

MWCLT Richmond Land Bank Annual Plan July 2021 — June 2022



A program of The Maggie Walker Community Land Trust



Background

On February 26th, 2018, Richmond City Council adopted an ordinance designating The Maggie Walker Community Land Trust to serve as the land bank for the City of Richmond.

This designation was made possible when the Virginia General Assembly passed legislation in 2016 that enabled the creation or designation of land banks by localities across the state. That legislation, the Land Bank Entities Act, was formally signed into law by Governor Terry McAuliffe.

The Maggie Walker Community Land Trust is the first community land trust in the nation to be designated a land bank. While the missions of land trusts and land banks are unique, they naturally complement one another by accelerating equitable development and stewardship of land throughout communities.

COVER IMAGE

Vacant homes on the 300 block of Preston Street near Gilpin Court (via staff)

Acknowledgements

This plan would not have been possible without knowledge and guidance from:

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INTRODUCTION

The Maggie Walker Community Land Trust is pleased to provide the following updates to our Annual Plan for 2021-2022. The Land Bank celebrated a number of milestones this year, including: overseeing broader engagement efforts for a former Bank of America building; transferring 11 additional properties for development as affordable housing to qualified applicants; being named in the Mayor's One Richmond Equitable Affordable Housing Plan to receive 200 additional surplus properties in the coming years; and being approved by City Council to receive an initial group of 15 City surplus properties.

HIGHLIGHTS FROM THE 2020-2021 YEAR:

THE LAND BANK EXPANDED ITS PIPELINE OF NEW AFFORDABLE HOMES.

Since its inception, the Land Bank has successfully designated and transferred 15 properties to qualified not-for-profit entities. These properties are slated to become 23 affordable units, available for rental, homeownership, and MWCLT's lease-to-own pilot program (see **FIGURE 02**).

MWCLT WAS NAMED IN THE MAYOR'S ONE RICHMOND PLAN.

The Land Bank has a goal to receive and repurpose 200 vacant, blighted, tax-delinquent, and surplus properties from the City of Richmond based on their goals in the One Richmond Equitable Affordable Housing Plan. This scale of activity is critical in order to achieve the objective of positive neighborhood impact.

A COMMUNITY-DRIVEN RFP FOR THE FORMER BANK OF AMERICA BUILDING IN EAST HIGHLAND PARK.

In 2019, the Land Bank received its first property donation: a former Bank of America branch building located in Northside. After overseeing a process of community visioning for this building, MWCLT staff has released a Request For Proposals to identify an end use that aligns with community priorities. MWCLT Staff expect to work with applicants over the summer and to review applications at a Citizens Advisory Panel meeting later this year.

EXPLORATORY STUDY IN JACKSON WARD.

In 2020, the Land Bank partnered with Historic Richmond for the exciting opportunity to craft an exploratory area study for the 15 parcels in Jackson Ward transferred by the City in 2019. The Land Bank engaged with consultants to do community-driven visioning around the future of this neighborhood, and the final study was delivered in December 2020, and can be viewed [on the RLB website.](#)

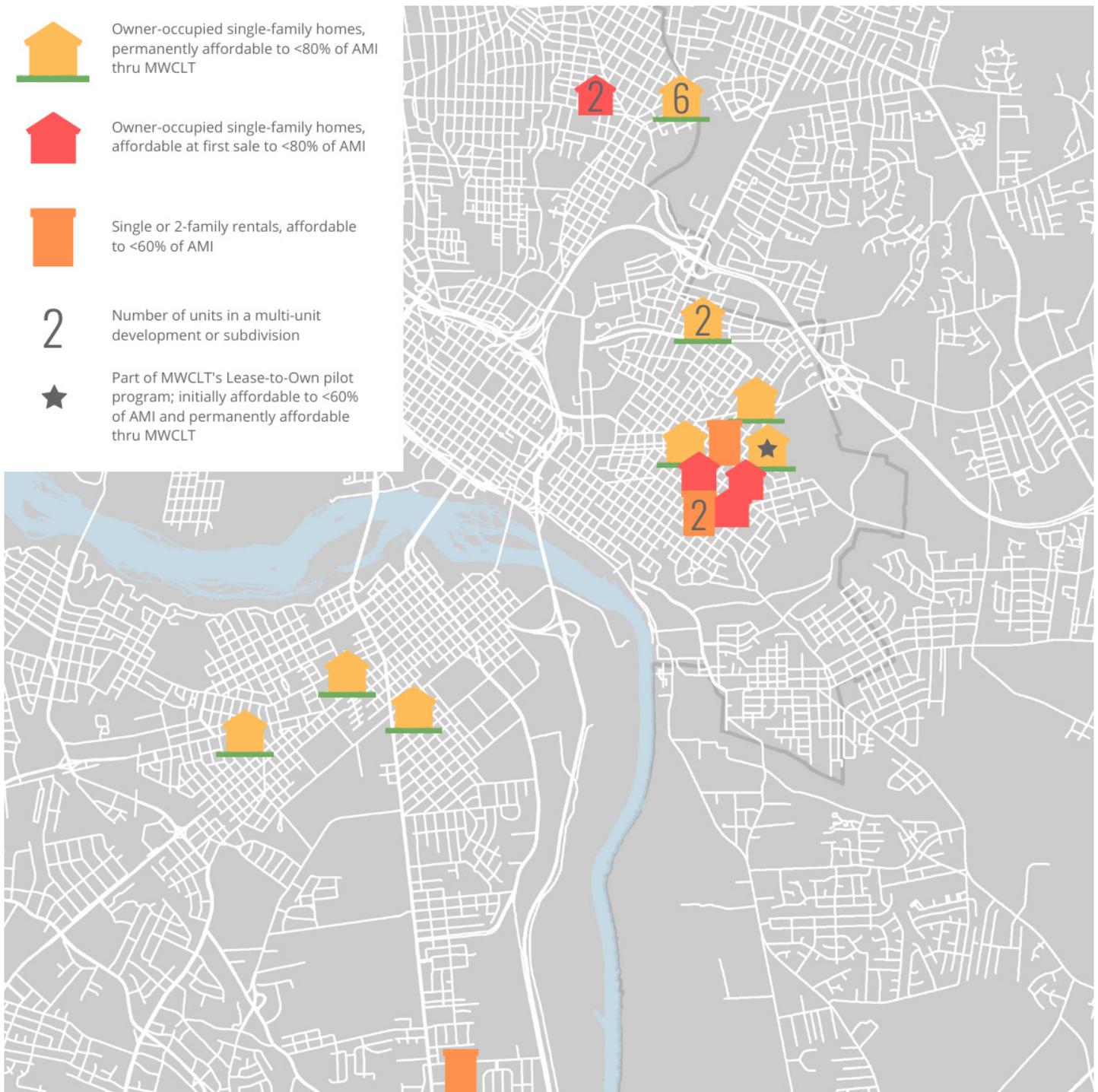


FIGURE 02: Disposed properties in development as affordable housing, July 2021

NEW CITY SURPLUS LOTS.

MWCLT staff have begun working with the City to identify buildable surplus lots. In May 2021, the City of Richmond approved the transfer of 15 properties from its surplus list to the Richmond

Land Bank. These properties are expected to come under Land Bank stewardship late 2021 and will be designated for affordable housing development.

IMPROVED STRATEGY FOR OUTREACH.

In May 2021, Land Bank staff conducted a survey to improve the way we disseminate information and increase public understanding of our activities. Most people who responded indicated that they get their neighborhood updates from public meetings, neighborhood newsletters, and social media. Land Bank staff will use the results of the survey, along with CAP input, to improve our outreach strategy.

CITIZENS ADVISORY PANEL CONTINUES VIRTUAL MEETINGS.

The final two CAP meetings of 2020 were held virtually, and virtual public meetings continue to draw greater attendance in 2021 as Land Bank staff increase outreach work.

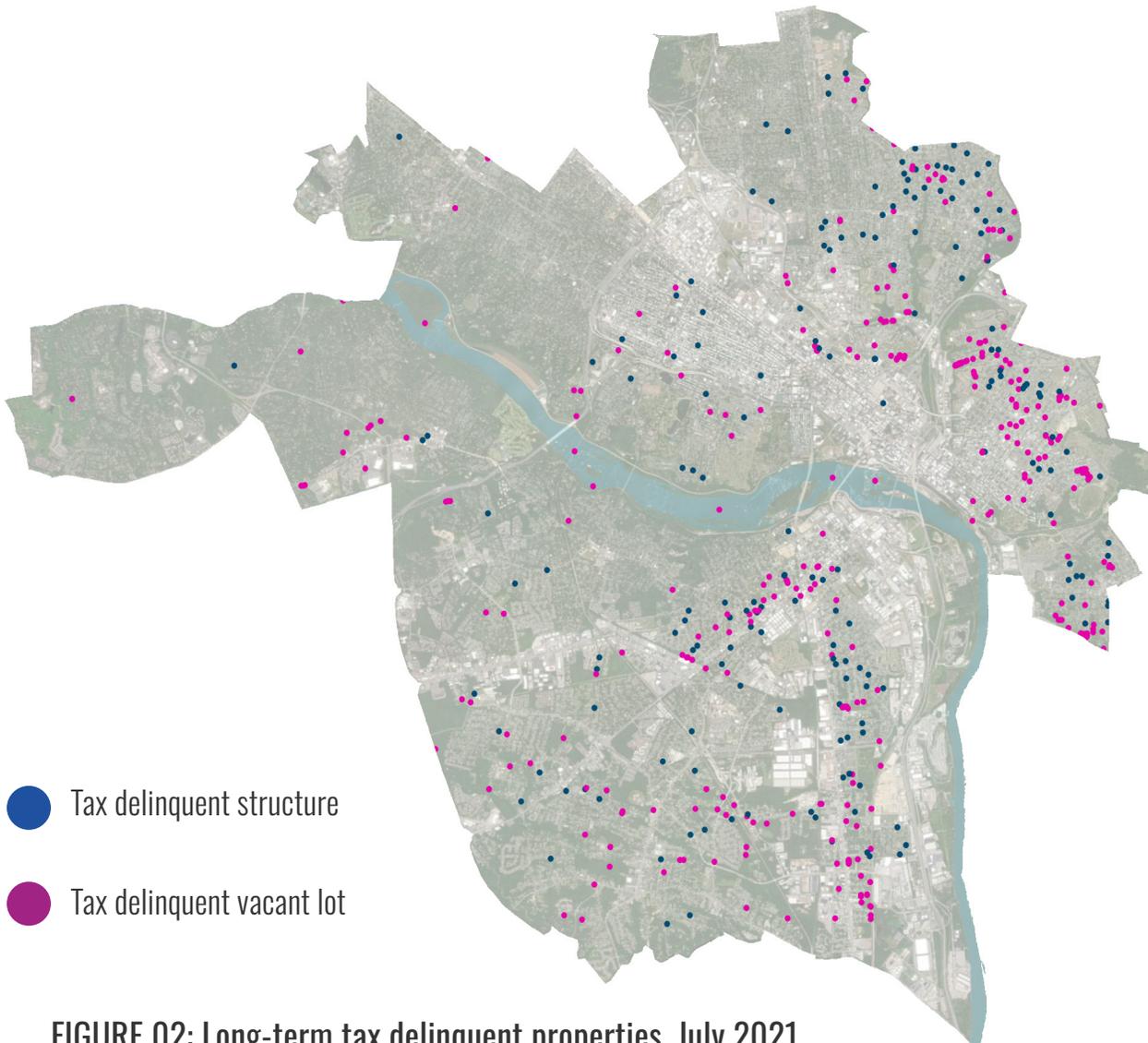


FIGURE 02: Long-term tax delinquent properties, July 2021

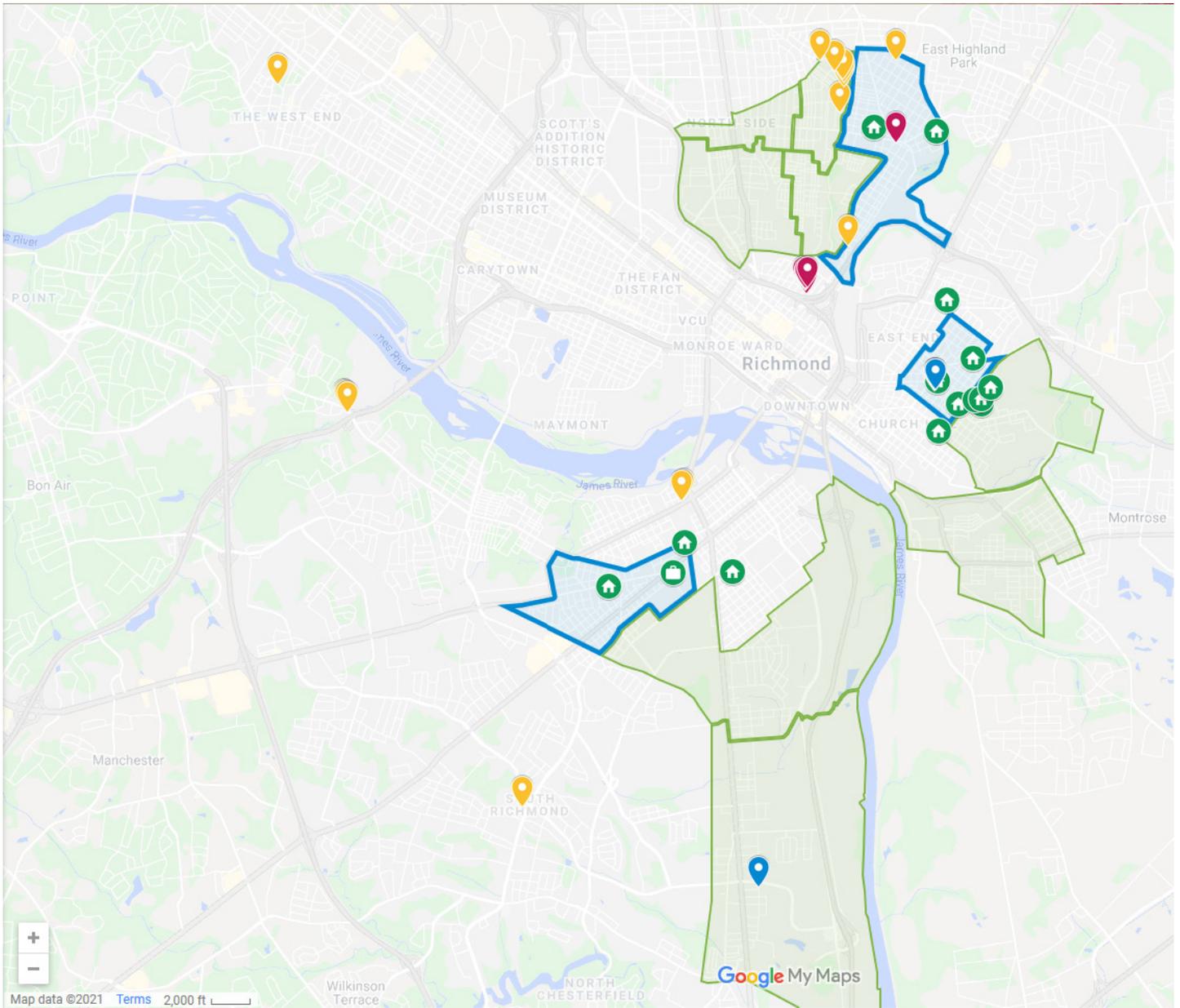


FIGURE 03: Properties held and requested by the Richmond Land Bank, July 2021



LAND BANK PLAN 2021-2022

Our vision:

The Richmond Land Bank will provide a **strategic, streamlined, and transparent** method for repurposing vacant and tax delinquent property into assets that address community needs and desires.

GOAL 1: *Strategic transformation of property in accordance with community needs.*

This goal sets the main and subordinate priorities of the Land Bank, along with criteria for prioritization of communities within the City. It also prescribes the Land Bank’s approaches for strategic land retention, and deliberative end use.

OBJECTIVE 1.1

The main priority of the Land Bank will be the creation of affordable housing.

The need for abundant, affordable homes in Richmond is significantly expanding. The Land Bank will leverage its land stewardship with the City’s strong network of affordable housing developers to increase the supply and financial attainability of homes within for low-income Richmond households. While the Richmond Land Bank is a program of MWCLT, a housing provider for affordable homeownership opportunities, the Land Bank prioritizes both rental and homeownership development. The Land Bank recognizes the need for affordable rental housing in Richmond, especially for extremely low-income families, and is working to promote this development.

STRATEGY 1.1.1

Ensuring perpetual affordability. As a program of MWCLT, the Land Bank is in a unique position to support the creation of permanently affordable housing opportunities.

a. **Direct retention in CLT:** The Land Bank will help promote permanent affordability by immediately retaining at least 25% of properties in the community land trust shared-equity model.

MWCLT will develop new or rehabilitated homes on these properties made available to households earning no more than 100% of the current Area Median Income (AMI) for the Richmond, VA MSA¹ (or lower as perscribed in **STRATEGY 1.1.2**).

b. **Indirect retention in CLT.** MWCLT will partner with other nonprofit housing developers who receive Land Bank properties to provide the option of keeping the land under newly constructed or rehabilitated homes within MWCLT’s stewardship. These homes

¹ The Richmond, VA MSA contains the following areas: Amelia County, VA; Caroline County, VA; Charles City County, VA; Chesterfield County, VA; Dinwiddie County, VA; Goochland County, VA; Hanover County, VA; Henrico County, VA; King William County, VA; New Kent County, VA; Powhatan County, VA; Prince George County, VA; Sussex County, VA; Colonial Heights city, VA; Hopewell city, VA; Petersburg city, VA; and Richmond city, VA.

How can the Richmond Land Bank promote more affordable homes?

For households earning . . .

Below 30% AMI

30% area median income for the Richmond, VA MSA:

\$18,900

1-person household

\$21,600

2-person household

\$27,000

4-person household

30% to 50% AMI

50% area median income for the Richmond, VA MSA:

\$31,500

1-person household

\$36,000

2-person household

\$45,000

4-person household

50% to 80% AMI

80% area median income for the Richmond, VA MSA:

\$50,400

1-person household

\$57,600

2-person household

\$72,000

4-person household

80% to 100% AMI

100% area median income for the Richmond, VA MSA:

\$63,000

1-person household

\$72,000

2-person household

\$90,000

4-person household

. . . the Land Bank can:

- Acquire and assemble parcels for affordable multifamily rental development.
 - Require recipient entities that develop rental housing to accept Housing Choice Vouchers to increase affordability.
 - Utilize direct retention of properties in the Community Land Trust to ensure permanent affordability.
 - Identify properties for organizations that do permanent supportive housing
-
- Acquire and assemble parcels for affordable multifamily rental development.
 - Solicit proposals for development of deeply-subsidized apartment homes, offering land at reduced cost to help keep rents low.
 - Require recipient entities that develop rental housing to accept Housing Choice Vouchers to increase affordability.
 - Partner with nonprofits like Habitat for Humanity that develop homes affordable to very low-income households.
 - Utilize direct retention of properties in the Community Land Trust to ensure permanent affordability.
-
- Acquire vacant lots available for single-family and low-density new residential construction, as well as unoccupied, dilapidated structures available for repair and rehabilitation.
 - Transfer land or homes at reduced cost to nonprofit CDCs to leverage existing rental and homeownership subsidy programs targeted below 80% AMI.
 - Retain a portion of owner-occupied homes in the CLT model to provide perpetual affordability.
-
- Acquire vacant lots available for single-family and new residential construction, as well as unoccupied, dilapidated structures available for repair and rehabilitation.
 - Target high-value neighborhoods for homeownership opportunities to households ineligible for <80% AMI programs, but still in need of additional assistance.
 - Retain a significant portion of owner-occupied homes in the CLT model to provide perpetual affordability.

(AMI limits from HUD, April 2021)

would also enter into the land trust model for permanent affordability. (See example in **FIGURE 04.**)

STRATEGY 1.1.2

Additional affordability requirements. The Land Bank may enforce other requirements for housing affordability in accordance with statutory, regulatory, and/or voluntary requirements as described below.

a. Statutory and regulatory requirements:

Virginia law: When the Land Bank receives a tax delinquent property from the City via the direct sale method, certain state regulations apply (**Va. Code § 58.1-3970.1**). For properties with a current assessment between \$75,000 and \$150,000, the recipient entity (which may be MWCLT) must use the property for affordable homeownership to a buyer with a household income no more than 100% of AMI.

Funding requirements: If the Land Bank or a recipient entity utilizes certain federal, state, or local grants, these funding sources may have separate affordability requirements. Most nonprofit community development corporations in the Richmond region utilize federal grants that limit their clients to households earning no more than 80% of AMI (e.g., CDBG and HOME). Affordable homeownership opportunities using these programs are encouraged to use the CLT model.

b. Other requirements:

For direct sale properties assessed below \$75,000, the Land Bank may apply affordability guidelines with wide discretion. These affordability requirements will depend on the type of property and identified final use as determined by the Citizens' Advisory Panel. The CAP may establish affordability requirements on a property-by-property basis when no requirements are triggered by statute or regulation.



In 2018, Richmond Metropolitan Habitat for Humanity and project:HOMES began rehabilitating over 30 homes in the Maymont and Randolph neighborhoods to sell to buyers earning below 80% AMI. Previously scattered-site public housing, these homes had been vacant for over a decade.

MWCLT partnered with both organizations to bring some of the homes into the land trust, lowering their sales prices by \$30,000 to as low as \$135,000 for a high-quality, energy efficient, attractive home. This price is more attainable to low-income buyers, while the CLT model keeps them affordable in perpetuity.

PHOTO: MWCLT

FIGURE 04: MWCLT/nonprofit partnerships to deepen homeownership affordability

OBJECTIVE 1.2

Subordinate priorities of the Land Bank will include retail/commercial/industrial activities, historic preservation, public spaces, and urban agriculture. These activities, with guidance from neighborhood conversations and collaborations, will help the Land Bank repurpose underused properties to meet a wide range of community needs.

STRATEGY 1.2.1

Retail, commercial, and industrial activities. The Land Bank may receive certain non-residential properties from the City or other sources which the CAP may elect to set aside for these uses. In such cases, the CAP will allow for additional public comment and engagement of the immediate community to determine best use options.

The Land Bank is currently overseeing its first commercial project, the redevelopment of a former Bank of America building in Northside. A community engagement process held in 2020 identified 5 top priorities for end use, which in turn informed the Request for Proposals created by MWCLT staff. The May 2021 CAP meeting provided an opportunity for CAP members as well as attendees to comment on the draft of the RFP before the final version was released. MWCLT staff plans to continue working with Northside residents throughout the process of reviewing RFP responses and designating a final end user for the property.

STRATEGY 1.2.2

Preservation or rehabilitation of historic properties. The Land Bank may also receive properties located in federal, state, and or local historic districts. The Land Bank will incorporate these additional regulations into the final disposition agreements for such eligible properties, and take additional steps to ensure that the property recipient is familiar with the regulations applicable to rehabilitation and/or construction within those districts.

STRATEGY 1.2.3

Public spaces and places. Some properties received by the Land Bank may be designated for publicly-accessible open space, such as parks or playgrounds. A May 2021 survey conducted by the Land Bank staff found that the creation and preservation of communal green space was a top priority for respondents, with affordable housing and commercial spaces following closely behind. Staff will share



Sketch of the facade of the former Bank of America branch on E. Brookland Park Blvd. (Storefront for Community Design/6PIC)

these results with the CAP and discuss which properties may be best suited for this use. The Land Bank will transfer the property to an entity with demonstrated capabilities for development and maintenance. If no such entity is available, the CAP may elect to keep the property in the Land Bank until a suitable entity is identified or alternative strategy developed.

STRATEGY 1.2.4

Urban agriculture. Some properties received by the Land Bank may be located in communities where residents have determined that food access and food justice are prioritized needs. Furthermore, many properties may not be immediately developable based on size, zoning regulations, or market conditions. In such cases, the CAP may designate a property’s interim or final use for urban agriculture. The CAP may elect to transfer ownership of a property to an existing nonprofit or community organization for this purpose, or may enter into a long-term lease with an individual or organization.

Interim Uses. The Richmond Land bank has 15 properties in Jackson Ward whose end uses have not been designated. Charlottesville-based Landscape Architecture Firm Nelson Byrd Wolz collaborated with the Land Bank to hold several volunteer days during which the lots were shown some care and attention in the interim.



Volunteers clearing invasive vines and cut back trees, planting annual flower beds, and uncovering historic brick sidewalk at RLB’s holdings in Jackson Ward. (PHOTOS: Staff)



OBJECTIVE 1.3

Community prioritization criteria focus the Land Bank’s activities in areas in need of greatest intervention. The original Memorandum of Understanding between MWCLT and the City of Richmond required the Land Bank to propose a criteria for the prioritization of communities on which to focus on development. Thus, the Land Bank originally aimed to concentrate its activities on five particular tracts of the City, which were determined through analysis of statistics such as number of vacant parcels, rate of long-term tax delinquency, and potential to gentrify (See more information in [previous annual plans](#)). Due to the increased number of tax-delinquent properties that have either been redeemed or sold at auction, the land bank has not had a consistent supply of properties in these neighborhoods. Moving forward, the Land Bank will continue to focus work in these tracts where possible, and has included additional areas of interest to expand our focus in 2021-2022.

STRATEGY 1.3.1

Prioritized communities. Although the Land Bank operates city-wide, these are the communities where the Land Bank has concentrated its activities during its first years of operation:

1. **Highland Park:** Census Tracts 108 & 109
2. **Church Hill:** Census Tracts 203 & 207
3. **Swansboro:** Census Tract 604

STRATEGY 1.3.2

Additional focus areas. The five census tracts identified in [STRATEGY 1.3.1](#) are not the only neighborhoods with a high number of tax delinquent properties. Throughout 2021-2022, the Land Bank will continue monitoring tax delinquency, vacancy, and abandoned properties in the following communities to determine if they might be prioritized in the future:

- a. **Tract 209** (Oakwood)
- b. **Tract 602** (Blackwell)
- c. **Tract 607** (Bellemeade)
- d. **Tracts 608/609** (US-1 Corridor)
- e. **Tracts 210/211/212** (Fulton)
- f. **Tract 106** (N. Barton Heights)
- g. **Tract 107** (Brookland Park)
- h. **Tract 110** (S. Barton Heights)
- i. **Tract 111** (Battery Park)

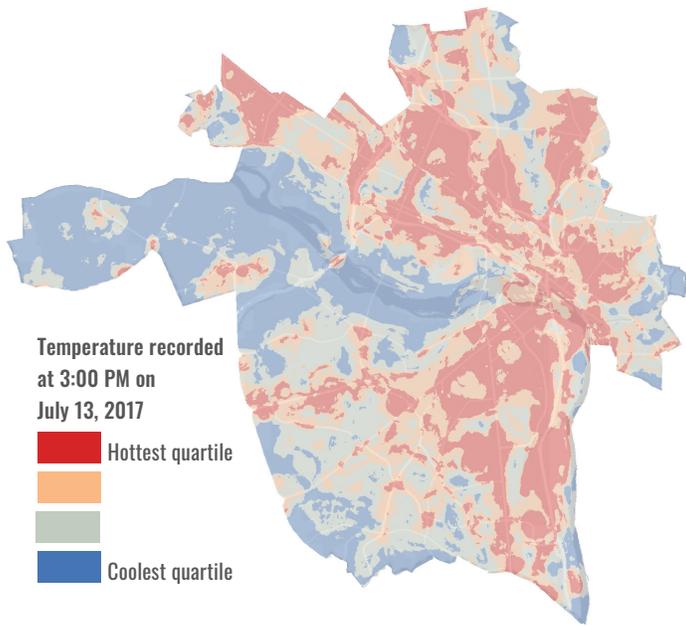


FIGURE 05: Urban heat islands in Richmond

SOURCE: J.S. Hoffman, Science Museum of Virginia, 2017

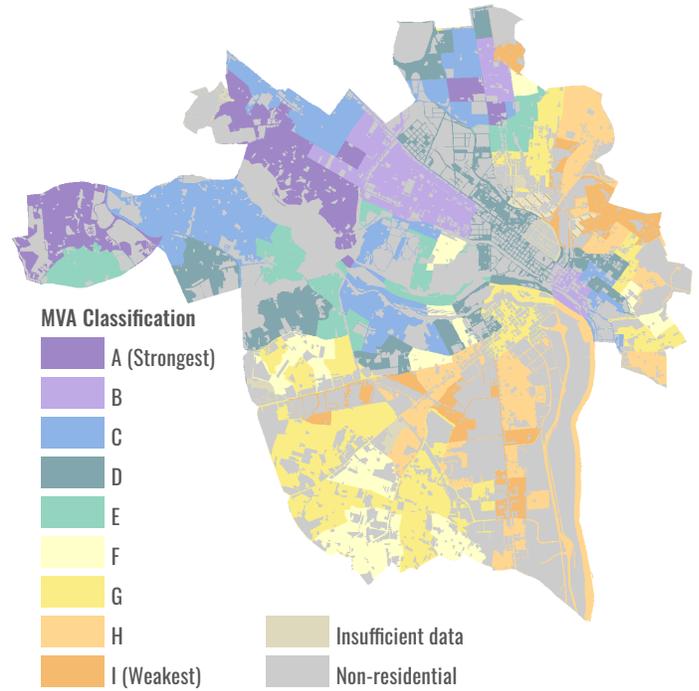


FIGURE 07: Market Value Analysis classifications

SOURCE: The Reinvestment Fund and Richmond Memorial Health Foundation, 2017

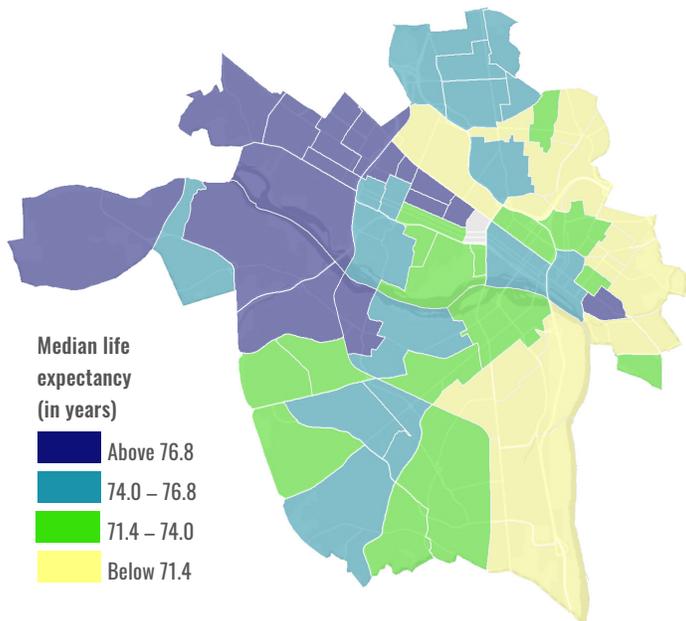


FIGURE 06: Median life expectancy by tract

SOURCE: Virginia Department of Health, 2015

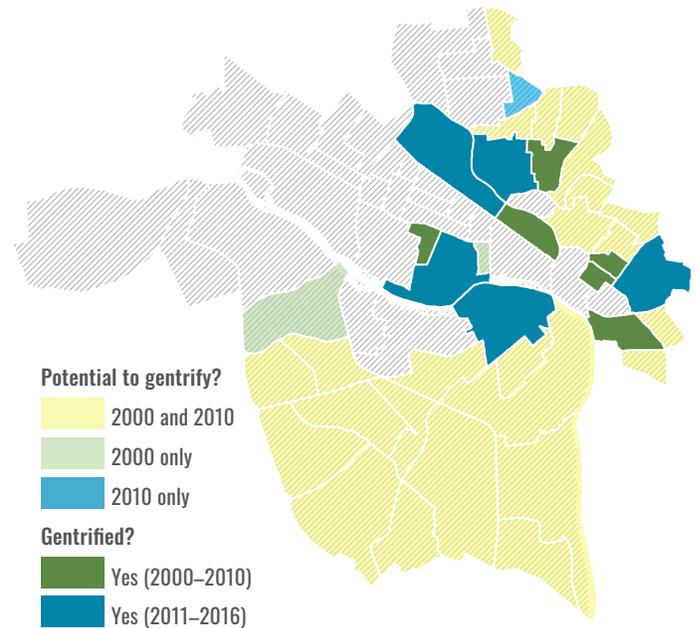


FIGURE 08: Gentrification by tract in Richmond, 2000–2016

SOURCES: Census 2000 and Census 2010 SF3 data; 2012–2016 American Community Survey, 5-year estimates

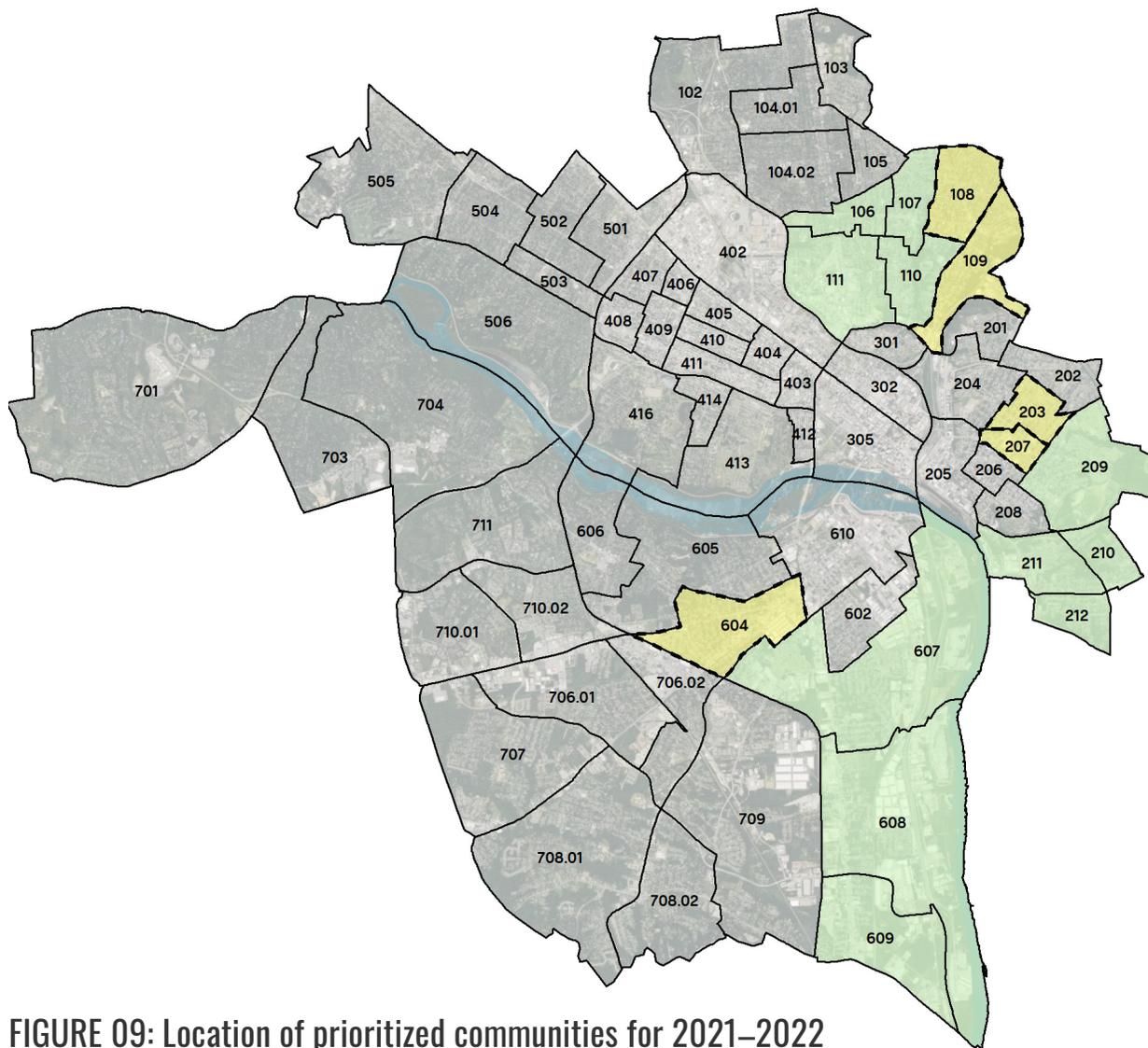
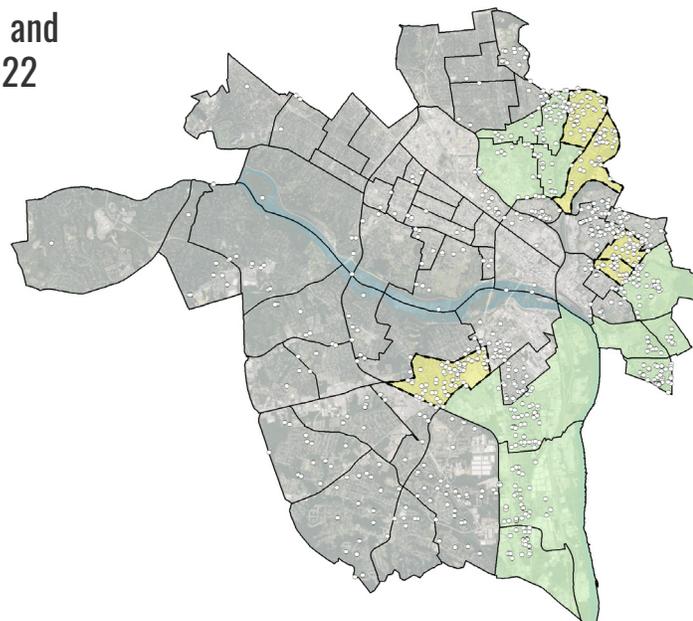


FIGURE 09: Location of prioritized communities for 2021–2022
 Number labels show census tract codes

FIGURE 10: Tax delinquent properties and prioritized communities for 2021–2022

SOURCE: City of Richmond GIS



OBJECTIVE 1.4

Whenever applicable, the Land Bank’s activities will align with existing planning efforts of the City. In this way, the Land Bank will be in harmony with broader neighborhood preservation and development goals now and in the future.

STRATEGY 1.4.1

Small area plans. If the Land Bank acquires property in a neighborhood with a small area plan, the CAP will designate its final use in accordance with the goals and strategies outlined in such plans.

STRATEGY 1.4.2

Citywide Planning Efforts. In past years, Land Bank staff have engaged with the Richmond 300 initiative to ensure that its mission and capabilities are incorporated into the City’s new comprehensive plan. Land Bank staff have also engaged with Citywide efforts to improve Richmond’s stock of affordable housing, through endeavors such as the Shared Equity and Economic Development (SEED) workgroup. The Mayor’s recent One Richmond Equitable Affordable Housing plan referenced several ways in which MWCLT and the Richmond Land Bank could collaborate with the City to meet housing needs and goals, including the creation of workforce housing for City employees, and the disposition of 200 additional City surplus properties.

GOAL 2: *Streamlined* procedure for acquiring, maintaining, and transferring properties.

This goal sets the standards by which the Land Bank will obtain properties via several sources, effectively maintain properties it holds, and transfer properties once an end use and user have been determined.

OBJECTIVE 2.1

The Land Bank will have a simplified and efficient property acquisition process. The Land Bank will formalize avenues for acquiring properties, both from the City and other sources. Clear and robust mechanisms are necessary for the Land Bank to make meaningful impacts across Richmond.

STRATEGY 2.1.1

Continue strong working partnership with City. Throughout 2021 and 2022, the Land Bank will maintain and strengthen its relationship with the City regarding transfer of tax delinquent and City-owned properties.

- a. Collaborate with the City Attorney's Office, Code Enforcement Office, the City's Finance Department and other relevant City entities to lay out a consistent and standardized process for transferring tax delinquent properties, with the goal of entering at least 60 new properties into the RLB pipeline in the upcoming year.
- b. In 2021, the City of Richmond approved the transfer of 15 surplus properties to MWCLT for affordable housing development. In the coming year, we will continue exploring

opportunities for transfer of City-owned surplus properties, pursuant to City of Richmond **ORD. NO. 2017-69**, concerning the sale of City-owned real estate. MWCLT will work with the City to continue identifying surplus properties for land bank use, with the goal of entering at least 75 additional surplus properties into the pipeline in the upcoming year.

- c. To avoid the potential displacement of low-income homeowners who may have challenges paying real estate taxes, the Land Bank will work with the City to continue support for the policy that exempts homeowners who reside in their homes from the tax foreclosure process.

STRATEGY 2.1.2

Explore other sources of property. The Land Bank will develop procedures for obtaining property via the following methods.

- a. **Strategic market acquisitions.** The Land Bank may elect to purchase certain properties offered for sale on the open market, in accordance with its strategic goals.

b. **Land donations.** The Land Bank may receive donations of certain properties from individuals, nonprofit organizations, for-profit corporations, and other entities. The Land Bank received its first property donation of a former Bank of America building in Spring 2020, and will participate in a community engagement process to create a vision for an end use for this property.

OBJECTIVE 2.2

Property maintenance will be efficient and fair. Before transferring parcels to end users, the Land Bank will undertake basic property maintenance activities to clean up litter and debris, cut grass and landscape, and remove any hazards, including building demolition when appropriate.

STRATEGY 2.2.1

Determine maintenance needs for each property. Prior to final property acquisition, Land Bank staff will evaluate the short and long-term maintenance needs of the lot or structure in a standardized report. This report will help the Land Bank find contractors ready and capable to complete the work.

STRATEGY 2.2.2

Partner with neighborhood organizations to identify locally-sourced labor. The Land Bank will expand its partnerships with community nonprofits and organizations to ensure that

contracting opportunities are consistently made available to neighborhood members seeking work. The Land Bank has also created an [online interest form](#) for contractors to submit their information and qualifications.

STRATEGY 2.2.3

Prioritize small and community-based businesses. The Land Bank will make every effort to first hire qualified small businesses owned by minorities, women, persons with disabilities, and Richmond City residents. The Land Bank will collaborate with the City’s Office of Community Wealth Building to encourage Minority Business Enterprise participation, as well as Section 3 participation when required by certain HUD funding programs.



Formerly Greater Richmond ARC

Since beginning operations, the Land Bank has utilized SOAR365’s landscaping and ground maintenance workforce development program for individuals with disabilities.

PHOTO: SOAR365

OBJECTIVE 2.3

Property disposition procedures will be equitable and transparent. These policies outline how the Land Bank intends to create fair standards for the disposition of property to end users.

STRATEGY 2.3.1

Create fair and equitable eligibility guidelines for qualified purchasers. The Land Bank has created a two-part application process to ensure that the entities receiving properties are qualified and capable of the final use as determined by the CAP. After transferring properties solely to nonprofit entities during its first year of operations, the Richmond Land Bank expanded eligibility to individuals and for-profit developers. Applicants who demonstrate an understanding and commitment to projects that meet the Land Bank's goals will be prioritized. All applicants must demonstrate experience, financial capacity, and a robust plan to accomplish their proposals. For-profit developers are encouraged to propose affordable projects.

Additionally, the Land Bank remains committed to creating opportunities for entities and individuals who do not otherwise meet financial capacity thresholds to obtain Land Bank property for urban greening projects. This will be accomplished by working closely with applicants and connecting them with potential resources, such as peer mentorship or materials grants.

STRATEGY 2.3.2

Develop and utilize robust development agreements. Properties transferred from the Land Bank to end users will have development agreements in accordance with specific requirements determined by the CAP. Development agreements will include a reversionary clause that will allow the Land Bank to reclaim the property if the conditions of the development agreement are not met. In 2020-2021, the Land Bank entered into a total of 10 development agreements with nonprofit developers. These agreements stipulate 18-month timelines for project completion, and proposed developments will be completed between March 2022 and November 2023.

STRATEGY 2.3.3

Use of development proceeds. The Land Bank will receive reimbursement for properties it transfers. These payments will be used according to the following stipulations:

- a. **Initial policies for use of proceeds.** During its first years of operation, the Land Bank's primary source of property has been through the City's direct sale mechanism. Tax delinquent properties transferred via this method were acquired for approximately \$2,000 to \$3,000 each, depending on closing costs and attorney fees. In 2021, the Land Bank received a group of 15 City surplus properties, which will be transferred for \$1 each.

The Land Bank will continue to transfer properties to nonprofit and community organizations at this cost, plus a minor administrative fee. Proceeds from this fee will help cover staff time and any maintenance and carrying costs needed on properties.

b. Sale of property at market value. The Land Bank may transfer to for-profit entities and developers at the properties' assessed values. Proceeds from this fee help cover operational expenses, as well as the continued development of new outreach strategies and initiatives.

GOAL 3: *Transparent process with sustained community involvement.*

For the Land Bank to operate with the full confidence of residents, it must proactively engage with the community regarding its goals and operations.

OBJECTIVE 3.1

The Citizens' Advisory Panel (CAP) will be the primary entity responsible for decisions on property use and disposition.

The CAP serves as the intermediary between the public and the Land Bank.

STRATEGY 3.1.1

Purpose. The CAP is established by the 2017 Memorandum of Agreement (MOA) between the City of Richmond and MWCLT to provide a permanent opportunity for the public to provide input on the Land Bank's activities.

STRATEGY 3.1.2

Responsibilities. The CAP will be responsible for deciding the disposition of Land Bank properties, based on criteria established by the Annual Plan. The CAP will review recommendations by Land Bank staff, evaluate qualifications for organizations and/or individuals who may receive properties, and make decisions regarding the end use of Land Bank properties. The CAP will recommend which properties will be designated for permanently affordable housing and other land uses covered by the MOA and the Annual Plan.

STRATEGY 3.1.3

Membership. In accordance with the MOA, members of the CAP are appointed in the following manner:

- One member appointed by the Chief Administrative Officer, who shall serve as chair;
- Two members appointed by Richmond City Council;
- Two members appointed by the Mayor of the City of Richmond;
- Four members appointed by the MWCLT Board of Directors;

As of June 2021, all nine CAP members have been appointed. Three of these members were elected through a public application process developed in conjunction with Land Bank staff and initially appointed CAP members. Members will serve staggered terms of 3 years. Several current CAP members will reach the end of their initial term during the Fall of 2021. Land Bank staff will publicize positions as they become available.

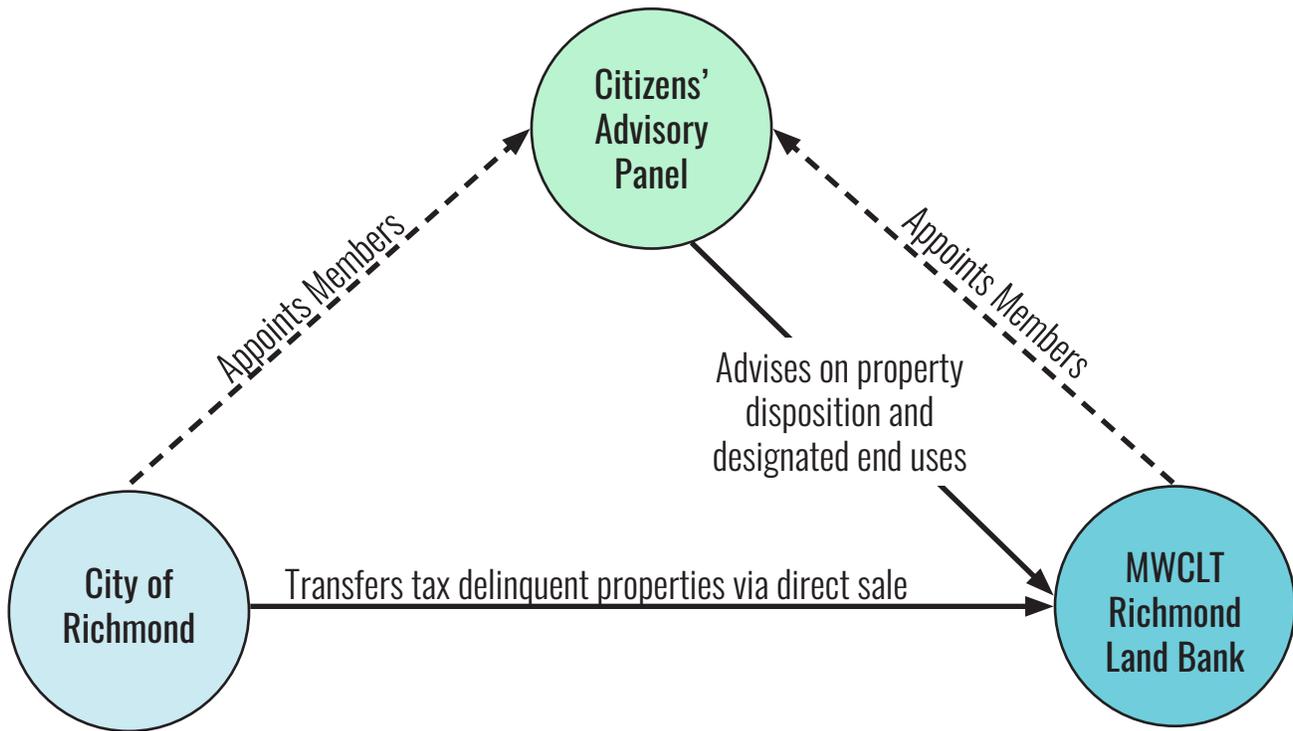


FIGURE 11: Relationship between the City, CAP, and Land Bank

STRATEGY 3.1.4

By-laws and procedures. Current CAP members have created and adopted their own by-laws and procedures. These include but are not limited to membership requirements and expectations, voting procedures, and term schedules.

STRATEGY 3.1.5

Meeting plans. In general, CAP meetings are open to the public. The CAP will meet at least once per quarter in communities where Land Bank properties are prevalent. Citizens will be provided opportunity for comment. Meeting times, locations, and agendas will be available on the Land Bank website in advance. Minutes from these meetings will also be made publicly available. Per COVID-19 safety considerations,

CAP meetings have been moved to online format. While the possibility of gathering in person is once again on the horizon, the convenience of meeting virtually has had positive impacts on public participation. Agendas and materials will be provided on our website in advance, along with an online solicitation for public comment. Public comments are then discussed with CAP members during the meetings.

STRATEGY 3.1.6

Guidance. The CAP will base its decisions for property uses on the Land Bank annual plan, community engagement (especially for prioritized neighborhoods), the Richmond 300 master plan update, the One Richmond plan, any other applicable small area plans, and staff reports.

STRATEGY 3.1.7

Conflict of interest. According to the MOA, no members of the CAP may directly or indirectly receive Land Bank properties or be employed by entities that receive property from the Land Bank.

OBJECTIVE 3.2

Opportunities for additional community input will be made available consistently and often. Along with ongoing chances for the CAP to receive public input on property disposition, the Land Bank will provide community members with opportunities to guide broader planning processes and priorities. This includes circulating surveys, attending public meetings, and strengthening our social media presence.

STRATEGY 3.2.1

Expand opportunities for Annual Plan input. MWCLT will develop strategies to ensure community members have opportunities to provide comments on the Annual Plan. In May 2021, we circulated a survey to determine the most effective methods of conducting engagement and public education, and the findings indicated that staff should give short explanatory presentations at meetings more frequently. As staff build this strategy into our workflow, we will include concrete ways that interested attendees can remain involved with Land Bank work, including providing input on the annual plan.

STRATEGY 3.2.2

Improve Community Engagement. In the 2020-2021 Annual Plan, Land Bank staff proposed to develop a COVID-19 Community Engagement Plan that will inform how MWCLT will gather input from the public, especially residents of prioritized communities, during the pandemic on Land Bank goals and activities. In the Fall of 2020, the Land Bank had an AmeriCorps intern who conducted outreach to national land banks to compare COVID-specific and general community outreach strategies, and compiled his findings in a report, which can be [viewed online](#). The report, as well as findings from the recent survey, will inform improved community engagement strategies for the coming year.

STRATEGY 3.2.3

Improve Public Education Strategies. In addition to attending more public meetings, Land Bank staff will focus on improving our social media presence and participation. In addition to holding CAP meetings by zoom, staff will explore expanding ways to participate in meetings to Facebook and Instagram Live and Eventbrite, and encouraging participants to share meeting information on their social media accounts. As well, staff will reach out to partner organizations to organize joint events to reach new and larger audiences. The Land Bank will expand our informational materials to include door knockers, as well as flyers, and consider additional designs for yard signs that will promote participation and interaction.

OBJECTIVE 3.3

The Land Bank will develop ways to measure its progress and track achievement of goals. These criteria remain largely unchanged from the 2019-2020 Annual Plan and include, but are not limited to, the following:

STRATEGY 3.3.1

Operational benchmarks:

1. Number of properties acquired.
2. Number of properties cleaned up and maintained.
3. Number of properties transferred out of the Land Bank.
4. Number of projects completed within timeframe of development agreements.
5. Number of properties held strategically in the Land Bank for interim uses.

STRATEGY 3.3.2

Individual/household benchmarks:

1. Number of affordable homes sold or rented.
2. Household incomes of buyers and renters.
3. Demographics of buyers and renters.
4. Affordability of homes.
5. Total long-term equity accrued by homeowners.

6. Number of jobs for neighborhood members created during repurposing of properties.
7. Number of individuals able to lease/buy nonresidential lots through the Land Bank program

STRATEGY 3.3.3

Neighborhood benchmarks:

1. Designated uses of transferred properties and alignment with priorities.
2. Total number and area of green spaces created or preserved.
3. Total number and area of gardens created.
4. Total number of parcels returning to active commercial use.
5. Total short-term and long-term economic impact of repurposed properties.
6. Increase in property values, both of transferred and adjacent properties.
7. Number of historic structures and assets preserved.
8. Number of meetings and focus groups within broader engagement efforts for properties without a clear use.

As the Land Bank continues the disposition of property in the coming year, it will continue to provide public information to track and evaluate its progress by these benchmarks.

OBJECTIVE 3.4

Providing data on specific properties, including those currently and formerly owned by the Land Bank, will increase transparency and promote trust in the organization. The Land Bank website is updated on a regular basis to reflect properties open for application, as well as those which have already been transferred, and those which are being strategically held while more in-depth engagement is being conducted. Additionally, a graphic depicting the number of properties disposed of and their use is now on the Land Bank website and updated regularly.

STRATEGY 3.4.1

Maintain an inventory of all available and transferred properties. The Land Bank's website serves as a publicly-accessible property database that allows each property record to be posted on the web in a searchable, browsable format. These records will also include properties that have been transferred; for such records, the final recipient and final designated use will be shown.

The Land Bank will continue building out its web presence, with the parallel goal of expanding its social media presence in order to inform a broader audience of its holdings.

STRATEGY 3.4.2

Other resources to be made publicly available. Along with property information, the following resources are available online:

- a. Instructions and requirements for becoming a qualified organization or individual to seek property from the Land Bank, along with application materials.
- b. Allocation of property maintenance contracts awarded to community-based businesses.
- c. CAP meeting agendas and notes.
- d. Application materials to purchase and develop specific properties.



Shockoe Bottom and Downtown from Libby Hill Park. (Julia MacNelly)



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