

# LAND BANK STRATEGIC PLAN

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# Acknowledgements

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# What is the Land Bank?



The Land Bank of Kansas City, Missouri was created to efficiently hold, manage and develop tax-foreclosed property within the Jackson County portion of the City. Its purpose is to act as a legal and financial mechanism to transform vacant, abandoned and tax-foreclosed property back to productive use. Successful land banks revitalize blighted neighborhoods and direct reinvestment back into these neighborhoods to support their long-term community vision.

## Plan Purpose

The purpose of Kansas City, MO Land Bank’s Strategic Plan is to set overall goals for the organization and to develop a plan to achieve them. It involves stepping back from day-to-day operations and asking where organization is headed and what its priorities should be.



# Background

## Priorities for Use of Property

- Opportunities for revitalization of deteriorating residential, retail, and commercial neighborhoods.
- Creation of safe, decent, and affordable housing for existing and future residents.
- Creation of retail and commercial areas on vacant or deteriorated properties within neighborhoods.
- Public spaces and places for parks, green spaces, and other public purposes.
- Creation or expansion of side yards with unimproved vacant lots in neighborhoods densely constructed, for the benefit of abutting owner-occupied residences.
- The assemblage of property for future development in a manner consistent with the purposes of the city's consolidated plans, particularly in low to moderate income areas designated by the city as target areas for revitalization.

# Background

## Priorities for Use of Property

- Space for use as urban agriculture, community gardens, or other similar uses consistent with healthy eating by residents, including restoring ground through alternative vegetative cover to build-back the soil for future use for food production.
- Public spaces and places for parks, green spaces, and other public purposes wildlife conservation areas.
- Homeownership
- Return of the property to productive taxpaying status land assemblage for economic development.
- Long term "banking" of properties for future strategic uses.
- Provision of financial resources to sustain the operations of the Land Bank to allow it to fulfill its responsibilities.
- Supports the objectives of the City's 5-year Consolidated Plan and similar City plans.

# Background

## Portfolio of Services

- Educates the public and community partners on the abandoned and vacant property issues and the Land Bank's operations and initiatives.
- Accepts by deed the properties that do not sell at the Jackson County, Missouri Delinquent Land Tax Sale every year, in August.
- Acquires property in Kansas City, Missouri, by donation or purchase.
- Catalogs, inventories, assesses, and prioritizes (for use) the property it owns.
- Seeks to stabilize the properties in its inventory where needed by mowing grass and weeds, picking up trash, boarding up houses that are open to entry, trimming dangerous trees and demolishing dangerous structures.
- Collaborates with the neighborhoods of Kansas City, Missouri and other community partners including the taxing jurisdictions (Jackson County, Kansas City, Missouri and school districts within the land bank area) to seek the ultimate best reuse of its properties, which may be a public use.
- Endeavors to put as much of its property into productive use and/or back on the tax rolls as possible.

# Background

## Portfolio of Services

- Markets its property in accordance with the best probable reuse, making clear it is receptive to creative and new ideas.
- Takes applications for properties and vets proposed uses, projects, and potential buyers.
- Attempts to get neighborhood input on any proposed purchase as to both the use and buyer to factor in the Board's decision on whether a particular purchase matches our program goals.
- Researches and corrects, to the extent we can, tax titles and title issues regarding tax sale notices, encumbrances, and errant legal descriptions.
- Drafts rehabilitation contracts, deeds, and deeds of trust where appropriate and close our transactions in-house.
- Follows renovations and keeps the ability to re-enter our sold properties if promised work is not completed.





# Plan Organization



## Vision Statement

States what the organization aspires to become in the future. Reflects the organization's past and present by stating why the organization exists.

## Mission Statement

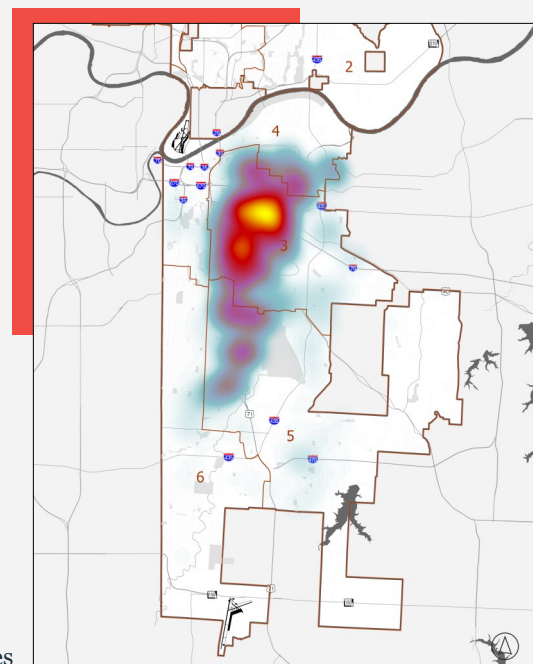
Is designed to support the vision statement and serves to communicate purpose and direction to the community.

## Goals

More specific implementable actions that organizations pursue to reach their visions and mission.

## Strategic Objectives

Strategic Objectives are the specific items the Land Bank will want to achieve over a specific period of time, Strategic Objectives are the “to do” list of the strategic plan.

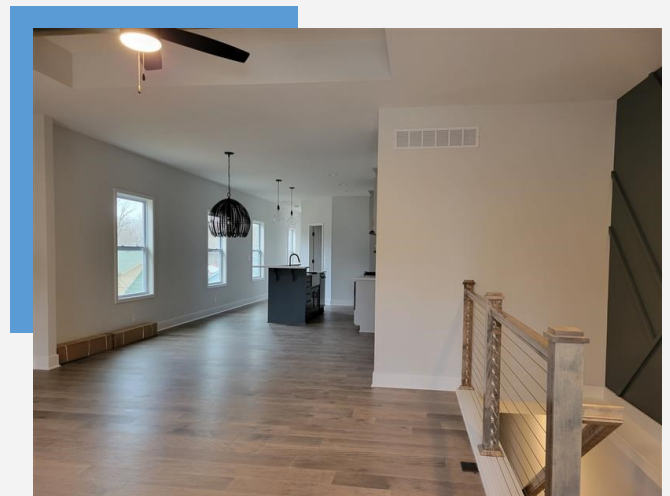
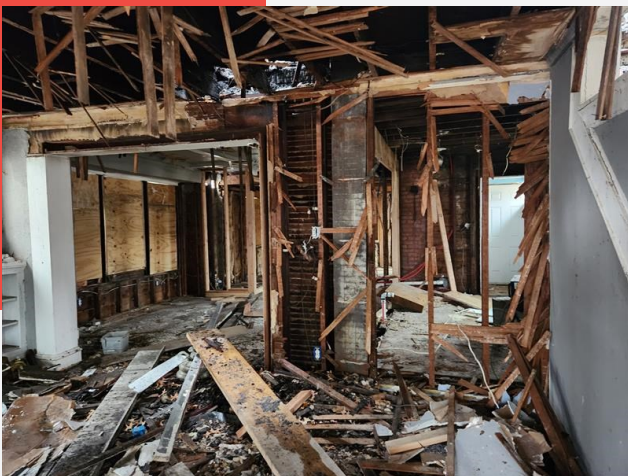


## Vision Statement

To return properties owned by the Land Bank of Kansas City, Missouri to a productive use that will both build upon the character of the existing community, return them to private ownership, and to assist in making homeownership and land purchases accessible to Kansas Citian's.

## Value Statement

The Land Bank of Kansas City, Missouri provides opportunities for economic development and neighborhood revitalization in our community. Our applicants are thoroughly screened to ensure they can comply with the policies of the Land Bank and to ensure their plans are in the best interest of the community. All Land Bank property will only be sold to individuals whose applications are consistent with its guidelines and will aspire to sell properties to individuals who add value to an area's traditional character.



# Goals

## DATA GATHERING

Research, compile, maintain, and share information on our Land Bank properties. Share trend information and analyze data which allows informed decisions where resources should be targeted.

## SELL LAND BANK PROPERTY

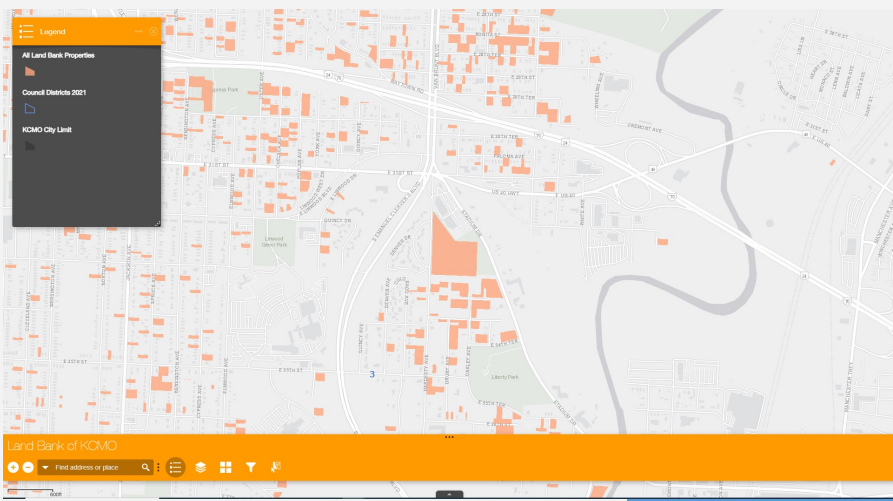
To reduce or repurpose the number of properties in the Land Bank's inventory. This helps to get Land Bank property back into public circulation.

## COMMUNICATION & MARKETING

To engage in an active communication and marketing program.

## FINANCIAL MANAGEMENT

To expand revenue and/or reduce expenses of the Land Bank.



[Land Bank Property Search Tool](#)

## Strategic Objectives (Implementation Measures):

### Marketing Properties to the Community

- Form partnerships with neighborhood leadership and other community partners to more proactively market lots to the community.
- Create a multiple listing service to be shared with local real estate professionals.
- Create and issue Request for Proposals (RFP) for structured and vacant Land Bank lots that are sold at reduced prices to attract developers that will build affordable housing developments.
- Continue to abate nuisances and secure properties on a monthly basis to make the properties more attractive to perspective buyers.
- Identify ways to market bulk properties, with special attention to side lots and vacant lots.
- Update the website by modernizing it to include digital forms and payment options and presenting information more clearly for the user.

### Coordination of Services

- Develop a strategy to mitigate and secure Land Bank parcels while partnering with the City Departments to focus investment in infrastructure.

### Targeting Property Areas

- Inclusion of measurable sustainability goals in exchange for discounted acquisition cost (meet 2021 Building Code Standards).
- Preference attainable/affordable “for sale” projects to build generational wealth for the community.
- Work with the Brownfields Commission to mitigate properties within identified development Areas.

## Strategic Objectives (Implementation Measures):

The Strategic Objectives identified in the current strategic plan and by the existing Land Bank Board include:

### Work to clear titles of land bank properties.

- Issue RFP that uses an approved to clear titles in Land Bank Area

### Work to identify areas for targeted multi-family and affordable housing projects.

- Work with City Planning to identify areas/lots sold that for larger scale development that have access to transit, schools and services.
- Identify locations to target provide traditional (abatements) and non-traditional (capital improvements) incentives where these opportunities exist.
- Promote the use of pre-approved housing types.

### Support the Creation of Affordable Housing

- Partner with nonprofits, the city or other agencies to establish affordable housing and economic development.

### Expanding financial management strategies of the land bank to generate more revenues and/ or reduce expenses.

### Create Database to track and analyze development.

- Research, compile, maintain, share information on our land bank properties and then share trend information based upon this data.