



Atlanta Regional Housing Forum



How HouseATL Aims to Help Shape Atlanta's Housing Future

*Wednesday, September 5, 2018 9:30 a.m. – 11:45 a.m.
St. Luke's Episcopal Church
435 Peachtree Street NE, Atlanta, GA*

with Presentations from



Bill Bolling
Food Well Alliance
Moderator



Frank Fernandez
Arthur M. Blank
Family Foundation



Sarah Kirsch
ULI Atlanta



A.J. Robinson
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Tayani Suma
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Forum Presented by



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435 Peachtree Street NE, Atlanta, GA

Today's Agenda

WELCOME & ANNOUNCEMENTS

Bill Bolling, Moderator
Food Well Alliance

OVERVIEW OF HouseATL

Frank Fernandez,
Arthur M. Blank Family Foundation

PRESENTATION OF DRAFT RECOMMENDATIONS FROM HouseATL

Sarah Kirsch, ULI Atlanta
Frank Fernandez

PANEL PRESENTATION WITH HouseATL EXECUTIVE COMMITTEE MEMBERS

Bill Bolling, Moderator
Frank Fernandez, The Arthur M. Blank Family Foundation
Sarah Kirsch, ULI Atlanta
A.J. Robinson, Central Atlanta Progress
Tayani Suma, Atlanta Neighborhood Development Partnership

AUDIENCE Q&A AND FEEDBACK ON RECOMMENDATIONS

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Forum Overview: How HouseATL Aims to Help Shape Atlanta's Housing Future

From the diminishing supply of affordable units, to funding mechanisms for development and preservation, to issues of gentrification and displacement - housing affordability continues to be a central issue to achieving equity in metro Atlanta. At our last housing forum, we learned about taskforce efforts throughout the region - with a specific focus on Brookhaven, Lithonia, and Smyrna. At today's forum, we will discuss the work of HouseATL - a new, coordinated effort underway to identify and measure barriers to affordability and craft recommendations to address the city's housing issues.

HouseATL is a housing taskforce that began in January 2018. The group has committed to using a cross-sector, collaborative process to lay the groundwork for solutions - as well as serve as a replicable model in the region and beyond.

Since its launch, HouseATL has: developed a clear consensus on the specific problems they aim to solve; defined the dimensions of the city's housing affordability problems; and conducted an audit of all recommendations and platforms that are specifically focused on Atlanta to identify common themes and leverage existing work.

After their initial groundwork, five working groups were formed: community retention, existing affordable housing preservation, housing for those earning less than 50 percent of area median income, public resources for production, and new private investment.

A central theme in the work of HouseATL is that of shared responsibility - from private and public sectors, as well as nonprofit and philanthropic communities. The taskforce engages 100 entities and is staffed by ULI Atlanta with support from The Arthur M. Blank Family Foundation, Center for Civic Innovation, Metro Atlanta Chamber of Commerce and Central Atlanta Progress.

Throughout the summer, the taskforce and its working groups have been crafting recommendations with a specific eye toward: what a shared investment strategy could look like and how a housing strategy can best coordinate with transportation investments. HouseATL will unveil their list of recommendations and seek feedback at our September Housing Forum.

How does this taskforce differ from other efforts? How does a "collective impact" process make for better results? How will their recommendations be received? Can this approach help achieve greater equitable growth in the City? What can we learn in this process that might help other cities address their challenges?

We are glad you are here for today's discussion.

Today's Presenters



Bill Bolling
Food Well Alliance
Moderator



Frank Fernandez
Arthur M. Blank
Family Foundation



Sarah Kirsch
ULI Atlanta



A.J. Robinson
Central Atlanta
Progress



Tayani Suma
Atlanta Neighborhood
Development
Partnership



HouseATL: Housing Affordability and Community Retention Taskforce

Who We Are: 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. The effort was born out of a recognition that housing affordability was a central issue in the city elections and would undoubtedly be an area of focus for the new administration. Now – more than ever – a compelling and unified voice is needed to inform future policy and chart a path to a “One Atlanta.”

With over 100 representatives from the public, private, philanthropic and non-profit sectors, we believe that multidisciplinary collaboration is paramount in effectively addressing the critical need for housing affordability. The taskforce is open to anyone interested and willing to engage on the topic and we look forward to leveraging the collective expertise of all participants.

Our Vision: For civic leadership in the City of Atlanta to have a shared, comprehensive set of policies and adequate funding to address housing affordability.

How We Get There: Create an actionable plan with the urgency of now that seeks to leverage the tremendous work that has already been done and existing expertise ready to be tapped. The taskforce meets on a monthly basis, with a series of topical working groups meeting in the interim.

Our guiding principles:

- Housing is a means to an end for a more sustainable, inclusive, healthy City of Atlanta. Recommendations should advance racial and socioeconomic equity in our communities.
- Cross-sector collaboration is critical to actionable solutions. We seek to engage civic and community leadership at all levels, recognizing that sustainable change only happens with authentic resident support.
- We recognize that there are many related issues (wage growth, quality schools, and transportation access, among others) that are inextricably linked to affordability and community retention and are supportive of these efforts that are outside of the scope of this particular taskforce.
- We believe housing strategies should be incorporated across the city of Atlanta, balancing opportunities in neighborhoods with high quality of life factors with comprehensive community development.
- We are committed to serving all of the affordability needs of Atlantans, with an emphasis on those most in need.
- The city is part of a broad, regional Atlanta housing market. Regional planning with our neighbors, particularly around the link between regional transportation and housing affordability, must be part of our long-term affordability solutions.
- Strategies must harness the power of the marketplace – capital and development – to meaningfully increase housing production and preservation.
- We acknowledge that some recommendations may require policy alignment and/or state law change and there will be a need for ongoing advocacy and collaboration with various state agencies and legislative partners.

HouseATL Executive Committee:

- 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.

Staffing is led by the Urban Land Institute (ULI) Atlanta District Council, with support from the Arthur M. Blank Family Foundation, Center for Civic Innovation, Metro Atlanta Chamber of Commerce, and Central Atlanta Progress.



- Frank Fernandez, Vice President of Community Development, Blank Family Foundation
- Jim Grauley, President & Chief Operating Officer, Columbia Residential
- Terri Lee, Deputy Commissioner of City Planning, City of Atlanta
- Odetta MacLeish-White, Managing Director, TransFormation Alliance
- Cathryn Marchman, Executive Director, Partners for HOME
- William McFarland, Georgia ACT
- Brian McGowan, President & CEO, Atlanta BeltLine, Inc.
- Trish O'Connell, Vice President, Real Estate Development, Atlanta Housing Authority
- AJ Robinson, President, Central Atlanta Progress
- Marjy Stagmeier, Founder, TriStar
- Tayani Suma, Vice President, Real Estate, Atlanta Neighborhood Development Partnership
- Tené Traylor, Fund Advisor, Kendeda Fund
- Janis Ware, SUMMECH CDC

HouseATL Working Groups:

Under the broader taskforce umbrella, five topical working groups have formed. The groups' work will be guided by the following questions and members will craft actionable recommendations that will roll up into HouseATL's larger strategy.

Community Retention	<ul style="list-style-type: none">•What are best practice solutions to ensure that existing homeowners, renters, and small businesses are not displaced?•What can we learn from local examples and other cities that can be applied throughout the city?
Existing Affordable Housing Preservation	<ul style="list-style-type: none">•Where is existing rental and for-sale housing stock that can be preserved?•How do we best maintain these homes as affordable while ensuring quality homes and strong neighborhood services?
Housing for Under 50% AMI	<ul style="list-style-type: none">•What existing resources and strategies can be scaled up to address these income groups?•What specific strategies address seniors on fixed incomes?•What about very low income households and those experiencing homelessness?
Public Resources for Production	<ul style="list-style-type: none">•How can we best use publicly owned land/ assets?•How can we best deploy existing public resources?•What could change in the regulatory environment to increase production?•What new public resources could and should the city pursue?
New Private Investment	<ul style="list-style-type: none">•What is the opportunity for social impact investing?•What is the role for philanthropy?•How do we remove barriers to harness the power of the private sector?



Templates for Recommendations from Working Groups:

Actionable Recommendations

- Key Funding Recommendation(s):
- Key Policy Recommendation(s):
- Key Communications Recommendation(s):
- Key Community Engagement Recommendation(s):

Recommendations related to stated goals and values:

- Do these recommendations increase the current production/ results/ resources?
- How do these recommendations advance racial equity and inclusion in the City of Atlanta?
- How do these recommendations contribute to a more resilient and healthy Atlanta?
- Have these recommendations been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?
- How do these recommendations connect to the goals of the other working groups?

Where we are:

September 2017

- Hosted "Ensuring Atlanta's Inclusive Growth" forum on housing affordability and equitable development

October 2017-December 2017

- Initial planning effort begins to build the case for a cross-sector, multidisciplinary taskforce on housing affordability
- Recruitment of partners and participants

January 2018

- Kick-off meeting
- Discussion of objectives and "North Star"

February 2018

- State of Affairs/ Problems Described
- Proposed working groups and governance structure

March 2018

- Framing the problem(s)
- Working Group KO
- Existing solutions and strategies (e.g. AHA, City for All, ULI)

April 2018

- Taskforce Problem & Vision
- Key City of Atlanta Updates
- Begin with the End in Mind: Community Engagement

May 2018

- Working Group Visions
- Initiate conversation on dedicated funding for housing with Mark Willis

June 2018

- Work Group Priorities
- Focus on Private Investment in Preservation and Social Impact Investing

July 2018

- Working Group Presentations on Solutions that are Time Sensitive, Essential and Solvable
- Presentation to coordinate with More MARTA

August 2018

- Draft Strategy
- Breakouts and reporting out

September 2018

- Finalize Strategy and Recommendations

Staffing is led by the Urban Land Institute (ULI) Atlanta District Council, with support from the Arthur M. Blank Family Foundation, Center for Civic Innovation, Metro Atlanta Chamber of Commerce, and Central Atlanta Progress.



Background: 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. HouseATL is an open taskforce - initiated through the convening power and resources of ULI Atlanta, The Arthur M. Blank Family Foundation, Central Atlanta Progress, Center for Civic Innovation, and Metro Atlanta Chamber of Commerce. These partners engaged more than 200 civic leaders in working toward actionable recommendations beginning in January 2018. We have defined the problems, identified the barriers to success, taken a data-driven approach, and engaged in thoughtful problem-solving so that civic and business leadership in the City of Atlanta will have a shared, comprehensive set of policies and adequate funding to address housing affordability.

Guiding Principles: Underpinning these recommendations are the following guiding principles

- Housing is a means to an end for a more sustainable, inclusive, healthy City of Atlanta. Recommendations should advance racial and socioeconomic equity in our communities.
- Cross-sector collaboration is critical to actionable solutions. We seek to engage civic and community leadership at all levels, recognizing that sustainable change only happens with authentic resident support.
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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, sustainable 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) \$20 - \$50 million annual investment 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) Regulatory reform for 250 – 350+ new affordable homes annually. Target changes to ensure innovative solutions are 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 sectors 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) creating and monitoring database of existing affordable housing for preservation and (5) a 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, resource alignment, 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 & culture, parks & 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.

Presenter Bios



BILL BOLLING is the founder and moderator of the Atlanta Regional Housing Forum. Bill served as executive director of the Atlanta Community Food Bank since founding the organization in 1979 until June 2015. Over the span of 36 years, he led the Food Bank's distribution of more than half a billion pounds of food and grocery products through a network of more than 600 local and regional partner nonprofit organizations that feed the hungry across 29 Georgia counties. As a charter member of Feeding America, the national network of food banks, Bill was instrumental in the start-up of food banks across the country. He is a frequent speaker on topics related to hunger, poverty, regionalism, affordable housing and public policy reform.



FRANK FERNANDEZ is Vice President of Community Development with The Arthur M. Blank Foundation. Frank joined the Foundation in February 2014 to lead and implement the Westside Neighborhood Prosperity Fund, a program designed to contribute to the transformational revitalization and redevelopment of Vine City, English Avenue, Castleberry Hill and other adjacent neighborhoods. A recognized leader on housing, transportation and economic development issues, Frank served for eight years as the Executive Director of Green Doors, a non-profit group devoted to transforming lives and neighborhoods for people in need in the Austin metro area. Frank has worked extensively to help create housing solutions across the income spectrum. He is the co-founder of HousingWorks, an Austin-based affordable housing advocacy coalition, and served as the chair of the Texas Supportive Housing Coalition. Frank also co-founded and served as chair of the Alliance for Public Transportation, a non-profit group promoting progressive transit initiatives. Prior to joining Green Doors in 2006, Frank served for five years as Deputy Director of PeopleFund, a community development financial institution.



SARAH KIRSCH is the Executive Director of ULI Atlanta, one of the largest and most active district councils of the Urban Land Institute. The Urban Land Institute provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is an independent global nonprofit supported by members representing the entire spectrum of real estate development and land use disciplines. Sarah began working with ULI Atlanta in 2012 as Director of the Center for Leadership and Director of the Livable Communities Council (LCC). Prior to joining ULI, Sarah spent twelve years with RCLCO (Robert Charles Lesser & Co.), the nation's leading independent real estate advisory firm. For the last three years, she served as the senior principal of RCLCO's Atlanta office and was responsible for leading consulting practice and business development activities for the southeast.



A.J. ROBINSON is President of Central Atlanta Progress (CAP), a private business association founded in 1941 that remains one of the most effective advocacy organizations in Atlanta. He is also the President of the Atlanta Downtown Improvement District (ADID). A.J. manages the overall strategic functions of CAP and ADID, two groups committed to making the Atlanta community and specifically Downtown, more livable, appealing, vital and diverse. Previously, A.J. was President of Portman Holdings, where he managed the operations of a real estate company with offices in Atlanta, Charlotte, Shanghai, and Warsaw. During his 22-year career at Portman, A.J. oversaw the real estate development process, which included identification of new opportunities, securing financing, design, construction, marketing, acquisition, property management, and asset management. A.J. has consistently been recognized as one of Georgia Trend's 100 Most Influential Georgians, as well as one of the Atlanta Business Chronicle's 100 Most Influential Atlantans, and has been a part of many local, state, and national task forces and projects.



TAYANI SUMA is Vice President, Real Estate with Atlanta Neighborhood Development Partnership. Tayani oversees all real estate development and asset management activities for the company, including at-scale single family scattered site work as well as mixed income multifamily developments. She manages a diverse team that includes core staff as well as an array of external consultants. Tayani is a seasoned community development professional with over twenty years of experience in real estate and economic development in disinvested communities. She has worked with various property types and many financing sources, including New Markets Tax Credits, Historic and Low Income Housing Tax Credits, taxable and tax-exempt bond financing, conventional debt and equity, Neighborhood Stabilization Program as well as other public and private subsidy and grant programs.

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Forum Notes

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