



# STRATEGIC IMPLEMENTATION PLAN UPDATE

## Citywide Conversation

December 15, 2022  
6:30-8pm

 @atlantabeltline

















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# TONIGHT'S ON + OFF CAMERA TEAM

<b>Meeting Host</b>	<b>Presenter</b>	<b>Presenter</b>	<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Expert Voice</b>
							
<b>Nathan Soldat, AICP</b> Senior Community Engagement Manager	<b>Kelvin Collins</b> Vice President, Economic Development	<b>Andrea Foard</b> Senior Program Manager, Cincar Consulting Group	<b>Beth McMillan</b> Vice President of Planning, Engagement and Art	<b>Dennis Richards Jr.</b> Vice President, Housing Policy and Development	<b>Kimberley Wilson, RA</b> Vice President, Design and Construction	<b>Jill Johnson</b> Vice President, Government Affairs	<b>Adiele Nwankwo, Ph.D.</b> Managing Partner Cincar Consulting Group
<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Expert Voice</b>	<b>Meeting Support</b>	<b>Meeting Support</b>	<b>Meeting Support</b>	<b>Meeting Support</b>
							
<b>Michael Hightower</b> Managing Partner, The Collaborative Firm	<b>Amanda Vandegrift</b> Managing Principal, Infrastrategies	<b>Melanie Barber</b> Director of Marketing and Communications, The Collaborative Firm	<b>Shaun Green, PE</b> Principal Engineer	<b>Rashida Williamson</b> Community Engagement Manager	<b>Ebony Hillsman</b> Community Engagement Manager	<b>Brittany Brewster</b> Community Engagement Manager	<b>Jenny Odom</b> Media Relations Manager



# VIRTUAL MEETING FORMAT



- Your line is muted, and you won't be able to share your video or screen during the meeting.
- A recording of this meeting, the presentation, a copy of tonight's Q&A and all other supporting materials will be made available online at [www.beltline.org/meetings](http://www.beltline.org/meetings).
- If you are having technical difficulties during the meeting, please email [engage@atlbeltline.org](mailto:engage@atlbeltline.org).



# POLL QUESTIONS

## Poll Question #1

### What neighborhood do you live in?

- BeltLine Neighborhood Northeast Atlanta
- BeltLine Neighborhood Southeast Atlanta
- BeltLine Neighborhood Southwest Atlanta
- BeltLine Neighborhood Northwest Atlanta
- A neighborhood in City of Atlanta not on this list
- A neighborhood outside the City of Atlanta



# POLL QUESTIONS

## Poll Question #2

**How long have you lived in your neighborhood?**

- 1-5 years
- 6-10 years
- 11 or more years



# POLL QUESTIONS

## Poll Question #3

**What is the most important part(s) of the BeltLine to you?**

- **Housing Affordability**
- **Economic Development/Jobs**
- **Resources for Residents**
- **Parks**
- **Multi-Use Trails**
- **Equity and Inclusion**
- **Public Art, Culture, Community History**
- **Community Engagement**
- **Transit**



# POLL QUESTIONS

## Poll Question #4

### What is your relationship to the Atlanta BeltLine?

- I use the trail
- I am a homeowner in a BeltLine neighborhood
- I rent a home in a BeltLine neighborhood
- I am a residential landlord in a BeltLine neighborhood
- I am a business owner in a BeltLine neighborhood
- I am a commercial landlord in a BeltLine neighborhood
- I am a developer
- I am a real estate broker
- I am a community activist/advocate
- I am generally interested in the BeltLine project



# POLL QUESTIONS

## Poll Question #5

**Is tonight your first BeltLine meeting?**

- Yes
- No





# ATLANTA BELTLINE VISION



**\$10 BILLION** in economic development

**22 MILES** of pedestrian-friendly rail transit

**1,300 ACRES** of new greenspace

**50,000 PERMANENT JOBS**

**33 MILES** of multi-use, urban trails

**ATLANTA BELTLINE VISION:**  
*To be the catalyst for making Atlanta a global beacon for equitable, inclusive, and sustainable city life.*

**EQUITY & INCLUSION**

**COMMUNITY ENGAGEMENT**

**5,600 UNITS** of affordable workforce housing

**48,000 CONSTRUCTION JOBS**

**1,100 ACRES** of environmental clean-up

**PUBLIC ART**



# ABOUT THE SIP

## **Why is the SIP Important?**

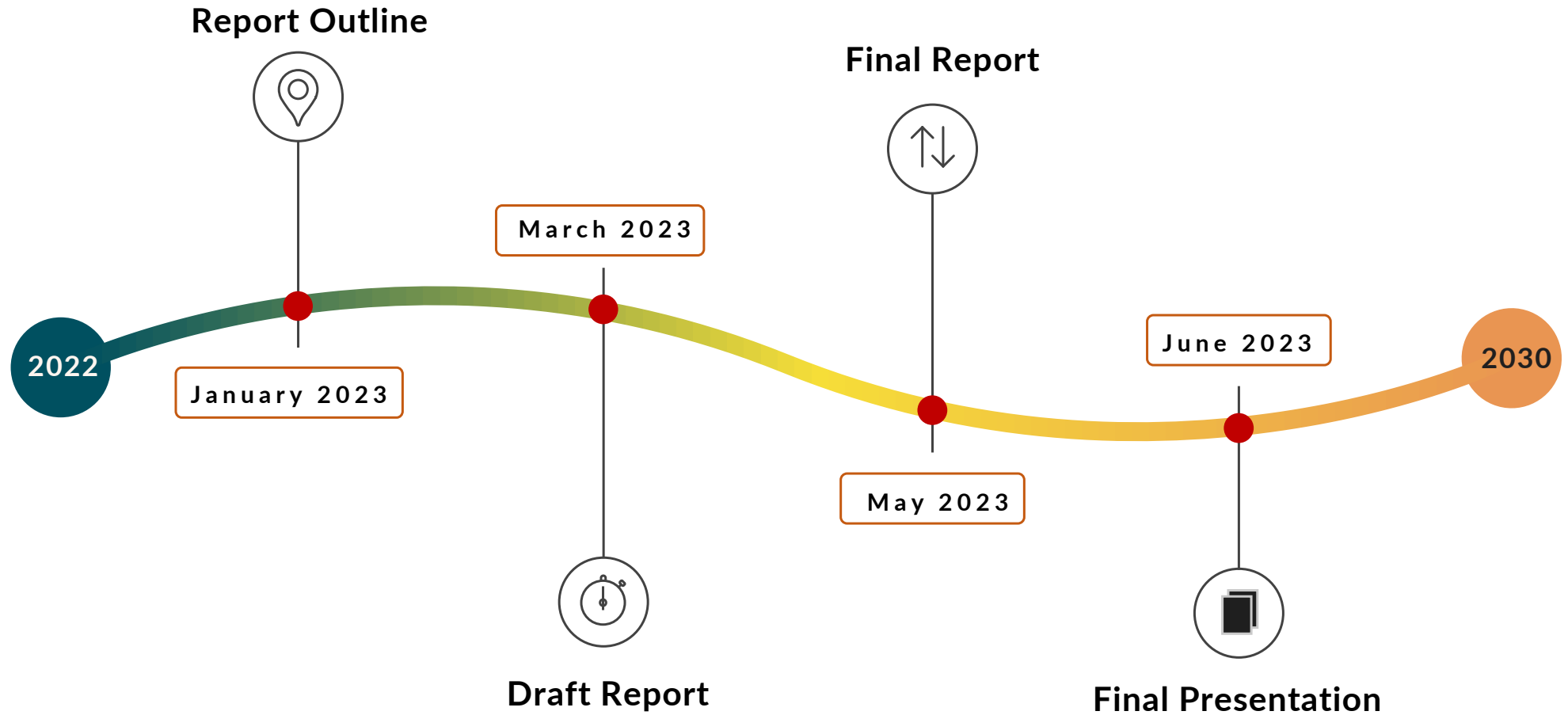
Charts the course for completion of the BeltLine program, including trails, transit preparedness, parks, affordable housing, economic development, and more by the sunset of the BeltLine TAD in 2030

## **What is the Strategic Implementation Plan (SIP)?**

Comprehensive strategic work plan that provides an overarching execution strategy for the balance of priorities in the Atlanta BeltLine program



# PROJECT SCHEDULE





# IMPLEMENTATION PLANNING BACKGROUND

## Four Previous Implementation Plans That Provide Foundational Knowledge of BeltLine

1. 2005 BeltLine Redevelopment Plan
2. 2006 Five Year Work Plan
3. 2013 Strategic Implementation Plan
4. 2015 Integrated Action Plan





# 2005 REDEVELOPMENT PLAN

**The key goals outlined in the Redevelopment Plan include the following:**

- The creation of 28,000 units of housing;
  - 5,600 (20%) of these housing units would be set aside as affordable
- The creation of 30,000 permanent jobs;
- The creation of 48,000 one-year construction jobs, and
- A requirement that TAD funded projects pay prevailing wages, support the City of Atlanta First Source hiring system to target residents of low-income Atlanta BeltLine neighborhoods, and utilize pre-apprenticeship and apprenticeship programs where available.

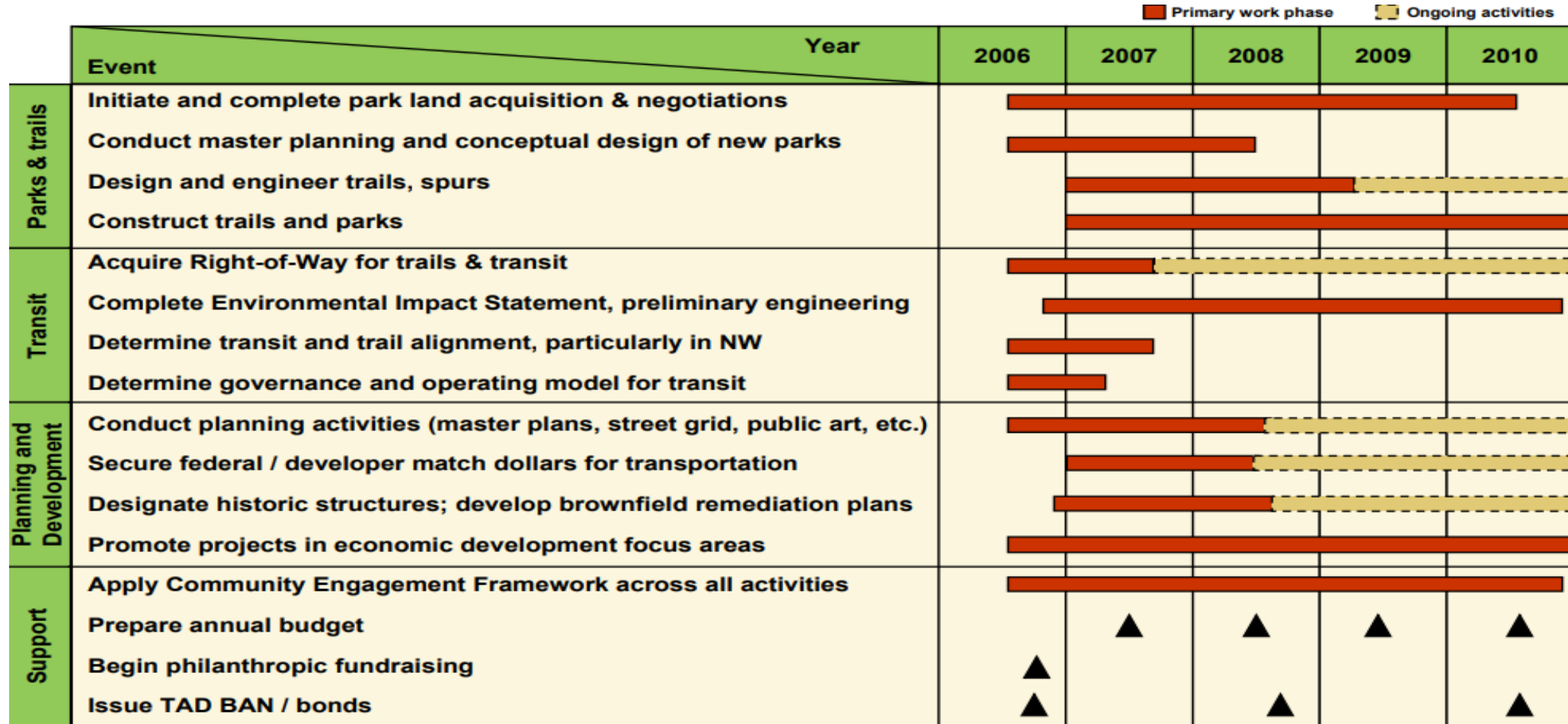


Atlanta BeltLine Redevelopment Plan

PREPARED FOR  
The Atlanta Development Authority



# FIVE YEAR WORK PLAN TIMELINE





# 2013 STRATEGIC IMPLEMENTATION PLAN

- Built on the 2005 Atlanta BeltLine Redevelopment Plan goals;
- Set out a schedule and strategy for implementation of the Atlanta BeltLine program components;
- Explained the prioritization process behind the schedule of projects;
- Set out options for additional funding and financing of projects;
- Provided an update on community and stakeholder engagement to date and on-going engagement;





# 2013 STRATEGIC IMPLEMENTATION PLAN

- Established a framework for ensuring systematic integration of all BeltLine program components;
- Developed a constructive document that suggested project prioritization based on project readiness, equity in development, and development impact;
- Included extensive community engagement to vet prioritization criteria;
- Projected funding that would be available through the TAD and other funding sources; and
- Outlined how the BeltLine infrastructure could be funded over three implementation time periods







# 2015 INTEGRATED ACTION PLAN

- **Completed in 2015 and creates an implementation plan for economic development and housing outcomes**
- **Concentrated on fiscal years 2016 to 2020 and establishes a longer-term general framework for the remaining 10 years of the SIP**
- **Identified key strategic recommendations:**
  - **New and increased funding sources**
  - **Increased capacity for land acquisition and land development control**
  - **Projects and programs that promote affordable workforce housing and job creation in targeted sectors and BeltLine locations.**



SUPPLEMENT TO  
THE 2030 STRATEGIC  
IMPLEMENTATION PLAN



INTEGRATED ACTION PLAN FOR  
ECONOMIC DEVELOPMENT,  
HOUSING & REAL ESTATE

DECEMBER 2015

Plan Consultants: Noell Consulting Group,  
Columbia Ventures, Mass Economics



# EXISTING SUPPORTING PLANS

- BeltLine Equitable Development Plan
- Community Benefits Guiding Principles
- Subarea Master Plans 1-10
- 2018 Affordable Housing Work Group Final Report
- Atlanta's Transportation Plan
- ATL Comprehensive Development Plan (2021)
- DPR Comprehensive Master Plan





# EQUITABLE DEVELOPMENT PLAN

## Four Guiding Principles of the Plan:

1. Integration of people and place strategies
2. Reduction of local and regional disparities
3. Promotion of triple bottom line investments
4. Inclusion of meaningful community voice, participation, leadership and ownership





# COMMUNITY BENEFITS GUIDING PRINCIPLES

## Eleven Broad Principles used to Encourage, Influence, and Support the Provision of Community Benefits:

1. Mixed-Income Housing
2. Transportation Infrastructure
3. Alternative Transportation and Connectivity
4. Green Space and Environmental Sustainability
5. Multi-Use Development
6. Business and Economic development
7. Green Building and Green Jobs
8. Public Safety
9. Neighborhood, Civic Life, and Public Gathering Places
10. Technology
11. Appearance and Utilities





# AFFORDABLE HOUSING WORKING GROUP

Provides framework to achieve goal of creating 5,600 affordable units along BeltLine

## Identified Eight Recommendations Grouped into Three Key Subcommittees:

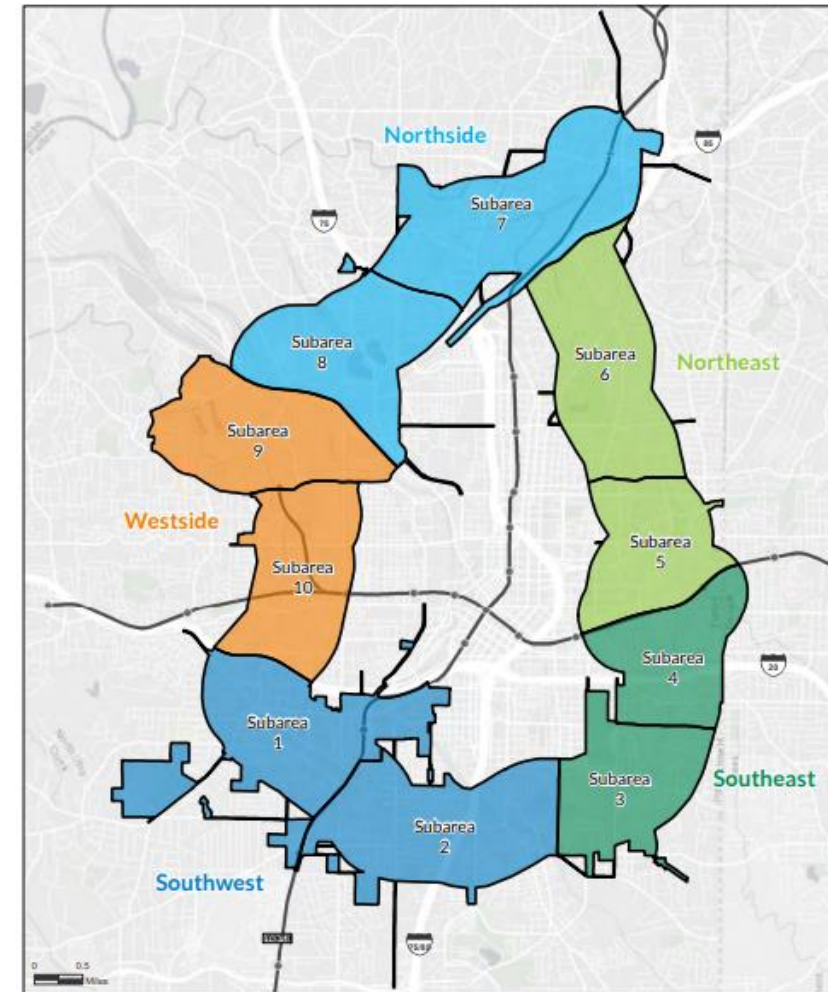
1. Policy Subcommittee: creates policy recommendations to leverage legislative power for affordable housing initiatives
2. Zoning Subcommittee: aligns activities to gain support for Inclusionary Zoning
3. Capital Subcommittee: develops capital strategies to support acquisition of funding from various sectors





# SUBAREA MASTER PLANS

- Policy tool to guide future growth and development
- The 10 master plans primarily contain recommendations for future land use, mobility, open space/parks.
- Plans have been developed based on a variety of data, including projections of population and employment growth, economic conditions, travel patterns and behaviors, community input and existing physical constraints and opportunities.
- Plans may be revisited and adjusted, every 5 to 8 years, with appropriate community and technical input.





# WHAT'S CHANGED THE SINCE 2013 SIP

## New Policy Initiatives

- **Transit - IGA with City of Atlanta & MARTA (MORE MARTA Atlanta Program)**
- **Inclusionary Zoning**
- **City of Atlanta Affordable Housing Taskforce**
- **New City of Atlanta Department of Transportation**
- **Special Service District (SSD) Passage**
  - \$100M for Trail Completion (SSD allocation)
  - \$45M for Affordable Housing (TAD allocation)
  - \$12M for Small Business Support (TAD allocation)



# SIP UPDATE

**Purpose: Update strategies, priorities, and funding to complete the suite of BeltLine projects and programs**

- Existing Conditions and City of Atlanta/MARTA Coordination
- Financial Assessment & Analysis
- Community Engagement & Communications
- Project Prioritization and Roadmap
- Final Report and Presentation





# STRATEGIC IMPLEMENTATION PLAN

Implementation  
Planning  
Background and  
Existing Support  
Plans



BeltLine Strategic  
Implementation Plan



# WHERE THE BELTLINE IS TODAY

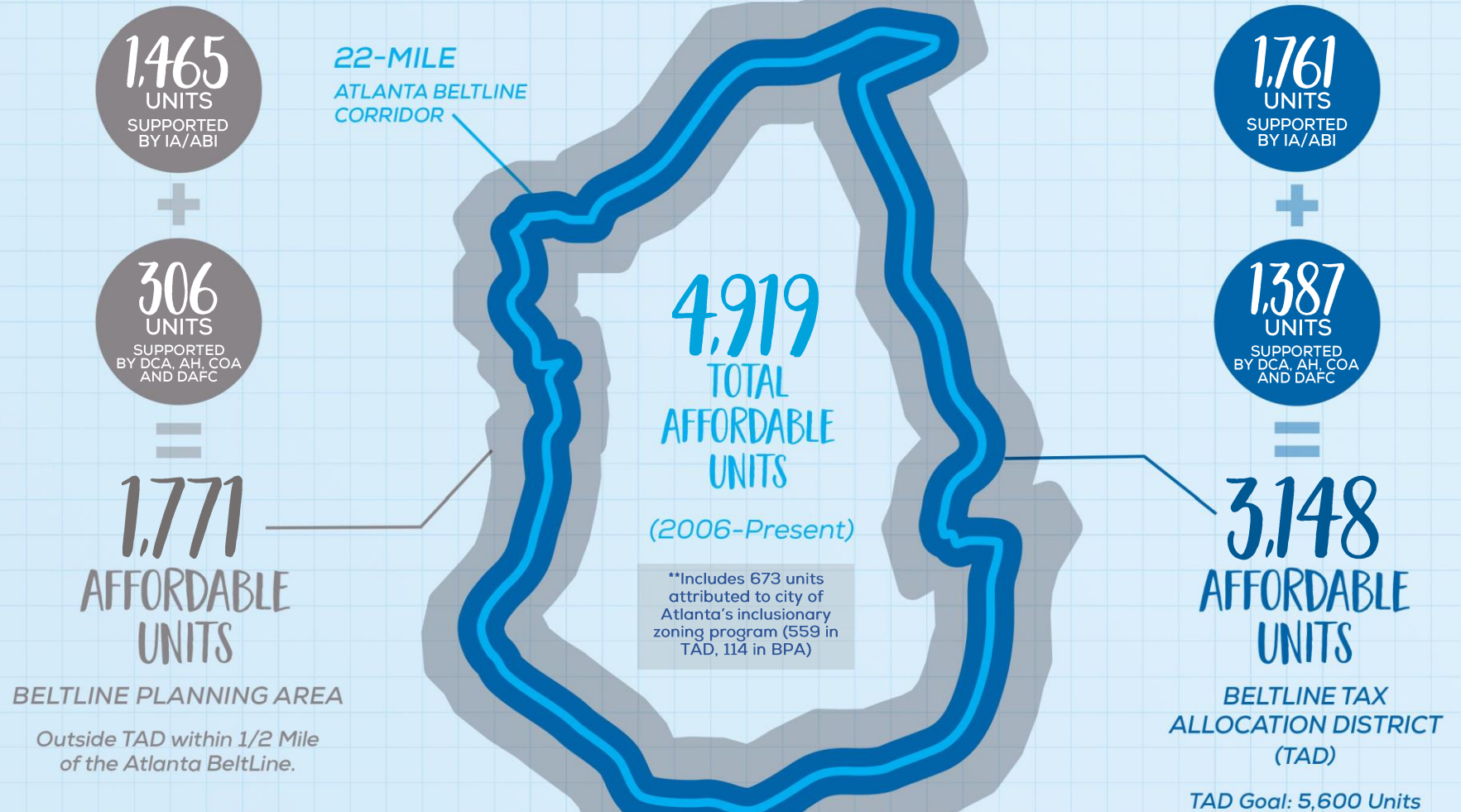
## AFFORDABLE UNITS CREATED/PRESERVED

TAD and Planning Area boundaries are represented here for illustrative purposes only.

For precise boundary lines, please visit: [beltline.org/map](http://beltline.org/map)

### CHART LEGEND >>

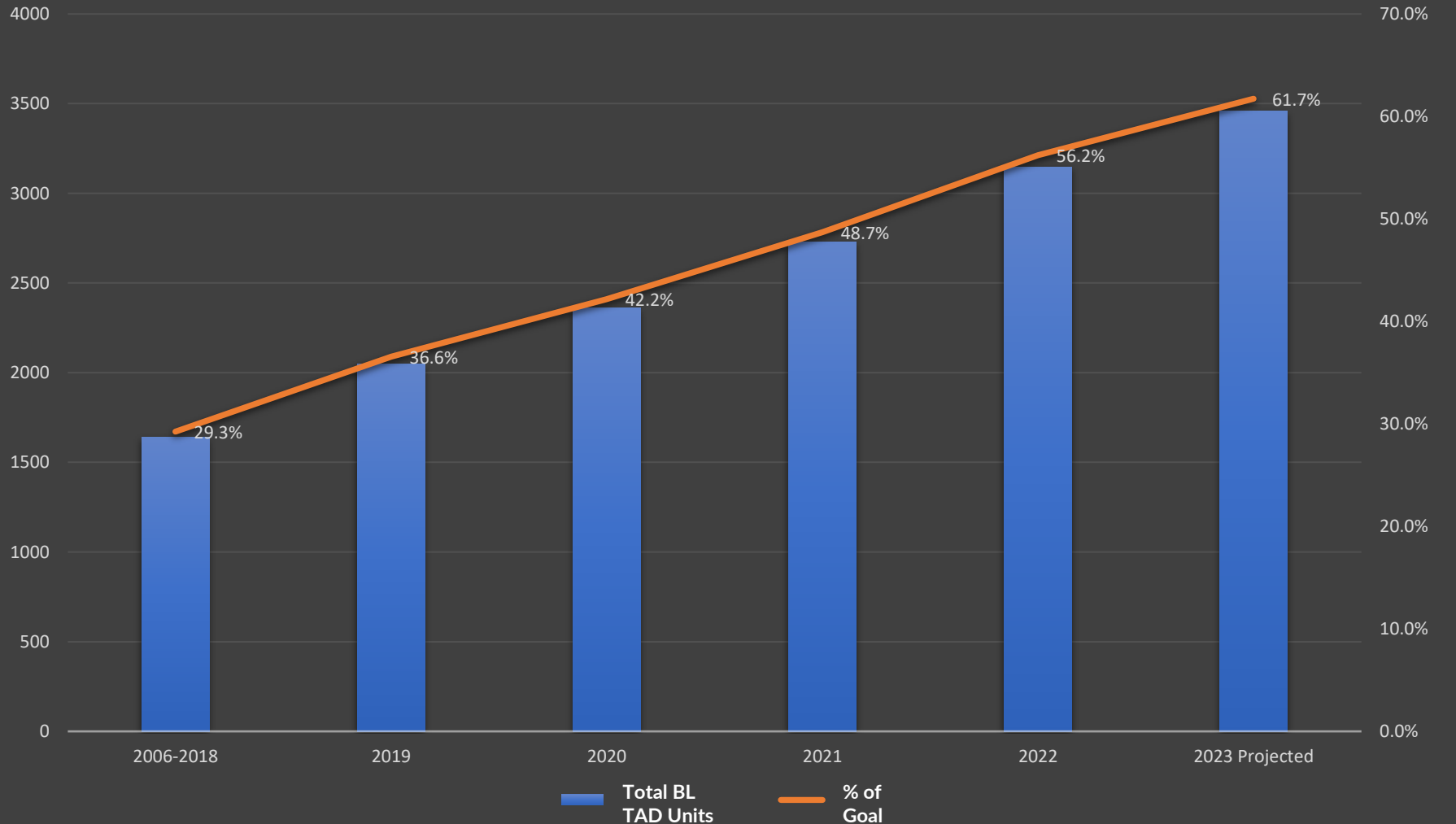
- ABI Atlanta BeltLine
- AH Atlanta Housing
- COA City of Atlanta
- DAFC Development Authority of Fulton County
- DCA Department of Community Affairs
- IA Invest Atlanta





# AFFORDABLE HOUSING PRODUCTION

BeltLine TAD Housing Production



**2006-2018:**

- 1,638 units created or preserved in TAD

**2021:**

- 366 units created or preserved, exceeding goal of 320 units

**2022:**

- 2022 Goal of 320 units;
  - Actual units: 421 units
  - Exceed goal by 31.5%
- 3,148 units have been created/preserved in the TAD since 2006
- We are 56.2% toward our goal of 5,600 units by 2030

**2022 & Beyond:**

- ~310 units annually to meet goal 5,600 unit goal



# WHERE THE BELTLINE IS TODAY

## Economic Development

1 TO 10  
ROI

APPROX.  
RETURN ON  
INVESTMENT

\$8.3  
BILLION

CATALYZED IN  
PLANNING  
AREA

\$670  
MILLION

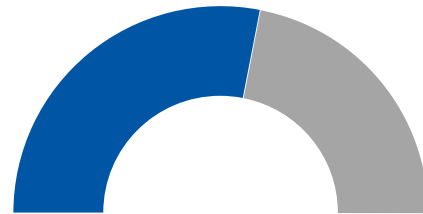
INVESTED IN  
THE PROJECT  
SO FAR



# WHERE THE BELTLINE IS TODAY

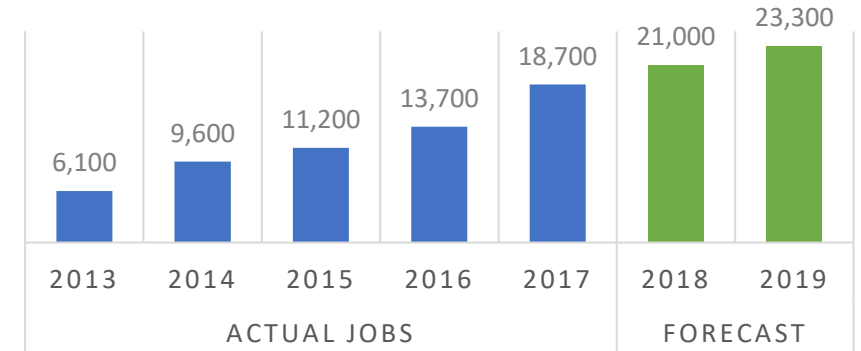
## Economic Development Programmatic Goals

### Permanent Private Job Creation (BeltLine Planning Area)

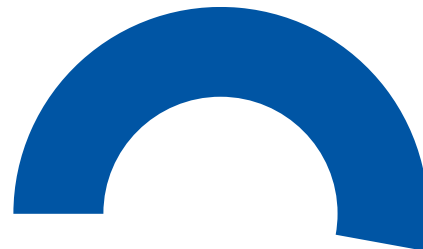


24,200  
50,000\*

### ESTIMATED JOB ATTRACTION

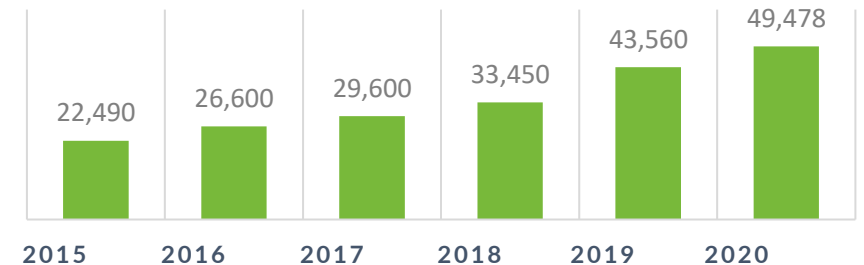


### One-year Construction Job Creation



48,000  
49,470

### CONSTRUCTION JOBS ESTIMATE



*With the passage of the SSD in 2021, ABI increased the target goal from 30,000 to 50,000*

\*\*Source U.S. Census Data and Private Investment Tracking



# ECONOMIC INCLUSION FRAMEWORK

## Mission

Design and implement a community-driven economic inclusion strategy that delivers shared prosperity for residents, businesses and the broader BeltLine community





# WHERE THE BELTLINE IS TODAY

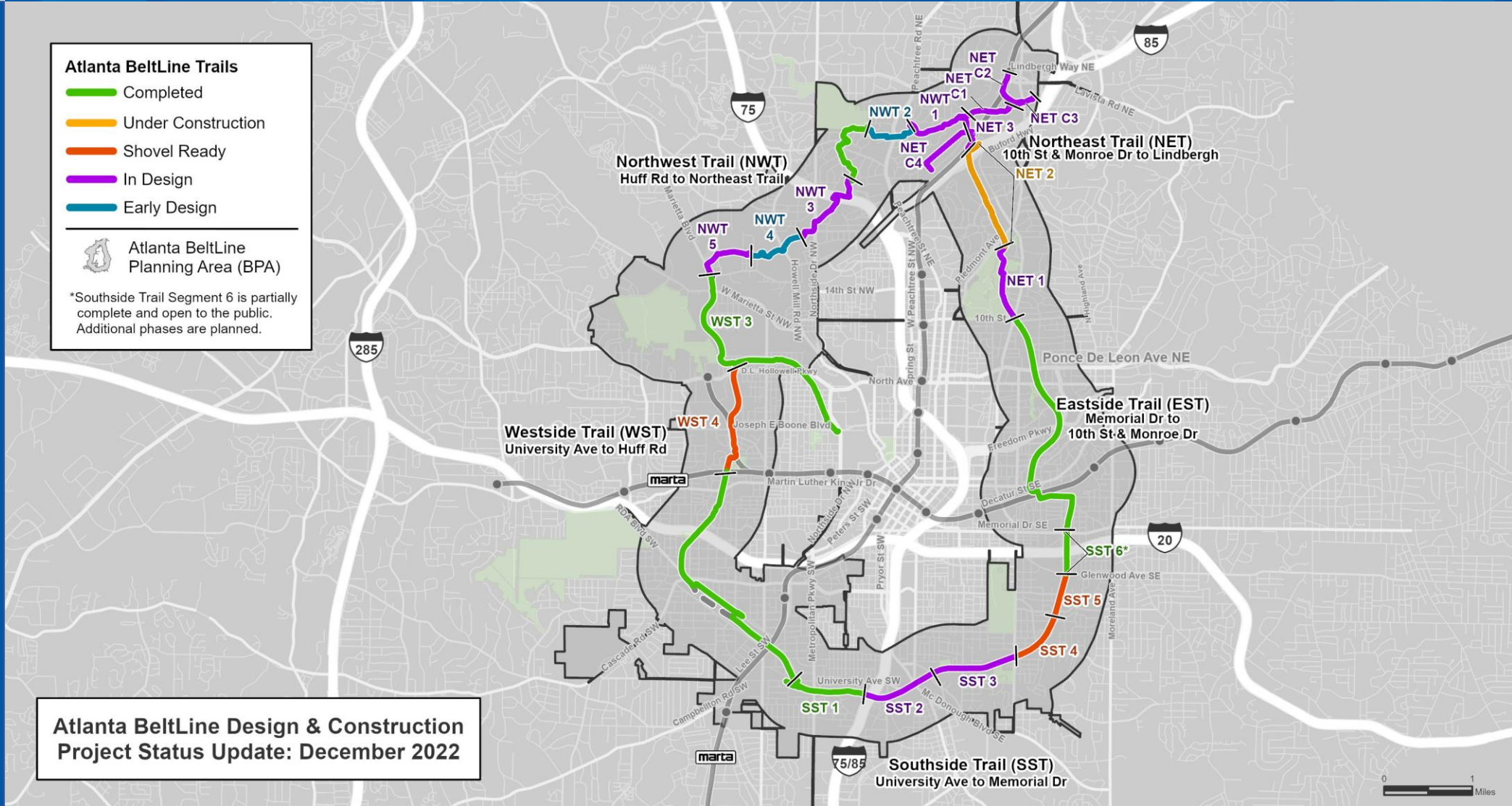
## Mainline Trail Status

**Atlanta BeltLine Trails**

- Completed
- Under Construction
- Shovel Ready
- In Design
- Early Design

Atlanta BeltLine Planning Area (BPA)

\*Southside Trail Segment 6 is partially complete and open to the public. Additional phases are planned.



**Atlanta BeltLine Design & Construction Project Status Update: December 2022**



# POTENTIAL PROJECTS TO BE REVISITED

- **Mainline Trail Gaps and Improvements**
- **Parks**
- **Spur Trails**
- **Streetscapes**
- **Affordable Housing**
- **Job Creation**

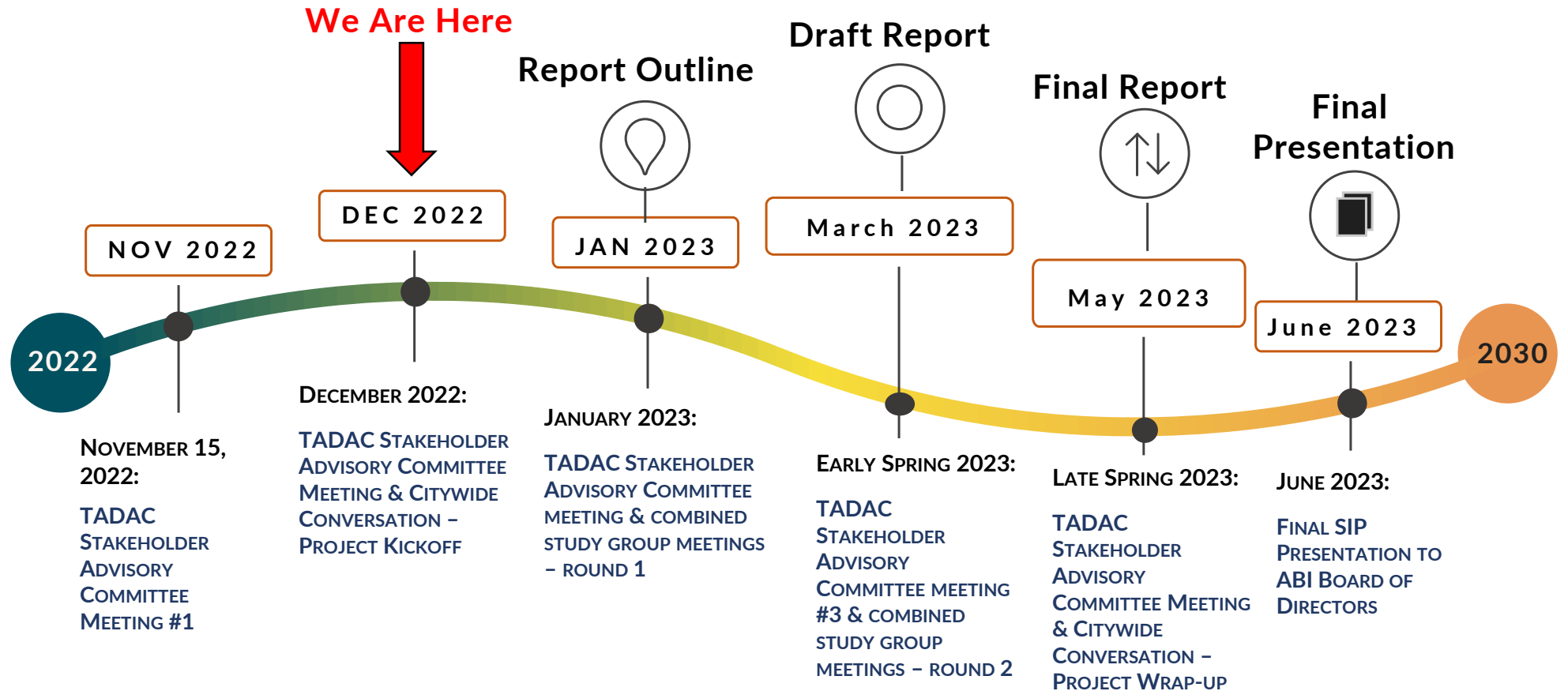






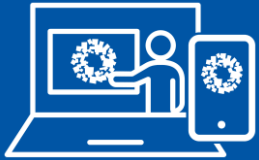
# COMMUNITY ENGAGEMENT

In Person and Digital Outreach & Engagement





# VIRTUAL MEETING Q&A



## Phone Attendees

- Press \*9 on telephone keypad to “raise your hand” during the Q&A to indicate you want to speak. Facilitator will unmute your mic.

## Online Attendees:

- Submit a question or comment any time in Q&A box.
- The “raise your hand” feature is available to all Zoom participants however we are prioritizing phone attendees.

## Facebook Live Attendees:

- Please feel free to participate in the “Comments Section.” Someone on our staff will make sure I see your questions.



# POLL QUESTIONS



## Poll Question #6

**Was the information presented tonight helpful in changing your perception and/or understanding of the BeltLine project?**

- Yes
- No
- No opinion

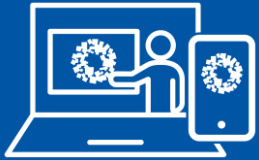


# POLL QUESTIONS

## Poll Question #7

### Did you learn something new?

- Yes
- No
- Need more clarity





# POLL QUESTIONS



## Poll Question #8

**What is your preferred method or methods of communication? (multiple choice)**

- Email
- Social Media
- Automated Phone Call
- Text Message
- US Postal Mailing



# CONTACTS

## PROJECT TEAM :

- **Project Manager: Kelvin Collins, Vice President of Economic Development - ABI**  
[kcollins@atlbeltline.org](mailto:kcollins@atlbeltline.org) or 404-477-3537
- **Community Engagement Project Manager: Lynnette Reid, Director of Planning - ABI**  
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- **Community Engagement Support: Nathan Soldat, AICP, Senior Community Engagement Manager - ABI**  
[Nsoldat@atlbeltline.org](mailto:Nsoldat@atlbeltline.org) or 404-477-3552
- **Consultant Lead - Andrea Foard - Senior Program Manager - Cincar Consulting Group**  
[Andrea.Foard@itsc2g.com](mailto:Andrea.Foard@itsc2g.com)



# THANK YOU!

