10/30/14

PROPOSED LAND BANK STRATEGIC PLAN & DISPOSITION POLICIES

2015

EXECUTIVE SUMMARY

A LETTER FROM THE INTERIM LAND BANK BOARD

The Board of Directors of the Philadelphia Land Bank is pleased to present this Proposed Strategic Plan for consideration by Philadelphia City Council.

The Proposed Strategic Plan is a comprehensive blueprint that, when implemented, will improve the quality of life in every neighborhood in Philadelphia. Through targeted strategies that address side yards, community gardens, affordable housing, private investment and other goals, this plan offers a road map for returning vacant and tax delinquent properties to productive reuse through an expedited, more transparent process. By providing more information to the public and more effectively marketing properties, the Land Bank will match interested people with viable opportunities, and all of Philadelphia will benefit.

The Proposed Strategic Plan is the result of a tremendous amount of data analysis and stakeholder engagement. It incorporates district and neighborhood plans that were developed with community involvement at the neighborhood level.

The Board wishes to thank the many people who made both the Land Bank and the Proposed Strategic Plan a reality. The Land Bank would not exist without the leadership and commitment of Mayor Michael A. Nutter, City Council President Darrell Clarke, prime bill sponsor Councilwoman Maria Quiñones-Sánchez, and the sponsor of the Pennsylvania Land Bank Act, State Representative John Taylor. Advocates in every neighborhood in the city provided the impetus to move the land bank legislation forward, and then remained engaged to provide input into the Draft Strategic Plan. More than 100 people attended the public hearing on the Draft Strategic Plan, and many who attended offered thoughtful comments to improve the Plan. The staff of the Land Bank and the team led by Interface Studio compiled and analyzed data, reached out to stakeholders and drafted and revised the Plan in an inordinately short period of time.

Through the legislative process that created the Land Bank, the appointments to the Interim Land Bank Board, and the development of the Draft and Proposed Strategic Plans, Philadelphia City Council has been a valued partner as the Land Bank moves from creation to implementation. The Interim Board of Directors looks forward to a continued and strengthened partnership as City Council considers this Proposed Strategic Plan.

Philadelphia Land Bank
2014 Interim Board of Directors

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EXECUTIVE SUMMARY

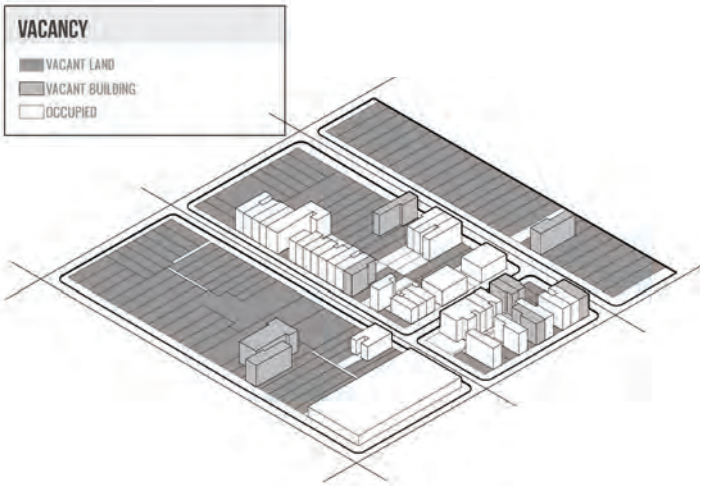
The Philadelphia Land Bank is a new agency whose mission is to return vacant and tax delinquent property to productive reuse. The Land Bank will consolidate many of the land acquisition and disposition processes of the City under one umbrella, making it easier for private individuals and organizations to acquire properties that contribute to neighborhood disinvestment and turn them into assets for the community in which they are located.

The Philadelphia Land Bank possesses a number of tools that will enable it to help return derelict properties to productive use. The Land Bank can

- Acquire tax-delinquent properties through tax foreclosure
- Clear the title to those properties so that new owners are not burdened by old liens
- Consolidate properties owned by multiple public agencies into single ownership to speed property transfers to new, private owners
- Assist in the assemblage and disposition of land for community, nonprofit and for-profit uses

As stated in City Council Bill Number 130156-A (the Philadelphia Land Bank enabling legislation), "the Land Bank shall develop a Strategic Plan to guide its acquisition, maintenance, and disposition of property." As envisioned by City Council, this 2015 Strategic Plan is intended to help set the ground rules for Land Bank activities by: identifying market conditions across the City, providing an inventory of vacant and tax delinquent properties that the Land Bank could take in, establishing goals to guide Land Bank activity, identifying priority acquisition areas, and defining annual targets against which to measure progress.

THE CHALLENGE OF LAND ASSEMBLY



PHILADELPHIA'S CURRENT INVENTORY OF "POTENTIAL LAND BANK PROPERTIES"

At the outset of the Strategic Plan process, datasets from multiple City departments and other sources were collected in an effort to identify the best possible working inventory of properties that could be taken into the Land Bank; these "potential Land Bank properties" include vacant publicly-owned properties and vacant privately-held, tax-delinquent properties.

There are roughly 8,000 vacant properties in the public inventory that are not committed to a pending project. The data analysis identified an additional 24,000 privately-owned properties that are both vacant and tax delinquent. In total, there are an estimated 32,000 potential Land Bank properties. Of the 32,000, roughly 23,000 are individual lots, roughly 9,000 are vacant buildings; there are over 100 assemblage opportunities of more than 10 potential Land Bank properties. As acquisition and disposition of property by the Land Bank requires financial resources and staff capacity, the Land Bank must be strategic in its activity; the Land Bank cannot and should not acquire all 32,000 potential properties. As an implementation tool, the Land Bank must work closely with public and private partners to ensure that the acquisition and disposition of land has the greatest benefit to Philadelphia's neighborhoods.

FOR A PROPERTY TO BE TAKEN INTO THE LAND BANK, IT MUST BE VACANT.

"POTENTIAL LAND BANK PROPERTIES" INCLUDE VACANT LAND AND BUILDINGS THAT ARE

1) PUBLICLY-OWNED OR

2) PRIVATELY-OWNED WITH TAX LIENS OR OTHER MUNICIPAL LIENS ON THE PROPERTY.

ONLY PROPERTIES THAT MEET THESE CRITERIA COULD BE TAKEN INTO THE LAND BANK.

POTENTIAL LAND BANK PROPERTIES

- Public Inventory ~8,000
- Privately-Owned AND Tax Delinquent ~24,000
  - PCPC District Plan Survey
  - Interface Studio Survey
  - Blend of PWD & OIT Data

TOTAL POTENTIAL PROPERTIES ~32,000

Source: LAMA, PCPC, Interface Studio, PWD, OIT

STRATEGIC PLAN GOALS

From this research, seven primary goals emerged to guide Land Bank activity. Data analysis was undertaken to understand existing vacancy and tax delinquency in Philadelphia, market trends, socio-economic indicators, and other factors that influence opportunities for reuse, and conversations with stakeholders and interest groups provided additional input. These seven goals, which are based upon the inventory of potential Land Bank properties, are organized in three categories:

- **Citywide Approach** – to ensure the effective use of the Land Bank to address nuisance properties and opportunities for redevelopment and reuse across all neighborhoods in Philadelphia

- **Focus Zones** – to capitalize on the concentrations of vacant and tax delinquent properties as resources to support established objectives from equitable housing to economic development

- **Operations** – to guide how the Land Bank will market properties, assess possibilities for the end use of Land Bank properties and work to improve the quality and accessibility of data

GOAL 1: RETURN INDIVIDUAL VACANT LOTS & BUILDINGS ACROSS THE CITY TO PRODUCTIVE USE

Many vacant properties are isolated buildings or lots adjacent to active uses. Transitioning these scattered vacant lots and buildings back to productive use (either through residential rehabilitation or as sideyards, parking, or gardens) will help stabilize blocks and communities throughout Philadelphia and offer amenities that improve quality of life in neighborhoods across the City. Goal 1 includes three citywide objectives:

- **Identify, Acquire, Market, and Convey Individual Development Opportunities (IDOs) Across the City**

  In neighborhoods with stable markets, individual vacant buildings (or lots) threaten block conditions but also present opportunities for rehabilitation if placed in the hands of a developer or property owner willing to invest in the property.

- **Identify, Market and Convey Land to Adjacent Homeowners**

  There are over 2,100 opportunities to transfer vacant lots to adjacent homeowners for use as a sideyard or, in some cases, a parking space. The Land Bank will market and convey these properties to adjacent homeowners who are interested and tax-compliant.

- **Preserve Existing Community Gardens and Identify Opportunities for Larger-Scale Food Production**

  Citywide, the Land Bank will help preserve existing gardens that have community support and a track record of maintenance. It will consolidate property ownership where the garden sits atop land owned by multiple owners and work with garden organizers to determine the best entity for preservation.

GOAL 1 IS A CITYWIDE GOAL.

ALTHOUGH THE MAJORITY OF VACANT PROPERTIES ARE CONCENTRATED IN SPECIFIC REGIONS IN THE CITY, THERE ARE SPECIFIC OPPORTUNITIES TO TRANSFORM SCATTERED VACANT AND ABANDONED PROPERTIES ACROSS ALL PHILADELPHIA NEIGHBORHOODS.

FOR MORE DETAILS, SEE PAGE 42

GOAL 2: PROMOTE EQUITABLE COMMUNITY DEVELOPMENT

The Land Bank will help address two separate but related equitable development issues in Philadelphia. Goal 2 includes two objectives to support affordable and accessible or visitable housing development:

FOR MORE DETAILS, SEE PAGE 50

- **Support initiatives, including the City Council 2,000 New Affordable Housing Units Initiative, to expand housing choice and affordability in Philadelphia**

  In Philadelphia, there is a need for quality, efficient and affordable housing, including units that are accessible or visitable, in locations that give tenants access to employment, transit, shopping and services. The Land Bank will help to assemble and convey sites in some of these locations.

- **Preserve and enhance affordability in neighborhoods undergoing change**

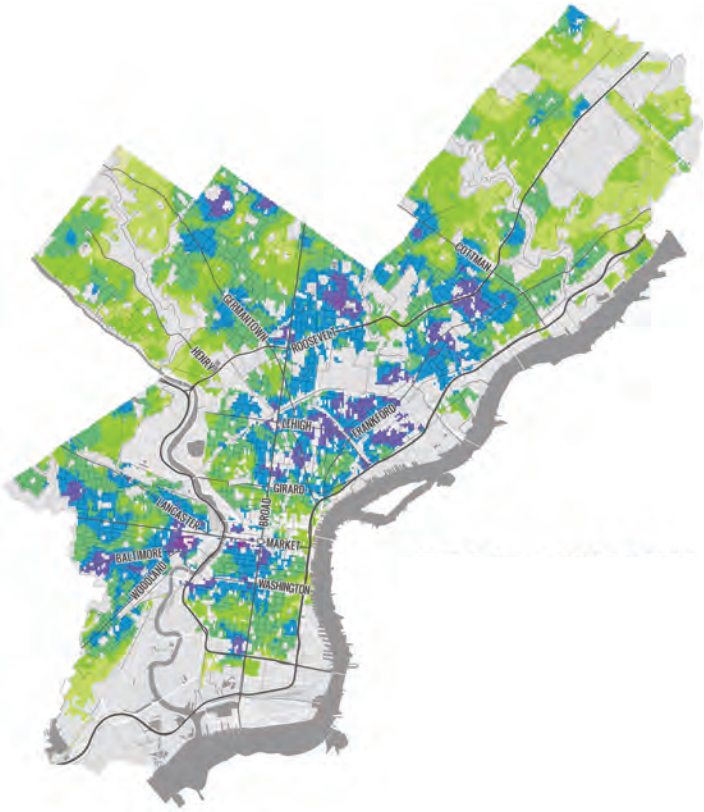
  Equitable development also calls for preserving affordable housing opportunities in appreciating neighborhoods. The Land Bank is one of the tools poised to help provide opportunities for households at all income levels to benefit from positive neighborhood change.

GOALS 2 – 5 ARE FOCUS ZONE GOALS.

FOCUS ZONES ARE AREAS THAT CONTAIN CONCENTRATIONS OF POTENTIAL LAND BANK PROPERTIES. WITHIN THESE ZONES, THE LAND BANK WILL PROACTIVELY ACQUIRE, ASSEMBLE, AND DISPOSE OF PROPERTY FOR SPECIFIC PURPOSES BASED ON DETERMINED NEED AND OPPORTUNITIES.

THE FOCUS ZONE GOALS AIM TO HELP THE LAND BANK STRATEGICALLY TARGET ITS ACQUISITION, MAINTENANCE, AND DISPOSITION ACTIVITIES IN DESIGNATED REGIONS OF THE CITY FOR MAXIMUM IMPACT.

EQUITABLE DEVELOPMENT - COMPOSITE 1



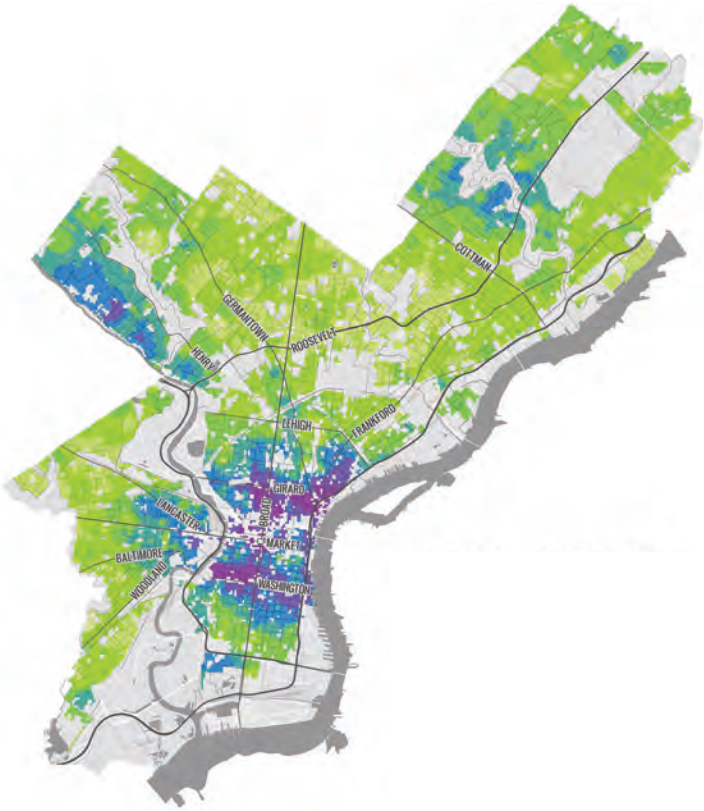
PURPLE AND BLUE HOT SPOTS INDICATE THE BEST LOCATIONS TO EXPAND HOUSING CHOICE AND AFFORDABILITY IN PHILADELPHIA.

lesser need / opportunity — greater need / opportunity

TRANSIT-SERVED
FOOD ACCESS, 2012
CAPITAL IMPROVEMENTS, 2010-14*
HOUSING COST BURDEN -RENTERS, 2010

*Source: (multiple) *also includes seven-year projection*

EQUITABLE DEVELOPMENT - COMPOSITE 2



PURPLE AND BLUE HOT SPOTS INDICATE CHANGING NEIGHBORHOOD DYNAMICS THAT THREATEN AFFORDABILITY.

lesser need / opportunity — greater need / opportunity

Δ MEDIAN HOUSEHOLD INCOME, 2000-10
Δ NUMBER OF HOUSEHOLDS, 2000-10
Δ HH HEADED BY 25-34 YR OLDS, 2000-10
Δ MEDIAN SALE PRICE: 2009/10 - 2012/13
\# RES. NEW CONSTRUCTION - MARKET RATE UNITS, 2007-14

Source: (multiple)

GOAL 3:
EXTEND PRIVATE INVESTMENT

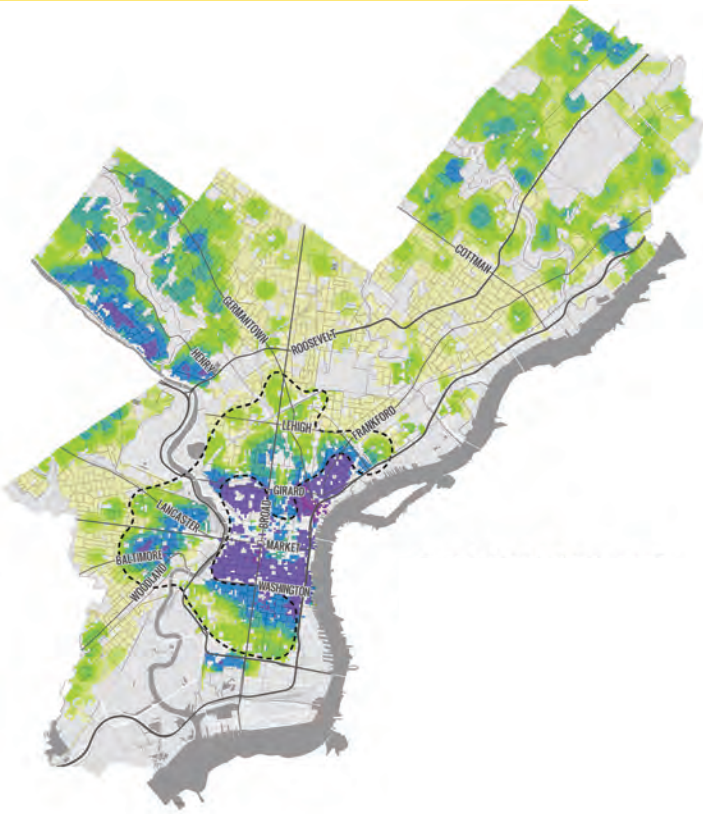
Philadelphia's vitality depends in part upon private investment in rehabilitating the existing housing stock and constructing new market-rate units. The renewed interest in urban living has fueled a housing boom in parts of Philadelphia. Although developers and investors can include the cost of acquiring a lot or vacant building in their development budget, issues of fragmented ownership, tax liens, and clouded titles can create roadblocks impeding private investment. Goal 3 includes one objective for extending market-rate development:

FOR MORE DETAILS, SEE PAGE 66

- **Assist in providing land for viable, market-rate investment, especially developments incorporating an affordable housing component.**

  This goal focuses on areas on the fringes of strong residential markets in the City where the Land Bank should take strategic action to acquire and dispose of land for redevelopment by private market developers building mixed-income and market-rate housing.

PRIVATE INVESTMENT - COMPOSITE



GREEN AND BLUE HALOS SURROUNDING STRONG MARKET AREAS IN PURPLE INDICATE WHERE THE LAND BANK SHOULD ACQUIRE, ASSEMBLE, AND DISPOSE OF LAND TO ENCOURAGE MARKET-RATE AND MIXED-INCOME DEVELOPMENT.

lesser opportunity — greater opportunity

RES. NEW CONSTRUCTION PERMITS
PRIVATE MARKET FEASIBLE
MVA: REG CHOICE, HI VAL & STABLE
MVA: TRANSITIONAL & HI GROWTH

FRINGE AREA WITH POTENTIAL TO EXTEND PRIVATE MARKET ACTIVITY

Source: (multiple)

GOAL 4: CONTRIBUTE TO LONG-TERM ECONOMIC VITALITY

Convenient access to goods and services is an important quality of life issue for residents. Businesses of all types offer jobs for Philadelphia residents and add to the City's tax base. Goal 4 includes two objectives for economic development:

FOR MORE DETAILS, SEE PAGE 74

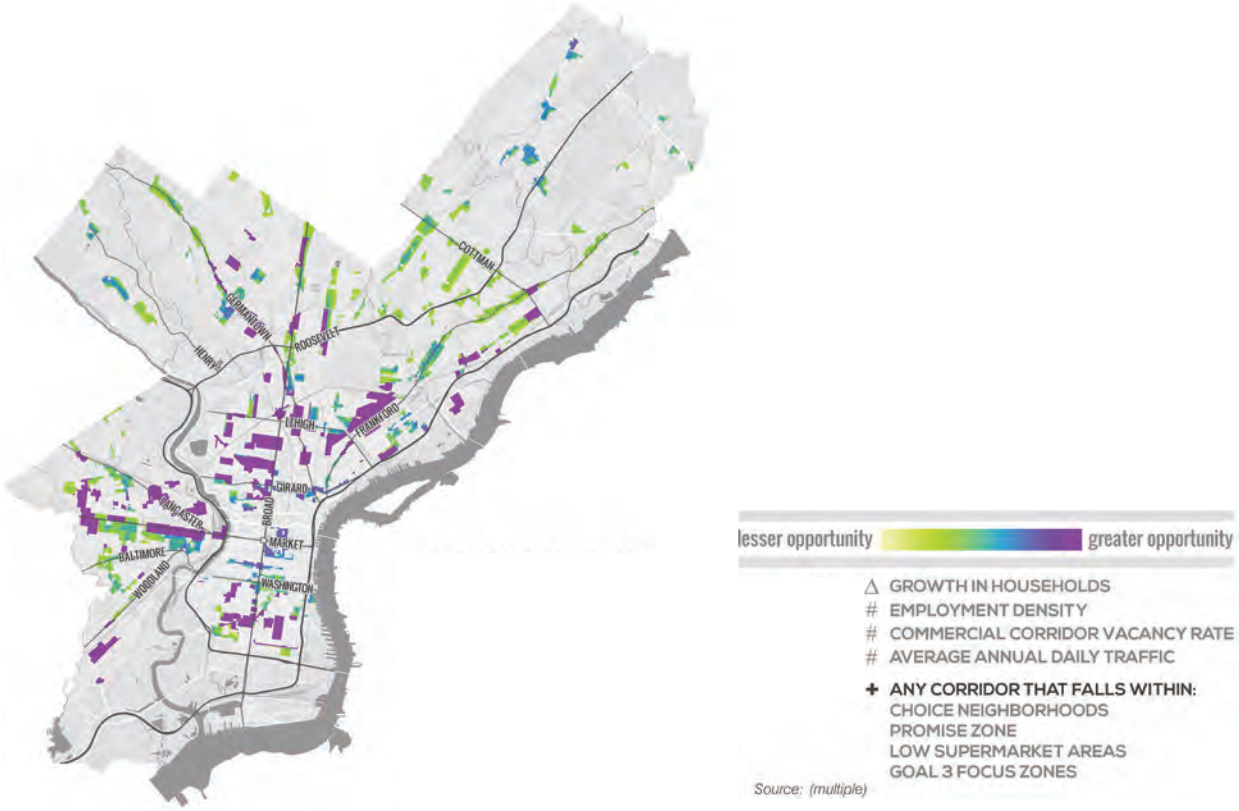
- **Support existing businesses and neighborhood commercial corridors**

  To continue to thrive, commercial corridors need blocks of contiguous business establishments. The Land Bank will contribute to long-term commercial corridor viability and new business development by assembling and conveying marketable sites for new commercial development. The Land Bank will also support existing Philadelphia businesses interested in expanding an existing establishment, opening a new location, or providing needed customer parking through conveyance of adjacent vacant property.

- **Initiate Land Bank activity in targeted commercial areas**

  The 2015 Strategic Plan identifies 77 commercial corridors with potential Land Bank properties as well as opportunities for commercial investment.

ECONOMIC VITALITY - COMPOSITE



GOAL 5: REINFORCE OPEN SPACE INITIATIVES & URBAN AGRICULTURE

Open space is vital to the health and future of Philadelphia's neighborhoods. The Land Bank will help protect open spaces where necessary but also clear the way for a range of non-development reuse possibilities that meet City objectives and capitalize on local capacity. Goal 5 contains two objectives that pertain to greening:

FOR MORE DETAILS, SEE PAGE 96

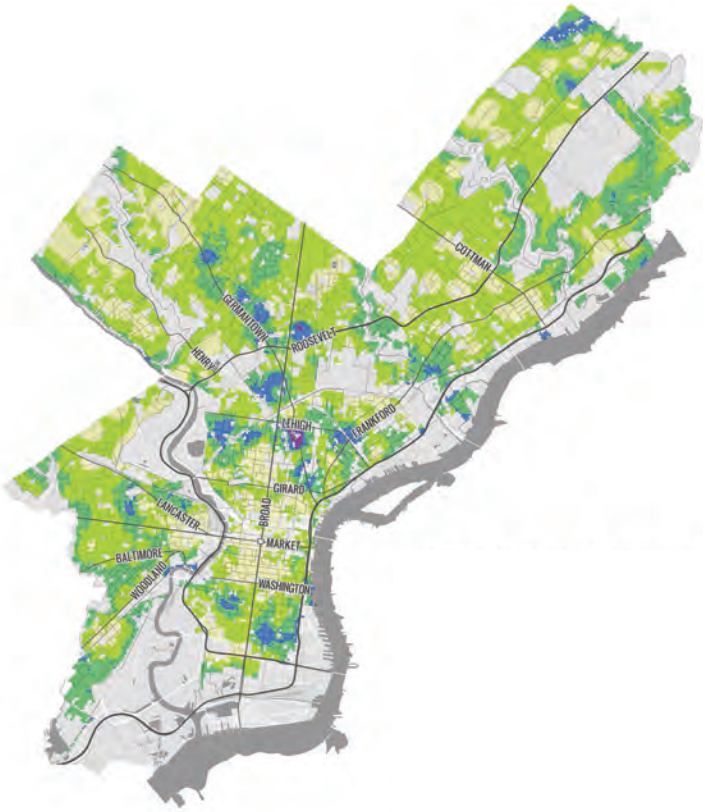
- **Maximize opportunities for partnerships in greening to improve and re-purpose vacant land**

  The Land Bank should will acquire and dispose of property to support community-driven open space and greening projects where there is both local greening capacity and a need to expand or preserve open space. New green spaces in these regions could be active or passive park spaces, community gardens / urban agriculture, and should incorporate green stormwater infrastructure.

- **Identify and seek to acquire and/or dispose of vacant land where there is demonstrated need for more or improved open space**

  The Land Bank will also consider proposals for new open spaces. Target locations should be areas with limited access to open space, areas with poor food access, and areas with high population densities.

OPEN SPACE - COMPOSITE 1



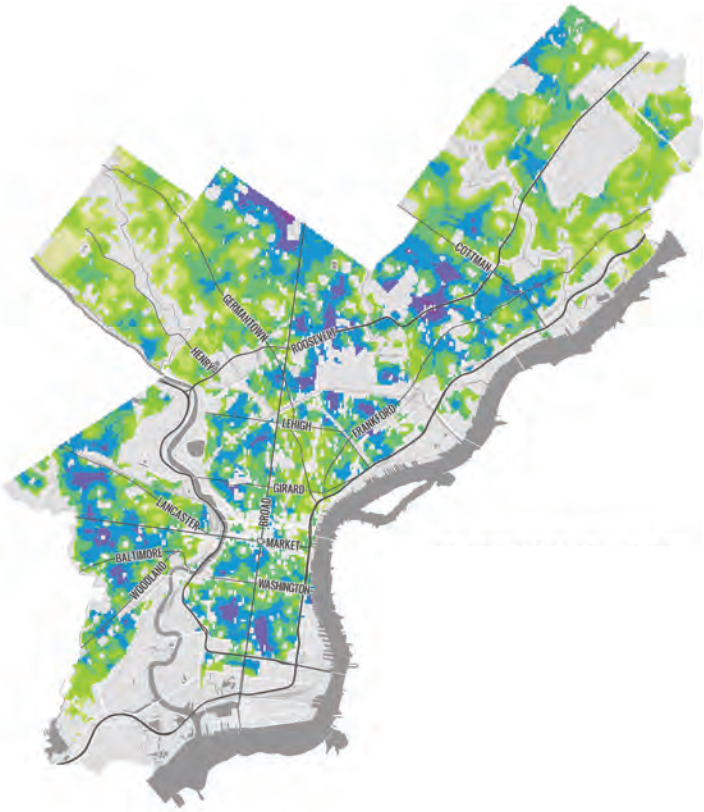
PURPLE, BLUE, AND TEAL INDICATE AREAS THAT MERIT CONSIDERATION OF LAND ACQUISITION AND DISPOSITION FOR OPEN SPACE BASED ON LOCAL CONDITIONS AND CAPACITY.

lesser need / opportunity — greater need / opportunity

- # FLOODPLAINS
- # EXISTING GARDENS
- # COMMUNITY LAND CARE ORGS
- # AREAS LACKING GREEN SPACE
- # FLOOD-PRONE AREAS (NON-FLOODPLAIN)

Source: (multiple)

OPEN SPACE - COMPOSITE 2



MAGENTA AND PURPLE INDICATE AREAS THAT MERIT CONSIDERATION OF LAND ACQUISITION AND DISPOSITION FOR OPEN SPACE BASED ON NEED FOR OPEN SPACE.

Limited Need — Higher Need

- # POOR ACCESS TO OPEN SPACE
- # POOR FOOD ACCESS
- # LOW DENSITY OF EXISTING GARDENS
- # POPULATION DENSITY

Sources: (multiple)

GOAL 6: SUPPORT CLEAR AND TRANSPARENT LAND BANK OPERATIONS

The Land Bank will assist in revitalizing neighborhoods by reclaiming vacant property for reuse. Numerous organizations as well as many individual residents and business owners seek to obtain vacant property. Those willing to invest in the City should be welcomed to do so. For transparency, the Land Bank must establish and publicize criteria to guide all aspects of operations including the acquisition and disposition of property and determining appropriate end uses for Land Bank holdings.

- **Follow the strategies set forth in Philadelphia2035 District Plans and "accepted" neighborhood plans**

  The Philadelphia2035 Citywide Comprehensive Plan established an updated vision for the City as well as a process to develop District-specific plans for all parts of Philadelphia. In addition to District Plans completed by PCPC with much public input, private foundations and public agencies have supported the development of community-driven neighborhood plans, 12 of which have been formerly accepted by PCPC. The Land Bank is a tool that will assist in implementing these prior plans and that will look to plan recommendations to inform decisions about acquisition, disposition, and end uses for Land Bank holdings.

- **Reinforce major initiatives and proposed public investments**

  To leverage development in the City, the Land Bank will support major initiatives and proposed investments by public, private, and institutional partners that reinforce recommendations in Philadelphia2035. The existing Promise Zone and funded Choice Neighborhoods are excellent candidates for Land Bank support, as are areas adjacent to planned capital investments. Similarly, the City's universities and hospitals often play a large role in nearby development. The Land Bank will be responsive to institutional requests for properties that support economic growth.

- **Provide meaningful ways for the public to be engaged in Land Bank decision making**

  Representatives from approximately 80 different organizations, many of which vigorously advocated for the Land Bank legislation, helped to shape the 2015 Strategic Plan. To ensure transparency of Land Bank operations in future years, the public and key stakeholders will continue to have a voice in shaping Land Bank activities.

  For individual properties, every property considered for disposition will be physically posted with a notice that includes contact information for the Land Bank. The Land Bank will notify Registered Civic Organizations (RCOs) that serve the area in which each property is located. Each month the Land Bank will publish its board agenda online and offer opportunities for public comment on pending decisions at its monthly public meeting.

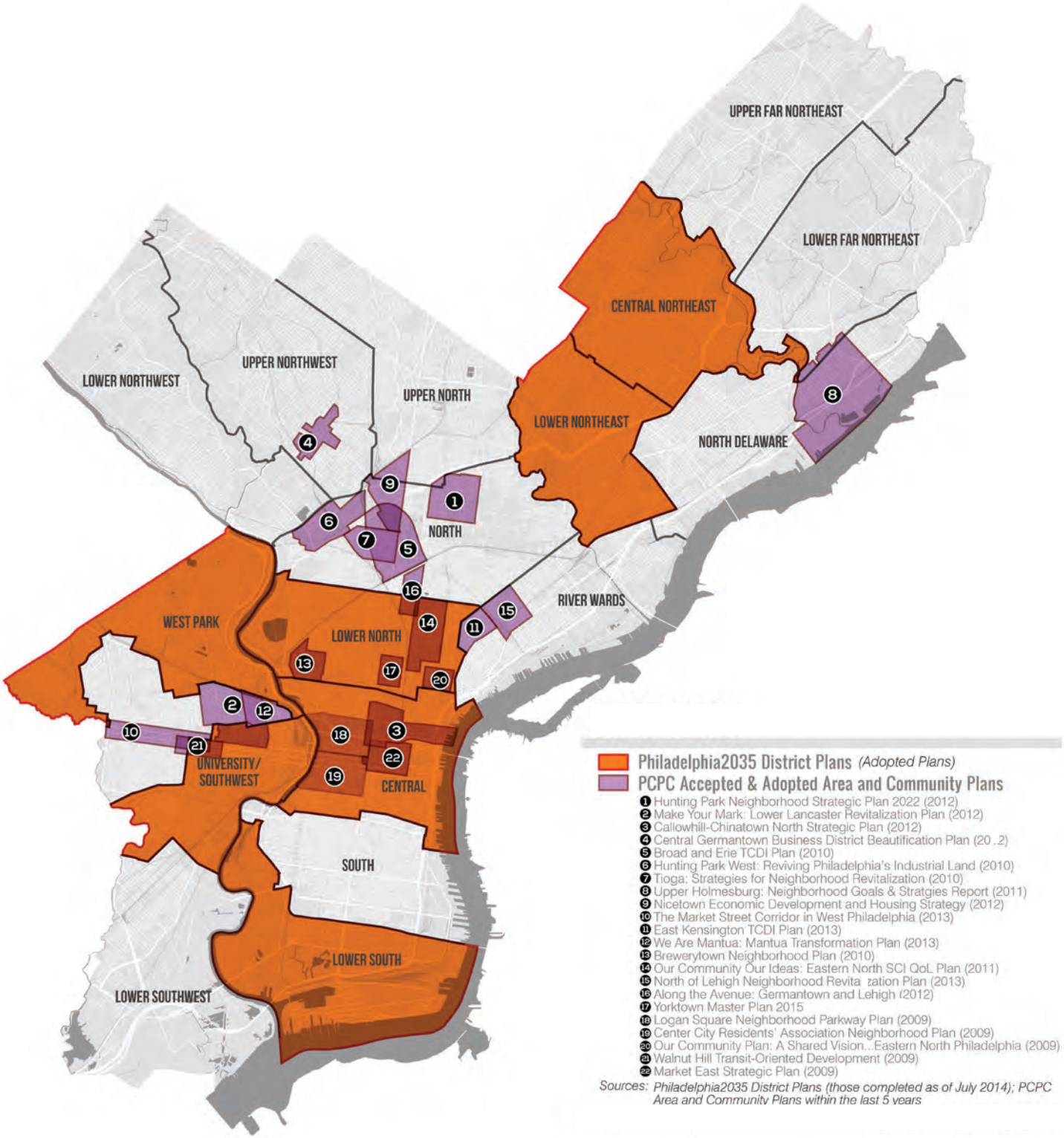
GOALS 6 AND 7 SPEAK TO LAND BANK OPERATIONS.

THESE GOALS AIM TO HELP THE LAND BANK ESTABLISH EFFICIENT AND TRANSPARENT PROCESSES TO GUIDE LAND BANK ACTIVITY. PROPOSED AND UPDATED DISPOSITION POLICIES ARE INCLUDED AS AN APPENDIX.

FOR EVERY PROPERTY CONSIDERED FOR ACQUISITION OR DISPOSITION, THE LAND BANK MUST PROVIDE ON-SITE NOTICE, NOTIFY RCOs, AND INVITE PUBLIC COMMENT.

FOR MORE DETAILS, SEE PAGE 104

RECENT PLANS IN PHILADELPHIA



- **Continue to use a data-driven mapping process to identify and visualize focus zones for acquisition and disposition**

  The Focus Zones identified for different opportunities are based upon a data-driven process designed to highlight areas where there is both vacant property and an opportunity to reinforce one or more of the key goals stated in the Land Bank legislation. The Focus Zone analysis will be updated each year taking into account current and potential Land Bank holdings.

- **Create clear criteria to help determine potential end uses for Land Bank property**

  The Land Bank must juggle many factors in decisions regarding potential Land Bank properties. The size of the property, the type of neighborhood it is located within, its adjacency to other vacant properties and other uses, and the level of interest in reusing the property expressed by private entities are just some of the factors that the Land Bank must evaluate. Given these factors as well as the limitations on what the Land Bank can acquire on an annual basis, the Land Bank must develop criteria to help answer two key questions:

  1. For privately-owned tax-delinquent property, should the property be acquired by the Land Bank at this time?

  2. If the property is in the Land Bank inventory, what is the appropriate end use?

FOR MORE DETAILS
SEE PAGES 110 – 121

GOAL 7: ACTIVELY MARKET LAND BANK PROPERTIES

Many vacant properties in the existing public inventory are the properties that no one wants. In contrast, many privately-owned vacant and tax-delinquent properties are difficult to acquire. The Land Bank can achieve success by acquiring property where appropriate and proactively marketing Land Bank holdings to potential end users.

FOR MORE DETAILS,
SEE PAGE 122

- **Establish a track record of success**

  As a new organization faced with an enormous challenge, the Land Bank must establish a record of success that builds confidence in the tool. Opportunities for the Land Bank to play a key role in transferring vacant properties quickly for reuse include sideyards, infill or individual development opportunities, garden preservation, and properties that support a viable development proposal.

- **Utilize targeted acquisition to enhance the marketability of existing, publicly-owned vacant property**

  Much of the existing publicly-owned vacant property is located within neighborhoods with significant deterioration and weak markets that do not financially support private investment. Here, the Land Bank will consider opportunities for targeted acquisition around existing publicly-owned vacant land to create larger, more marketable sites for the development of affordable housing or other uses such as urban agriculture as appropriate.

5-YEAR TARGETS FOR LAND BANK ACTIVITIES

The enabling legislation for the Philadelphia Land Bank requires that targets are established to guide Land Bank annual goals for acquisition and disposition. With 32,000 potential properties for Land Bank activity, the targets are not constrained by the amount of land but, rather, the available financial resources, market conditions and staff capacity to manage the work.

In setting targets for the next five years, the Land Bank faces the additional challenge of being a new, untested tool in the City. As with other Land Banks across the Country, it will take time to fine-tune the process for acquiring and disposing of land. For this reason, the immediate priority for the Land Bank is to plan for the current inventory of publicly-owned vacant property. This includes testing the Land Bank's tools to address some key citywide opportunities including individual development opportunities, side yard conveyance and preserving existing gardens. In the Land Bank's first year of operation, the Land Bank is authorized to acquire property throughout the City, as it plans and builds the systems to support that work in future years.

We expect to test the systems for using tax foreclosure as an acquisition tool in the first year of Land Bank operations, but cannot yet predict the volume of this activity.

The goal is for the Land Bank to operate on a calendar year time frame beginning in 2015. The first two years of operation will enable the Land Bank to track and report its activity to City leadership and key stakeholders. In year three (2017), targets will be established based upon a combination of the experience of the first two years and the resources and capacity available at that time. By year three, it is expected that the Land Bank will be able to expand its holdings and transference of vacant and tax delinquent property to address the goals established in the 2015 Strategic Plan.

The targets established in the 2015 Strategic Plan are organized around total acquisition and disposition. In year three, specific targets will be established for the acquisition and disposition targets for each type of end use at specific geographies across the City. The end use categories established in the table, though empty in this version of the plan, will provide a framework for reporting performance at the end of the Land Bank's first year of operations.

REPORTING FRAMEWORK & EVENTUAL TARGETS

	YEAR 1 (2015)	YEAR 2 (2016)	YEAR 3 (2017)	YEAR 4 (2018)	YEAR 5 (2019)
Side Yard / Parking					
Individual Development Opportunities					
Existing Garden Preservation					
Equitable Development (Affordable Housing)					
Private Investment (Market-Rate Housing)					
Economic Vitality (Economic Development)					
Open Space (Greening)					
ACQUISITION					
intra-agency transfer	4,500	3,500			
tax foreclosed (1)	100	500	1,000	1,500	2,000
TOTAL ACQUISITION	**4,600**	**4,000**	**1,000**	**1,500**	**2,000**
DISPOSITION					
existing inventory (2)	350	450	600	600	750
recently tax foreclosed inventory (3)		100	500	1,000	1,500
TOTAL DISPOSITION	**350**	**550**	**1,100**	**1,600**	**2,250**

NOTES & ASSUMPTIONS:

1 The Land Bank use of tax foreclosure will be explored and developed more completely in its first year of operation.

2 The land holdings of PHDC, PRA, the City of Philadelphia and the Philadelphia Land Bank are included in these targets and goals.

3 This plan assumes that new property acquired by Land Bank is generally conveyed to a new user within one year of acquisition.

In FY 2013 the three existing agencies conveyed approximately 250 properties.

NEXT STEPS

The publication of the 2015 Strategic Plan marks one important step in launching the Philadelphia Land Bank. A great deal of work and public input has gone into the Plan thus far, but much work and many opportunities remain for the public to inform both the Strategic Plan and Land Bank activity in the coming years.

This 2015 Strategic Plan is intended to establish the key goals and objectives that will guide decision making. It is grounded in a data-driven process to help identify areas across the City where the Land Bank can have a meaningful impact. However, this Strategic Plan does not identify specific properties for acquisition or disposition. The Land Bank must follow a detailed community process for each property considered for acquisition or disposition; for each property proposed, the Land Bank will provide formal public notice and invite public comment prior to taking action.

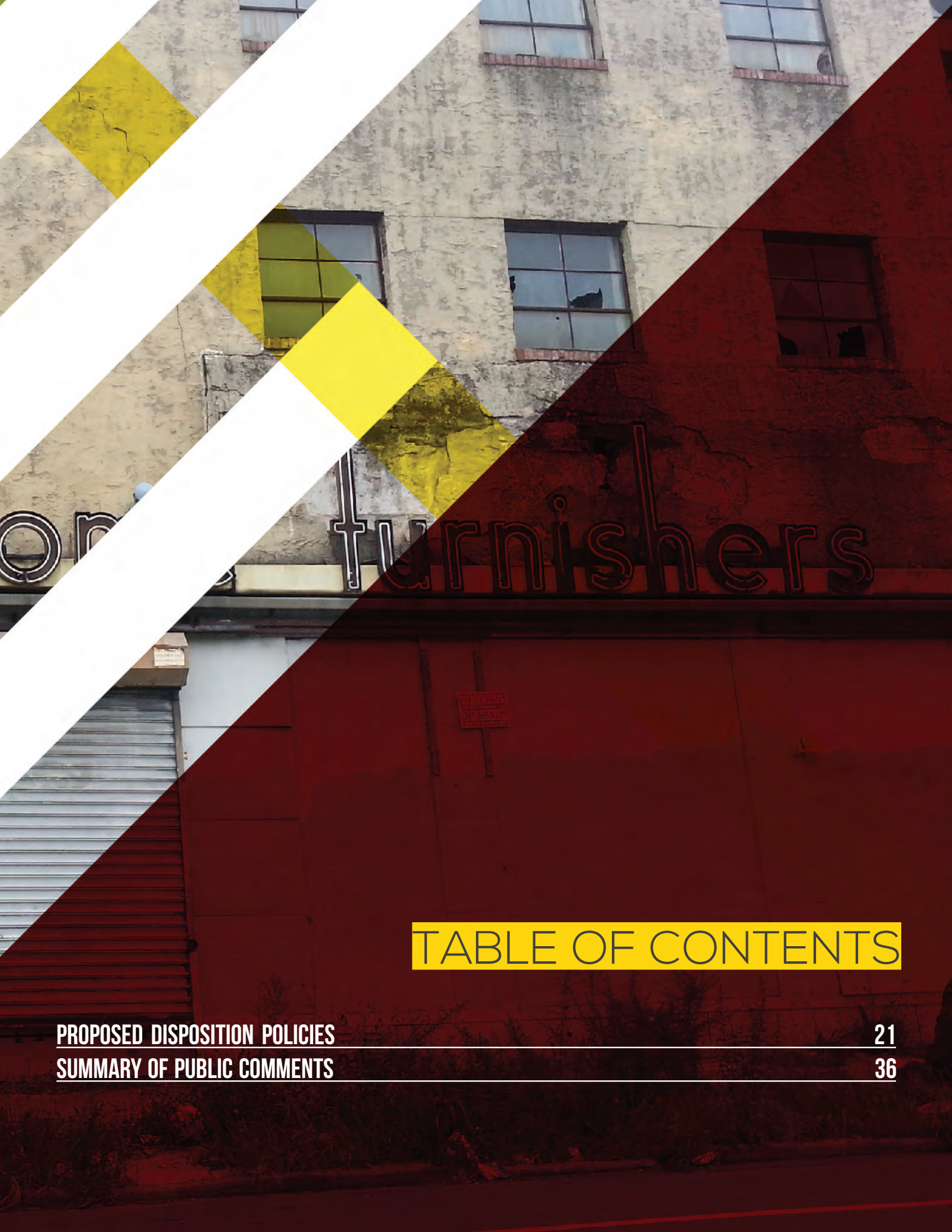
Indeed, with the ability to acquire vacant and tax delinquent land and offer a streamlined disposition process to people and entities interested in land, the Land Bank represents a powerful tool for returning vacant property back to productive use. Realizing the full potential of this new tool, however, will require sustained collaboration and effort by the Land Bank itself, City Council, the Administration, and all constituents.

In 2015, the Land Bank will establish a new website, Land Bank operations will begin, and initial publicly-owned properties will be transferred into the Land Bank. After the Land Bank has acquired its initial properties (those that are publicly-owned or those that are acquired by the Land Bank at Sheriff's Sale or through tax foreclosure), the Land Bank will begin to facilitate dispositions in partnership with those seeking to take ownership of the land as well as stakeholders and constituents empowered to help guide Land Bank activity.

PROPOSED 2015
LAND BANK
STRATEGIC PLAN
& DISPOSITION
POLICIES

APPENDIX

TO THE EXECUTIVE SUMMARY



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PROPOSED DISPOSITION POLICIES

City of Philadelphia

PROPOSED POLICIES FOR THE SALE AND REUSE OF CITY OWNED PROPERTY

October 30, 2014

PROPOSED

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Overview and General Information

In the interest of providing predictability and transparency to the sale and reuse of City-owned property, the City has adopted this policy document. This policy will provide guidance to those city agencies disposing of surplus property as well as information to individuals and organizations considering the acquisition of City-owned property.

Guiding Principles

The goals of this policy and the disposition of City-owned land are to:

- Encourage the development and reuse of vacant properties consistent with the City of Philadelphia's Comprehensive Plan (Philadelphia2035), and other City-approved and accepted plans
- Eliminate blight and revitalize neighborhoods
- Strengthen the City's tax base
- Sell properties at fair market value if the proposed use is a strictly private one
- Support City goals by conveying properties at a discount if the proposed use will provide significant community benefits
- Convey land through a predictable, timely and transparent process
- Encourage timely development and discourage real estate speculation

City agencies will consider these goals when making decisions regarding the disposition of City-owned land.

Applicability

These policies apply to the real property inventories of the Philadelphia Land Bank, the Philadelphia Redevelopment Authority, the Philadelphia Housing Development Corporation, and the City of Philadelphia's Department of Public Property. (For ease of use these agencies are collectively referred to as "The City" throughout this document.) Each agency is responsible for its own decision-making and adherence to this policy during the disposition process.

All applications for property will be made through the Philadelphia Redevelopment Authority (PRA) until the Philadelphia Land Bank is established and has a functioning process to accept applications.

The City may elect not to convey a requested property. Under such circumstances, the City will provide a reason for this decision in writing.

Qualified Purchasers & Bids

All purchasers of City-owned property must fulfill their commitments to the City and to their neighbors, which includes paying property taxes and maintaining properties in accordance with all municipal codes and ordinances.

A Qualified Purchaser is defined as an individual or organization who

- Does not owe back taxes to the City[1], or is in a current payment agreement.
- Is current with all other City-related obligations (i.e. PGW, Water Department) or is in a current payment agreement.
- Does not own, or have any interest in, any property that is subject to any significant unremediated violation of City codes and ordinances
- Has not owned a property that was involved in a completed Philadelphia tax foreclosure proceeding within the previous five years

All purchasers must submit disclosures as required by the City. Failure to submit disclosures or to provide accurate information in the form requested will result in the denial of the application.

A Qualified Purchaser has submitted a Qualified Bid if the application adequately describes the purchaser's plans for the property and the applicant has demonstrated financial and operational capacity. The detail required of the applicant will be different depending on the proposed use. For example, the use description and capacity required will be different for the purchase of a side yard as compared to a large commercial or residential development.

[1] Except where a property was acquired from a public agency and the back taxes date from before acquisition.

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A Qualified Bid for the purchase of a vacant structure requires demonstration of adequate available resources, in an amount that may be set by the City, based on the condition of the property and its repair needs.

Appropriate & Timely Development of Properties

The City expects that properties will be developed in an appropriate and timely manner according to a written agreement. Generally, Construction should commence within six months from the date of conveyance and should be complete as defined by agreement. To ensure that these expectations are met, the City will place conditions on land it conveys to achieve the agreed upon outcome and will monitor these agreements until construction is complete. Proposed uses must be consistent with the City of Philadelphia's Comprehensive Plan (Philadelphia2035) and other City-approved and accepted plans, and all new owners are required to comply with all City, state and federal codes, regulations and statutes.

Site Control: Options, Property Reservations and Holds

The City recognizes that developers often require legally recognizable site control as part of the development process. The City may execute contingent agreements of sale, property reservation letters or option agreements to allow developers to pursue financing and other approvals necessary for development.

Agreements or contracts for this purpose must meet the following conditions:

- The applicant must be a Qualified Purchaser
- The agreement or contract must be limited to one year or less and may be renewed solely at the City's discretion
- The applicant may not use or move into the property without the City's authorization
- An option fee will be due upon execution (not-for-profits and city-supported projects may be exempt from a fee)
- The contract terms will be public information
- The applicant must demonstrate support of the District Council Member

Public Information

In addition to standard property transaction records that are available to the public, the City will maintain and make available for public review and inspection an inventory of real property owned by the City and a record of all real property conveyed to other parties, including the price for which the property was conveyed, the party to whom the property was conveyed, and

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the use for which the property was acquired. This information will be posted on the Land Bank's website at www.philadelphialandbank.org.

Real Estate Review Committee

The Real Estate Review Committee is the means by which the City will review applicant requests related to pricing and non-conforming proposed property uses. The committee will make a recommendation to the agency that owns the requested property. Any final decision will be made by the agency and, when required by law, City Council.

The Committee is comprised of representatives of the following agencies: Office of Housing and Community Development, Philadelphia Redevelopment Authority, Department of Public Property, Philadelphia Housing Development Corporation, Philadelphia City Planning Commission, the Philadelphia Land Bank, and the Mayor's Integrity Office. Each agency has one vote for the purpose of making a recommendation.

Applicants will be notified when their request is scheduled for the Committee, and given the opportunity to submit information and documents to be considered by the Committee.

The City will consult with the land-holding agency and the appropriate City Council district office before an application is presented to the Real Estate Review Committee.

The recommendation of the Real Estate Review Committee will be documented in the records of each agency's formal decision process.

Ethics

Home Rule Charter and Philadelphia Code requirements

The City of Philadelphia is committed to ethical and transparent processes for the disposition of vacant land. All real estate transactions are governed by City and State laws and rules that generally prohibit, among other things, conflicts of interest, the disclosure of confidential information, and the representation of a person or organization by a City official or employee in a transaction with the City.

Financial Assistance

Any grant, loan, tax incentive, bond financing subsidy (for land purchase or otherwise), or other form of assistance that is realized by or provided to a person in the amount of $50,000 or more through the authority or approval of the City is by law considered Financial Assistance under Chapter 17-1400 of the Philadelphia Code. Financial Assistance recipients must meet eligibility requirements by disclosing their political contributions. Financial Assistance includes the transfer of City property for less than market value. Recipients of Financial Assistance must comply with campaign contribution limits and must disclose campaign contributions for five

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years after receiving Financial Assistance. They must also disclose solicitations for any reason from any City official.

For more information on these requirements, please see www.phila.gov/integrityworks. Any person inside or outside of City government with a concern that the disposition or administration of City property is unethical or violates the City's Financial Assistance requirements should contact the City's Chief Integrity Officer at (215) 686-2178 or Inspector General at (215) 686-1770.

Legal Issues

In accordance with Section 16-207 of The Philadelphia Code, certain properties 10,000 square feet or larger will be subject to a public notice posting on the property that will include pertinent information concerning the potential sale and potential buyer.

City Council Approval

As required by law, the sales of property owned by the City of Philadelphia, the Philadelphia Redevelopment Authority, and the Philadelphia Land Bank will be approved by Philadelphia City Council.

Public Notice of Land Bank Board Actions

The Philadelphia Land Bank will provide public notice of proposed transactions before those transactions are considered at its board meeting. This notice, as required by the ordinance that authorized the creation of the Land Bank, includes the physical posting of a notice at each property, electronic notice to Registered Civic Organizations, and publication of proposed decisions on the Land Bank's website. All of these notices will be provided at least ten days before any action is taken.

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Property Sales

The City uses several processes to sell property.

General Sales

The City will publish its property inventory on the City website www.PhillyLandWorks.org or www.philadelphialandbank.org, generally with a listing price. Individual requests for properties will be accepted and reviewed on an ongoing basis.

If the City receives more than one Qualified Bid for a property, the City may provide first preference to any applicant that provides for a public purpose (see below). If no public purpose is proposed, the City will determine the most qualified applicant or may use a Competitive Sales approach to obtain the best offer for the property.

Purchasers may submit counter-offers through a Counter Offer Bid Form, available online at www.philadelphialandbank.org. When a purchaser offers less than the asking price for a property, the City may negotiate a final sales price. The City's Real Estate Review Committee must approve the final sales price.

Competitive Sales

Competitive Sales such as broker listings, the use of the Multiple Listing Service, web sites or other recognized method of advertising may be used to encourage broad participation in the sale of selected properties.

Asking prices may be established using an Automated Valuation Model (AVM; see page 11 for more information), a competitive market analysis or an appraisal.

Properties will be placed on the market long enough to allow for broad engagement by potential buyers.

The City retains its rights to approve or reject the best Qualified Offer based on clear criteria, including price.

Competitive Sales may be used where the property's AVM is $50,000 or more or where there are multiple applicants for a single parcel.

Direct Sales

The City may determine that certain properties will be sold to a specific party. This decision and its rationale will be reviewed by the Real Estate Review Committee. The price will be determined by an appraisal.

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Requests for Proposals/Qualifications

If the City has a specific planned use for a parcel, a Request for Proposals (RFP) or Request for Qualifications (RFQ) may be issued to identify and select a potential developer. This format allows the City to explain the planned use and any restrictions that might be placed on the developer or successive owners of the property. An RFP/RFQ may be issued by any appropriate city agency and may be developed in consultation with City Council, the City Planning Commission or other stakeholders, as appropriate. It will be advertised to encourage broad participation. Selection criteria will be included in the RFP/RFQ and may include factors such as developer capacity and proposed development outcomes as well as the price. The price established through this process will be considered the market value of the property. The issuance of an RFP/RFQ does not obligate the City to select a developer or a purchaser.

Side and Rear Yards

When the proposed property use is as a side or rear yard, additional criteria apply and there are additional steps in the process.

First, an applicant must be the owner of an adjacent property and be using that property as a primary residence. The property to be acquired must share a common boundary at either the side or back of the applicant's property, and it may not be larger than 3,000 square feet. The block on which the applicant and the property are located should generally be predominantly occupied.

An applicant may acquire up to two adjacent lots, as long as one of those lots shares a common boundary with the applicant's primary residence.

The City reserves the right not to convey properties that are part of larger assemblages.

Once an application for property for a side or rear yard is submitted, the City will give notice to other property owners whose property shares a common boundary with the proposed yard. Those property owners will have the opportunity to submit an application for the side or rear yard property. If more than one adjacent property owner is interested in purchasing the property, the City may sell the property to the highest bidder, subdivide the lot (if the applicants and the City Planning Commission agree and if the applicants take full responsibility for the subdivision), or develop an alternate solution in consultation with various stakeholders.

In certain circumstances a side or rear yard may be purchased at a discounted price. Please see the "Pricing" section for more information.

Discontinued Programs

Although no new property sales will be initiated under the terms of discontinued programs (such as the "dollar house" program), property may be conveyed under the terms of discontinued programs to those applicants who applied for and were awarded property under previous program guidelines, and who can demonstrate continuous effort and completion of

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their obligations under the original program terms. Applicants will be subject to the Ethics provisions of these policies. Individual cases will be considered by the Real Estate Review Committee.

Pricing

Listing Price

The City will publish list prices for all properties priced under $50,000. The City may use an appraisal to establish the price of any property.. For vacant structures, the cost of repair may be considered in determining price.

Discounted Pricing

The City may choose to support certain projects that serve a public purpose by conveying a property at a discounted price. If a property is identified for one of the following uses, the City will evaluate the proposal and property request to determine if the proposed project provides significant, visible community benefits that would merit city support in the form of the reduction in price.

The following programs qualify for discounted pricing:

Affordable Housing

Developments that provide affordable housing as defined under local or federal guidelines may acquire property for a discount. Affordable housing projects do not have to be directly subsidized by the City, state or federal government to qualify for discounted pricing.

Economic Development Projects

Developments that advance the City's economic development goals as articulated in the City's Comprehensive Plan (Philadelphia 2035) and other City-approved and accepted plans may be eligible for discounted pricing. Eligible projects include but are not limited to:

- Leveraging of previous public investments in infrastructure, job creation, and economic development
- Projects with the potential to spur additional private investment in underperforming commercial corridors, neighborhood centers, and areas of regional economic significance as identified in the City's Comprehensive Plan (Philadelphia2035) and other City-approved and accepted plans
- Projects that return industrial land to productive use in areas identified as appropriate for industrial development

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- Projects that share costs or make investments related to significant public improvements, including but not limited to the upgrading of public utilities and the rehabilitation or provision of new public infrastructure

- Projects that meet other criteria as recommended by the Commerce Department

Community Development Projects

Developments that propose significant incremental community benefits may be eligible for discounted pricing. Community benefits may include:

- Support for existing community facilities or provision of space for new community facilities such as libraries, recreation centers, health centers, computing centers, and playgrounds

- Significant improvements to community infrastructure including the greening of schoolyards or recreation center yards or other publicly-owned parcels to achieve stormwater management, public recreation, or community gardening goals

- Creation of new infrastructure or support for existing infrastructure to improve safety and mobility for children, seniors, and other pedestrians, including sidewalk improvements, pedestrian plazas, traffic medians, or easements for trails

- Urban agriculture – the growing of fruits, herbs, and vegetables – may be accompanied by complementary activities, such as processing and distributing food, collecting and reusing food waste and rainwater, and educating, organizing, and employing local residents

  (Because the City recognizes the special needs and requirements of Urban Agriculture activities, the PRA and the Land Bank will work with the Philadelphia Department of Parks and Recreation to manage urban agriculture on public land and a separate policy will be issued for these purposes.)

- Religious Institutions are not eligible for discounted pricing, however, non-profit organizations affiliated with religious institutions may be eligible for discounted pricing if their proposed use is a publicly accessible community facility.

Side and Rear Yards

For properties priced at $25,000 or less that are proposed to be used as side or rear yards, up to $15,000 of the value may be deferred or forgiven.

Discounted Pricing and Self-amortizing Mortgages

For properties conveyed at a discounted price to be used for community development purposes or side yards, a self-amortizing mortgage for the difference between the value and the

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discounted price will be executed by the purchaser to ensure that if the property is resold to another party within 10 years, the buyer will not unduly benefit from the discounted price agreed to by the City. The Real Estate Review Committee may recommend self-amortizing mortgages for other projects that meet public purposes.

The characteristics of the self-amortizing mortgage are:

- The length of the mortgage will be 10 years from the date of conveyance
- The value of the mortgage is the amount of the price reduction agreed to by the City
- The purchaser does not need to make any payments on the mortgage if the property is used in conformance with the originally agreed upon terms for the 10-year period
- The amount of the obligation will decrease by 10% every year for 10 years (for example, after one year the amount remaining on a $10,000 mortgage will be $9,000, after two years it will be $8,000, and so on)
- Upon completion of the 10-year time frame the City will satisfy the mortgage
- If the purchaser wants to sell the property before the 10-year expiration date of the mortgage, the City must receive the remaining amount owed on the mortgage before the mortgage will be satisfied
- The City will determine the market value of the property on which the mortgage is placed
- This mortgage may be assumed by heirs to the original purchaser

Price Differences between PhillyLandWorks and Other Agencies

The City uses an Automated Valuation Model (AVM) to determine the listing price of most properties available for sale. This AVM differs from the Office of Property Assessment's Assessed Value (sometimes called the Actual Value Initiative or AVI). The models have two different purposes and use two different methodologies.

The City's listing prices for the sale of property are prices for land and land only. Because nearly all structures on city-owned surplus property must be demolished or significantly renovated for proper reuse, the value of those structures is not accounted for in the model. OPA's model, however, includes values for structures.

Additionally, the City's listing prices for the sale of property are based on the likely use of the property in the future. OPA's model is based on the current use of the parcel.

Because the models were designed for different purposes, they should not be compared. One does not directly relate to the other.

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Urban Agriculture

The City supports the use of vacant land for urban agriculture that improves the quality of life in the City's neighborhoods.

Individual Gardens

Definition: An individual garden is a property for which an individual or household is given temporary access to garden and maintain for their personal use. The intent is to provide an interim use for the land to eliminate blight and improve safety until development is possible. The City expects that the majority of individual gardens will be temporary, and the land will still be available for development.

Terms: The Individual Garden Agreement (IGA) will last for one year, and may begin and end at any time throughout the year. IGAs are time-limited agreements that both the City and gardener may terminate at any time, with or without cause, upon prior written notice to the other party. The City will use reasonable efforts to avoid terminating the urban garden agreement between April 1 and November 1. The City will provide as much notice as possible if a license is to be terminated.

Pricing: IGAs are available at nominal cost.
Renewal: IGAs may be renewed annually at the request of the applicant and at the discretion of the City.

Additional requirements: The City expects that individual gardens will be maintained throughout the term of the IGA. Maintenance standards will be provided in writing to all applicants.

Acceptable Uses
The gardener may enter and use the property only for the following non-commercial, gardening purposes:

- To grow food, flowers, ornamental plants, and other landscaping.
- To compost in rodent-resistant containers.
- Certain construction improvements as allowed by the City and agreed to in writing.

Community Gardens and Open Space

Definition: A community garden is defined as one or more properties managed and maintained by a group of individuals to grow and harvest food crops or non-food crops (such as flowers) for personal or group consumption, for donation, or for sale that is incidental in nature. A community garden area may be divided into separate garden plots or orchard areas for

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cultivation by one or more individuals or may be farmed collectively by members of the group. A community garden may include common areas (such as hand tool storage sheds) maintained and used by the group. Community gardens may be used for recreational purposes, and improvements to facilitate such purposes may be allowed on a case by case basis upon review by the City and with community support.

Terms: Community gardens and community-managed Open Spaces are eligible for Community Garden licenses or leases of up to five years in length, subject to renewal. Leases and licenses of longer than one year, lease and license renewals, and purchase options are available at the discretion of the land-holding agency and subject to the approval of City Council. The City shall provide as much notice as possible if a license will be terminated or a lease not renewed.

Pricing: Community Garden licenses and leases are available at nominal cost in recognition of the beneficial community impact.

Additional Requirements for Community Gardens:

- Sponsorship by a local organization
- Secure and maintain insurance acceptable to the City
- Provide maintenance plan and description of community benefits / programming

Acceptable Uses

The gardeners may enter and use the property only for the following non-commercial, gardening purposes:

- To grow food, flowers, ornamental plants, and other landscaping.
- To compost in rodent-resistant containers.
- Certain construction improvements as allowed by the City and agreed to in writing

Market and Community-Supported Farms

Definition: A market farm is defined as an area managed and maintained by an individual or group of individuals to grow and harvest food crops or non-food crops (such as flowers) for sale or distribution that is not incidental in nature.

Terms: Lease terms are variable and will be established by the City on an individual basis.

Pricing: Market and Community-supported Farm Leases may be available for nominal or reduced price at the discretion of the land-holding agency.

Additional Requirements for Market and Community-Supported Farms:

- Secure and maintain insurance acceptable to the City

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- Submit a business plan / feasibility study
- Provide a letter of support from the relevant district councilperson
- Any additional constructed improvements must meet the terms of the City of Philadelphia's Zoning Code and must be approved by the City in writing.

Acceptable Uses: Market farms may include both for-profit and nonprofit enterprises.

Other Uses

The City reserves the right to license the use of property for a temporary use such as a community event, pop-up activity, farmers market or other such use. The terms of such a license will be determined on a case by case basis, and may require insurance coverage and other costs.

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SUMMARY OF PUBLIC COMMENTS

OCTOBER 2014

On October 15, 2014, the Philadelphia Land Bank's board of directors held a public hearing on the draft 2015 Land Bank Strategic Plan. The following pages summarize, in simple language, those comments that were most often heard during the hearing or in the written comments received by the Land Bank staff.

The Strategic Plan should have more specific and ambitious goals and target production numbers for the Land Bank's first five years of operations.

The first year of the Land Bank's operations will include a number of activities that have not been undertaken in the past. Therefore, the Land Bank will report sale and reuse of property during its first year of operations, and will use that information to develop more precise targets and goals in its future plans.

The City should transfer all 8,000 publicly-owned properties into the Land Bank immediately.

The Land Bank is committed to working with City departments and City Council to transfer properties in a timely manner that provides adequate oversight and delivers clear title to future buyers. The transfer of the existing City-controlled inventory is a high priority for the Land Bank, but is also a complex process. That process began more than a year ago with an extensive title research and lien clearance initiative.

The Ordinance requires the plan to evaluate the relative need and availability for affordable or mixed income housing that is accessible or visitable and include defined targets for the share of future housing units to be built on public properties affordable to different income ranges of very low-, low- and moderate-income households.

The ordinance in § 16-709(3)(a) requires the Strategic Plan to evaluate, "[t]o the extent feasible…the relative need and availability for affordable or mixed-income housing that is accessible or visitable…." In its "Analysis of Impediments to Fair Housing Choice" published in its Year 40 Consolidated Plan, the Office of Housing and Community Development (OHCD) notes that "approximately one in six Philadelphians has some type of disability" while "accessible housing makes up approximately one percent of Philadelphia's housing stock." The Land Bank board has amended the Strategic Plan to clearly state that affordable housing produced with OHCD funds on former Land Bank properties conveyed for such development must conform with accessibility and visitability guidelines maintained by OHCD.

Will the Land Bank help to expand the number of affordable housing units produced in Philadelphia each year?

The development of affordable housing in Philadelphia has long depended on the availability of publicly owned and targeted privately owned properties. The Land Bank's streamlined disposition process, as well its ability to acquire vacant, tax-delinquent parcels, will enhance the ability of developers of affordable housing to assemble parcels. Through these assemblages, and through its support of public uses, such as affordable housing, ahead of private purposes, such as market rate development, the Land Bank will help to expand the number of affordable housing units produced in Philadelphia.

The exact number of future affordable housing units to be built is dependent upon a number of factors, virtually all of which are outside the control of the Land Bank. For example, since the City's Fiscal Year 2002, City's annual share of the primary sources of federal housing funds has declined by $40 million, or more than 45 percent. Such reductions clearly and negatively affect the City's ability to produce affordable housing. In addition to the availability of federal, state and city funding, other factors that influence the production of affordable housing but are beyond the control of the Land Bank are the interest and capacity of for-profit and nonprofit developers to construct affordable housing; the number of parcels that are and remain tax delinquent that, along with adjacent publicly owned parcels, could be assembled for development; and the density envisioned by individual developers for the properties that are or could be made available. While the Land Bank anticipates acquiring and conveying those properties necessary for such developers to build affordable housing developments for which funding has been committed, neither the Land Bank nor any other entity has the ability to predict the funding that will be available or the developments that will be proposed and selected for funding.

How will the Land Bank expand the number of accessible and visitable housing units produced each year?

The Land Bank will consider factors such as affordability, accessibility, and visitability as it evaluates individual proposals for property reuse and will develop policies to guide this consideration over the next year.

How will Land Bank balance competing proposals for property, especially those where affordable housing or new community gardens might compete with market rate housing or other commercial development?

In general, the Land Bank expects to support public uses, such as public facilities, and public purpose projects, including the development of affordable housing, ahead of private purposes such as market rate development. Of course, the Land Bank will also be guided by Philadelphia 2035 as it considers individual applications.

The City's disposition policies should be clearer about how the City calculates discounted pricing in support of public use.

In most cases the City conveys property for nominal consideration to support public purpose projects like affordable housing. The Land Bank will share the details of these transactions in its annual performance report as required by the Ordinance and described in the Proposed Disposition Policies.

The policies should clearly state that property buyers will not be penalized for back taxes and liens that predate the owner's acquisition of property acquired from the City.

Language has been added to the proposed disposition policies to make clearer that people with payment agreements or whose properties have a back tax issue that predates the acquisition of the property from the City are qualified buyers.

The disposition policies should establish a clear set of priorities for specific uses and types of applicants.

In general, the Land Bank expects to support public uses, such as public facilities, and public purpose projects, including the development of affordable housing, ahead of private purposes such as market rate development. Given the wide range of community needs and market conditions in Philadelphia and recognizing the unique nature of every land transaction, the Land Bank will follow general guidelines while always taking into account the specific variables that impact each transaction.

The Plan should make it clearer that the Land Bank will support the production of new green spaces.

The Land Bank will work closely with Philadelphia Parks and Recreation to identify new opportunities for green spaces in Philadelphia.

The Plan should include additional policies, including acquisition policies.

The Land Bank's board of directors has formed a committee to consider a range of policies that will guide Land Bank operations, and will be developing those policies over the next year. These policies will include acquisition, economic opportunity to promote participation of minority, women, and disadvantaged business enterprises, and access to data. The Land Bank will publish proposed policies for public comment before they are considered for adoption by the Land Bank board of directors.

The community should be involved in the Land Bank's decision-making for property sales.

The Land Bank's Plan is designed to advance the neighborhood, district and City-wide plans that were and are being developed with wide ranging public input, and will respect the zoning requirements that have been and are being established across the City. In addition, the Land Bank is required to provide notice, both by physical posting and through Registered Community Organization notification, for each property it is considering for sale or conveyance. Furthermore, the three-step review and approval process is entirely public - the Land Bank Board, the Vacant Property Review Committee and City Council all post agendas before they meet and welcome public comment before they make decisions.

The Strategic Plan should address the Land Bank's approach to property maintenance.

The Land Bank does not yet own any property, nor does it know how many properties it will acquire, how quickly, or the condition of those properties. The Land Bank will use its first full year of operations to inspect the inventory it receives and develop a plan for maintenance that will be outlined in future Strategic Plans.

The Land Bank should have better information about vacant and abandoned property in Philadelphia.

The Land Bank and the City's Office of Innovation and Technology are working with a number of other City agencies to develop a more comprehensive and data-driven analysis of vacant property in Philadelphia. The Land Bank expects that the first results of this work will be available to inform its next Strategic Plan.

The Land Bank should share the data from this Plan and generally be transparent in its operations.

The Land Bank will comply with the information sharing requirements of the Land Bank ordinance. The Land Bank will continue to work with stakeholders as it builds and launches a new website and other tools to share information about the Land Bank's inventory and activities.

PREPARED FOR THE PHILADELPHIA LAND BANK

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