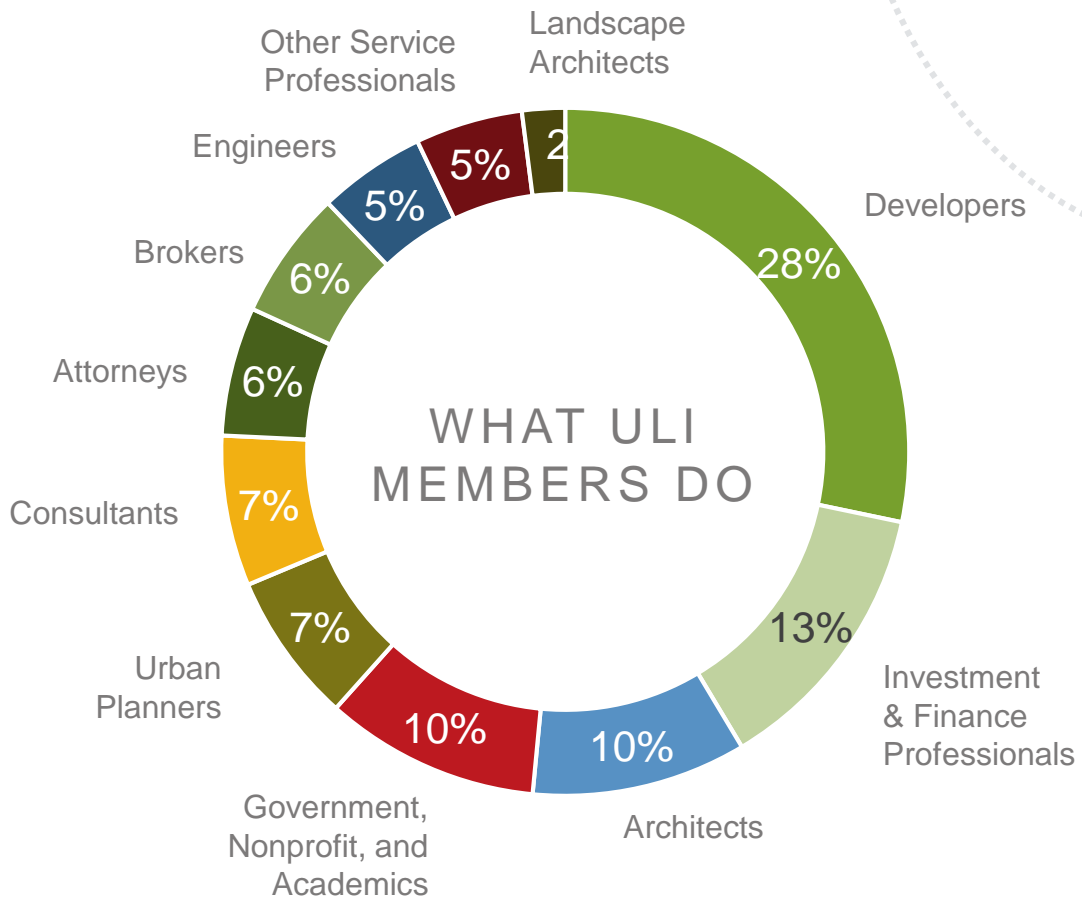


40,000+

students have participated in UrbanPlan since 2003

ULI Global Membership Today

PROFESSIONAL ROLE



ULI Atlanta Member Conversation... (March 2017)

■ Situation:

- Atlanta is facing an affordable housing crisis. This is well documented from qualitative and quantitative data points and there is nothing in the immediate future to suggest the crisis will resolve itself. *[NOTE: This viewpoint is not widely held by all real estate practitioners. There is also ample data to suggest that overall, Atlanta is still an affordable market in terms of median home prices and percent of income spent on housing. Many believe that what we are experiencing is simply a maturation of our housing market relative to peer cities, an issue that needs to be addressed and teased out.]*
- There is a growing narrative that the types of places that ULI is committed to advancing – walkable communities and transit-oriented development – accelerate the affordable housing crisis and displacement.
- The Livable Communities Council has committed to provide leadership to address housing affordability and believes the organization is uniquely suited to articulate a vision and strategy that can be successful over time due to our (1) power to convene (2) market and capital-driven solutions (3) practitioners' perspectives and (4) independent, non-partisan, third party status.

■ Complications:

- The work is hard... Housing is complicated. Leadership in every city will tell you that there is no silver bullet; rather, addressing the problem requires a coordinated effort multiple fronts. However, conventional wisdom is consistently overly simplistic, "If we would just _____, we would solve our housing problems."
- It is confusing... There is a lack of common understanding of language so we don't know if we are even talking about the same issues. We don't know what problem we are trying to solve – affordability ranges, geography, etc.
- We have been down this road before.... There has been a wealth of information and analysis of solutions in Atlanta and across ULI.
- Everyone and their brother... There are countless groups working on [or talking about] housing – city and regional; non-profits; collaboratives; business

AFFORDABLE ATLANTA

Defining the Need, Strategy, and Collective Action for
Affordable Housing in the Atlanta Region (2017)



Presented By:



Presented For:



ULI LIVABLE COMMUNITIES COUNCIL: QUESTIONS THAT GUIDED THIS RESEARCH

- What is meant by “affordable housing?”
- How is the idea and practice of affordable housing different for:
 - Low income households and the homeless
 - Workforce households who want housing near their work
 - Middle/modest income households who are rent burdened
 - Young households who are struggling for homeownership
 - Elderly households with limited incomes
- How is the idea and practice of affordable housing different for different parts of our highly diverse region?
- How can we marry spatial issues with affordable housing with demographics?
- What are the capital sources in our region and state for affordable housing?
- What national examples provide potential solutions to Atlanta’s affordable issues?
- How can we define an approach to affordable housing that can be understood and serve as a call to action for our region?

WORKING GROUP ON AFFORDABILITY: DEFINING THE PROCESS

01

Define Affordability

02

Characterize the
Issues with
Affordability in
Atlanta

03

Map Needs to
Strategies

04

Build Consensus
Around Strategies

05

Organize &
Implement

Four tasks were initially outlined for the Working Group on Affordability to tackle, with a possible fifth task based on the results of the first four and the will of the LCC and representative partners going forward. This report is intended to define the dimensions of the problem and frame consensus around strategies.

THE BUILDING BLOCKS OF AN ATLANTA AFFORDABLE HOUSING STRATEGY

Five key building blocks of Atlanta's affordable housing strategy:



These five key strategies are related to a range of specific tactics for implementation within the City of Atlanta and the balance of the five core counties, and for rental and owner housing as detailed in the following tables.





About us

HouseATL is a cross-sector group of civic leaders committed to building the political and community will for a comprehensive and coordinated housing affordability action plan in the City of Atlanta.



10 months



200+ participants



8 guiding principles



23 data-driven
recommendations



Executive Committee

HouseATL is initiated through the convening power and resources of The Arthur M. Blank Family Foundation, ULI Atlanta, Metro Atlanta Chamber, City of Atlanta, Central Atlanta Progress, and Center for Civic Innovation.

The Executive Committee is purposefully aligned with complementary initiatives, including the Mayor's Progressive Agenda Working Group, the BeltLine Affordable Housing Taskforce, the City of Atlanta Equitable Housing Needs Assessment, and the ULI Atlanta's Livable Communities Council.

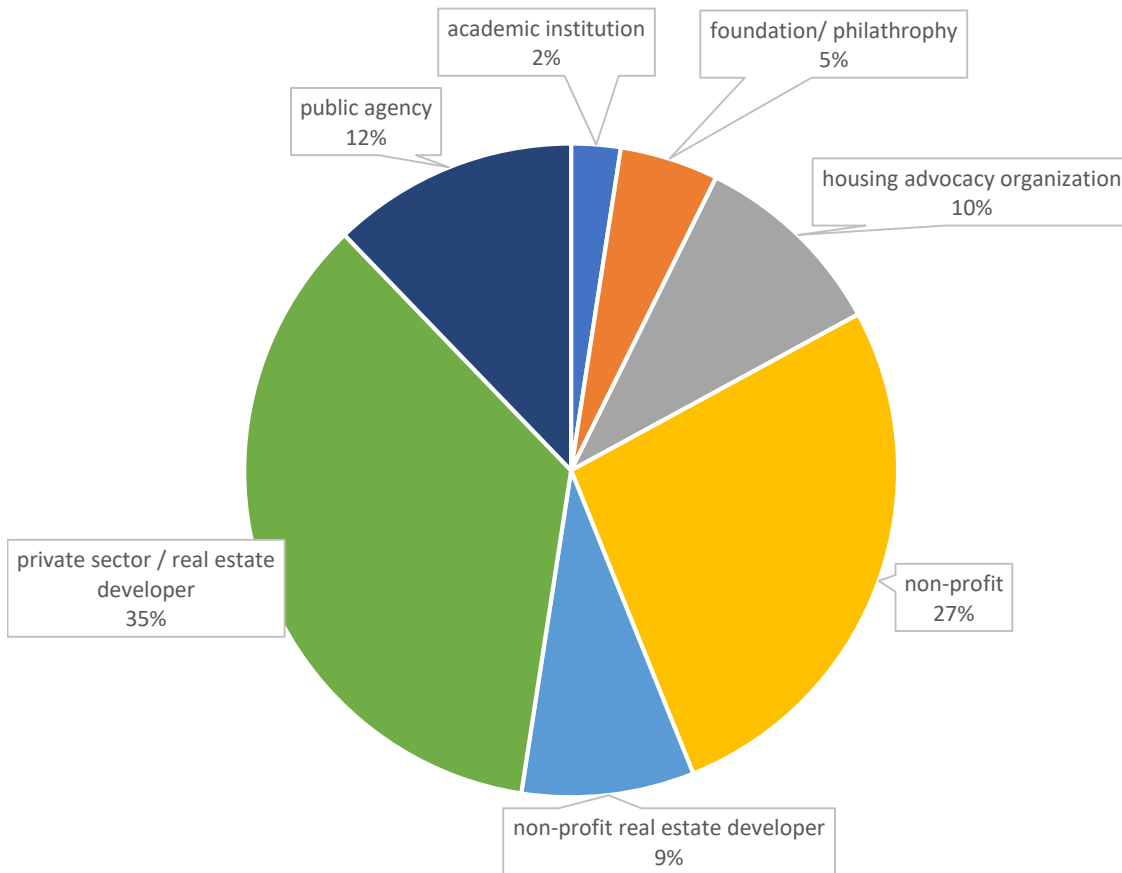
HouseATL Executive Committee members establishes principles, provides direction, and prioritizes recommendations.

- **Leonard Adams**, President & CEO, Quest Community Development Organization
- **David Allman**, Owner & Chairman, Regent Partners
- **Kathleen Farrell**, Commercial Real Estate Line of Business Executive, SunTrust Bank, Inc.
- **Frank Fernandez**, Vice President of Community Development, Blank Family Foundation
- **Jim Grauley**, President & Chief Operating Officer, Columbia Residential
- **Clyde Higgs**, CEO, Atlanta BeltLine, Inc. (joined Fall 2018)
- **Eloisa Klementich**, President and CEO, Invest Atlanta (joined Fall 2018)
- **Terri Lee**, Chief Housing Officer, City of Atlanta
- **Michael Lucas**, Deputy Director, Atlanta Volunteer Lawyers Foundation (AVLF)
- **Odetta MacLeish-White**, Managing Director, TransFormation Alliance
- **Cathryn Marchman**, Executive Director, Partners for HOME
- **Brian McGowan**, President & CEO, Atlanta BeltLine, Inc. (through August 2018)
- **Trish O'Connell**, Vice President, Real Estate Development, Atlanta Housing Authority
- **AJ Robinson**, President, Central Atlanta Progress
- **Marjy Stagmeier**, Founder, TriStar
- **Meaghan Shannon Vlkovic**, Enterprise Community Partners (joined Fall 2018)
- **Tayani Suma**, Vice President, Real Estate, Atlanta Neighborhood Development Partnership
- **Tené Traylor**, Fund Advisor, Kendeda Fund
- **Janis Ware**, SUMMECH CDC



HouseATL is a cross-sector collaboration representing over 100+ public and private organizations and 80+ support partners.

Who we are



HouseATL's 80+ support partners

- academic institution
- foundation/philanthropy
- housing advocacy organization
- non-profit
- non-profit real estate developer
- private sector / real estate developer
- public agency



Problem and Vision Statement

Problem: Civic leadership in the City of Atlanta lacks a shared, comprehensive set of policies and adequate funding to address housing affordability.

Because (assumed barriers):

- It is a complicated subject matter, with a lack of knowledge and understanding.
- There is a lack of community consensus and political will.
- We lack flexible, robust local funding.
- Efforts to address are not coordinated among various stakeholders.

As a result:

- We are among the worst cities in the US for economic mobility and income disparity.
- Low income Atlantans lives are harder (health, education, housing stability, access).
- We are losing the 'social mosaic' of the city.
- We are at risk of losing our 'affordable' economic competitive advantage.
- We have a flat or declining amount of affordable housing stock.
- Residents are being displaced from the city.

Vision: Civic leadership in the City of Atlanta has a shared, comprehensive set of policies and adequate funding to address housing affordability.

	Community Retention	Existing Affordable Housing Preservation	Under 50% AMI	Public Resources for Production	New Private Investment
<i>Problem Statement</i>	<p>Low-and moderate-income residents, businesses, and institutions in the City of Atlanta’s predominantly black and brown neighborhoods experiencing significant investment, are not able to prosper in place once investments are made.</p>	<p>Residents, both owners and renters, find that existing affordable housing stock is rapidly declining due to both physical deterioration and obsolescence, and renovation and redevelopment and rent increases . Preservation tools to address this crisis are severely limited and not aligned.</p>	<p>Families and individuals with less than half of the region’s median income (40% of households) in the City of Atlanta do not have access to sufficient housing options and are increasingly vulnerable to eviction, displacement, and homelessness.</p>	<p>Public sector agencies influencing housing in the city of Atlanta lack sufficient and sustainable resources, coordinated leadership, and a shared vision for coordinating resources (i.e., land, regulatory reforms, and revenue) to execute on the continuum of affordable housing need .</p>	<p>Users and providers of capital who are creating and preserving housing in the city of Atlanta do not have sufficient, lower priced capital to meet <u>affordable</u> housing needs.</p>
<i>Leadership</i>	<p>Odetta McLeish-White and Frank Fernandez</p>	<p>Tayani Suma and Sara Haas</p>	<p>Cathryn Marchman and Leonard Adams</p>	<p>Bruce Gunter and Terri Lee</p>	<p>Meaghan Shannon Vlkovic and Sarah Kirsch</p>

Summary of Recommendations



Investing in an Affordable Atlanta

\$1 billion of local, flexible resources that enable 20,000+ new and preserved homes over the next 8 – 10 years affordable to those earning 0 – 120% of metro Atlanta area’s median income (AMI).

\$500M in Public Resources:

- (1) Create policy to prioritize underutilized and surplus publicly owned assets (land and buildings) for community development, yielding 300 – 500 affordable homes annually.
- (2) Issue a new \$250 million bond for housing.
- (3) Allocate existing public funding, \$10 - \$30 million annually.
- (4) Establish new, dedicated, funding source for housing yielding \$5 - \$15 million annually. Public funds should prioritize area of greatest need, below 50% AMI and supportive housing.

\$500M in Private Resources:

- (1) Invest \$20 - \$50 million annually from new social impact funds, philanthropy and other private capital.
- (2) Secure \$50 - \$75 million in funding for affordable single-family preservation through New Markets Tax Credits.
- (3) Facilitate 250 - 350 new affordable homes annually through regulatory reform. Changes will ensure innovative housing solutions are zoning and code compliant, create cost savings, and boost production.



Prioritizing Community: Investment without Displacement

One of the most time-sensitive needs is to ensure that Atlantans facing pricing pressures today have responsive resources today. If we do not address impending displacement now, we will permanently lose much of the ‘social mosaic’ we treasure in our city. Immediate actions include:

Comprehensive anti-displacement initiative:

- (1) Short-term and emergency solutions for those facing eviction
- (2) Renters’ rights programs and education
- (3) Property tax relief for affordable housing produced or preserved and existing owners
- (4) A toolbox of funding options for legacy business

Additional priorities:

Develop comprehensive wealth-building programs (e.g. pathways to ownership and financial literacy) for low and moderate-income residents and businesses in Atlanta’s predominantly Black and Brown neighborhoods experiencing significant investment.

Launch a focused outreach campaign about Tenant Based Voucher Programs aimed at apartment owners and property managers to encourage higher participation and acceptance.



Working Together Better & Smarter

To achieve our goals, we must work in more coordinated and collaborative ways – within and across sectors.

A Funders’ Collective. Create a system for private and philanthropic resources to leverage public dollars to create and preserve affordable and mixed-income housing. A coordinated and braided (public, private, and philanthropic) investment system is essential to success.

Cabinet-Level Housing Position. Establish a cabinet-level position who works on behalf of the Mayor and is responsible for (1) coordination across agencies that touch housing, (2) the policy, coordination, and assemblage of public land for affordable housing, (3) participation in funders’ collective, (4) creation and monitoring of database of existing affordable housing for preservation, and (5) cross-sector government affairs strategy to help influence policy.

Non-Profit Capacity. Expand support for non-profit and community-based developers focused on long-term affordability, mixed-income communities, and quality affordable housing for very low-income families through multi-year operating support, dedicated development funding, and relationship building.



Empowering Atlantans: Education & Engagement

To be successful and have staying power, we must empower residents and stakeholders with good information and meaningful opportunities to shape our future.

Expand understanding among regional leaders, policy makers, and professionals on how to address housing affordability across income bands (i.e. 0 - 120 % AMI) through educational resources and case studies highlighting successes and results.

Strengthen civic infrastructure by evaluating the Neighborhood Planning Unit (NPU) system and identifying opportunities for deeper engagement while leveraging arts and culture, parks and greenspace, and other ways to meet Atlantans in their neighborhoods.

Create a communications strategy to educate residents on the importance and value of affordable housing and align strategy with tactics set forth in the Community Engagement Playbook.

Design inclusive decision making. Develop processes and programs that support inclusive decision making which reflect the core values outlined in the Atlanta City Design: Equity, Nature, Progress, Access, Ambition.

Find all of this and more on HouseATL.org

[OUR VISION](#) | [WHO IS INVOLVED](#) | [WORK TO DATE](#) | [RECOMMENDATIONS](#) | [NEWS](#) | [CONTACT](#)



Did you know?

80%

of Atlanta households spend

45%+

of yearly income on housing and transportation

=

**HouseATL is addressing Housing Affordability in
the City of Atlanta**

