

**Community Engagement Results
Technology Enterprise Park Feasibility Study
October 2015 – March 2016
Westside Communities Alliance**

April 25, 2016

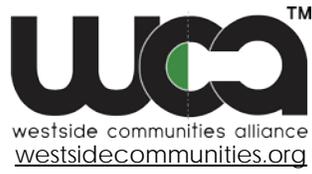
The Westside Communities Alliance (WCA) was subcontracted in September 2015 to begin the community engagement process for Enterprise Innovation Institute (EI²) regarding the expansion of Technology Enterprise Park, per a feasibility study grant from the US Department of Commerce's Economic Development Agency.

The WCA held three meetings with leaders of community organizations in the English Avenue and Vine City neighborhoods. Invitees were selected based on organizations that completed the WCA Community Studio in June 2015. During that studio, participants spent 12 weeks with Georgia Tech faculty and other community experts to gain a deeper understanding of development jargon and topics, particularly those of concern to the Westside. The notes from those three meetings (October – November 2015) are attached as appendices.

- Meeting 1 served as an introduction to the topic. Here, we learned that residents already had major concerns based on articles published by the Atlanta Business Chronicle and held significant distrust for Georgia Tech as a developer given the lack of community engagement during the development of Northyards located within the study area and adjacent to the existing TEP park.
- Meeting 2 introduced members of the TEP Study Team at the time to residents. Here, residents were able to get more complete answers to their questions and ensure that the proper leadership heard their concerns.
- The layout of Meeting 3 was co-designed by the entire group at Meeting 2. The room was broken out into three tables based on issues that were mutually agreed to be of highest concern: Housing, Education, and Workforce Development. The proper city officials/local experts were brought in to discuss how this development will impact the Westside, current initiatives in these areas, and brainstorm future collaborations.

At the conclusion of these meetings, it was decided that the TEP Study Team needed direct community input on a regular basis. The WCA held elections for a TEP subcommittee based on the availability and interest of attendees of the previous meetings. Two subcommittee members were selected: Al Bartell, of West Atlanta Land Trust, and Rodney Mullins, of Northwest Business Association. These two members receive \$80 a month (with WCA acting as the fiscal agent for disbursement of funds) for their participation in the subcommittee. Their tasks include attending meetings with the community, designers, and study team, and reading materials published (to include: Requests for Proposals, draft summaries for EDA, and more). The subcommittee members now serve as formal members of the project team, and a liaison to the larger Westside neighborhoods, and provide a voice for regular feedback to the project team. The subcommittee was involved in the selection of the firm (Perkins + Will) that will contract with Georgia Tech to provide professional master planning services for TEP.

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APPENDIX 1

WCA Studio Session: TEP 1
Wednesday October 21st, 2015
6:00 – 9:00 pm
Hagar CTM Meeting Room

Introductions:

Included name, length of time in community, organizations they were representing, and top concerns for their neighborhood.

Brief Presentation:

Mackenzie Madden, Associate Director
Westside Communities Alliance, Georgia Tech

**Immediately, a question from Tracy Bates about the financing behind the funding (federal grant, matching funds, etc.)*

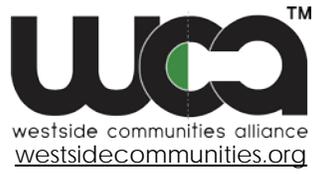
- Presented articles: May and September Atlanta Business Chronicle articles and 12 page document produced by EI² about the scope of work for feasibility study.
- 60 acres on the Westside (map provided). Expansion of TEP1 and NARA at North Avenue and Northside Drive.
- Who the partners and stakeholders are: Georgia Tech (EI²), Emory Hospital, Atlanta Housing Authority, Invest Atlanta)
- The WCA is acting as a point of entry on behalf of Georgia Tech for this project.
- Explanation of the process of the future meetings: Staff at EI², TUFF, GWCC, and GT professors.
- Studio course led by Mike Dobbins will be brainstorming transportation design ideas.
- What kind of materials or people would help you be prepared to think and talk in this space with these larger stakeholders?

Annotated Questions/Concerns from Attendees:

Makeda Johnson, of Vine City: An RFP went out for Herndon Homes a long time ago and nothing came out of it. I want Invest Atlanta in the room next week. When they say that they are planning for businesses, are they planning for the community businesses or something different? Will people consider a different style of housing (such as co-op style housing) that is more inclusive? The jobs created by this development will be so highly technical that there will be no benefit to the residents. Therefore, the housing stock built will be upscale housing. Who really is going to be working/living in this area. Even the “affordable” housing of \$55,000 is too high for our residents, especially given our high number of single heads of households. When Northyards was built, we as the community were promised jobs that were not created/fulfilled.

Tracy Bates, of English Avenue: I want AHA in the room because they have an obligation to provide affordable housing to the residents. They do not track their residents and do not have good rates of return. They are displacing a whole city. I’ve heard that they are basing their studies on millennials, not on families (especially not families with more than two

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children). I also want the President of Georgia Tech in the room. GT is driving this bus. TUFF will only talk about development and construction. There are multiple ways GT will benefit from this project and therefore GT needs to holistically bring the model for engagement. You as WCA are doing the model, does your President know that? They better let y'all be the bridge, because I can't. I've been here too long and have too much rage and too much distrust and too many broken promises. How come this map doesn't say English Avenue?

WCA Staff: This image wasn't originally supposed to be published.

Tracy Bates: Where are you spending \$500,000? I can't see it. We have an encyclopedia of studies done. Only planners are making money. If they can't read it and collaborate on it as the experts, how are we expected to do that? How does GT feel entitled to public money? Because Invest Atlanta won't relinquish it to the community? I don't like to be in rooms where I put my name on a list and they call it community engagement even though none of my input was taken. I want to be able to say that I was against the development. Y'all are just gonna turn this sheet into the federal government.

Makeda Johnson: Don't feel disempowered. In Lakewood, they stopped the conversation by writing to Washington and stopping them from getting their money. People will use that sheet and GT will use you, WCA, because we like you and this study is just a study. If we are truly a community that is going to survive, we can't get spooked. They put these sign-in sheets in their report and it's done. We need to start burning the midnight oil to act as watchdogs.

WCA Staff: Bud Peterson's ability to talk about this project will not be great. We can invite Howard Wertheimer because he is part of the Study Team and he knows what is going on.

Al Bartell, of English Avenue: City Council seven standing committees needs to hold public hearings with the President of Atlanta City Council about this topic. This way we can justify community engagement as it gets officially registered by the standing committees.

Linda Adams, of Vine City: Northyards took us in loops for years. We need to tell them what we want this time. I hope you all go back and express our frustration and what you heard in this room. I want someone that I can trust to speak for us as one. I came because I was asked by Dexter Johnson to come by our organization. I trust my sister Makeda, to tell it like it needs to be told. I'm just so frustrated that this has moved this far and we have yet to hear from the real people. We need to know what we want from our neighborhood. We spent our money to make a plan for our neighborhood already. Now, we're wasting time because they won't listen to us anyways. How serious is this conversation going to be taken when you go back? I am going to scratch my name off that sign-in list.

WCA: We told the team that if they do this wrong, then the WCA is out of jobs. They need to follow our principles of transparency. We are not trying to mediate this conversation, we are acknowledging that community expertise is real. We have told them to look at the existing plans. Our scope of work with EI² entails providing the TEP with plans, (a group of students is creating a summary of these plans), a report of the WCA community engagement meetings. The TEP team is claiming to use the "best practices" of Tech Square which does not include tracking. (i.e. unemployment numbers for old residents vs. new residents).

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Tracy Bates: AHA is not tracking their residents.

WCA: Nobody is tracking displacement. Nobody is tracking who is leaving because landlords have decided to stop accepting housing vouchers even though we know that it is a problem.

Tracy Bates: I didn't realize that you guys were representing EI².

WCA: We've been asking people at Tech (students/faculty/staff) to come through us so that we can have some sort of filter so that we can change the previous relationship that Tech had with the Westside. We know that we are GT.

Tracy Bates: You are here to diffuse us, to make sure we don't blow stuff up. GT is still doing it, they are still doing us bad. The best thing we can do from this conversation is to help make this sustainable to make this whole thing a win. When I can calm myself down, I can have some great ideas. But because the level of distrust is so high, it's hot. The Westside is going to change dramatically and drastically and it needs to but it can be good.

WCA: We can point out the good and bad ways of development. i.e. Will someone finally do something about the water?

Makeda Johnson: We need a community benefits plan with GT. They promised us that with Northyards and we never got the jobs first.

WCA: Everyone is talking about development and schools are being looked at as more real estate than education spaces. For us, and what we do, we want this to be a meaningful process that yields actual implementation and does things that are different and ought to happen.

Tracy Bates: I think I can use that \$500,000 to enact change in my neighborhood better than a consultant can.

Gail Mapp: Can they pay you?

Makeda Johnson: They won't hire community members.

WCA: Put that on the table.

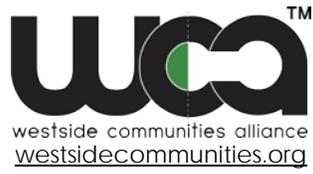
Makeda Johnson: Everyone has study grants: Living Cities, Westside Future Fund, etc.

Linda Adams: When Herndon Homes existed it was part of NPU L, and then they reorganized after they demolished it.

Tracy Bates: Was there a land trust or treaty for Northyards/Herndon Homes about residential homes being built? Can you guys open the door for more English Avenue people to come in? (i.e. the Land Use chair for English Avenue Neighborhood Association)? How will our current population in their education level, will you make sure we get some concrete answers next week?

WCA: We invited everyone that finished our Community Studio, this was listed as a benefit in our Studio (first dibs on all next projects). That is how we decided who to invite into the space, we work based on organizations, not individuals.

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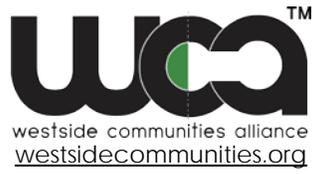


Makeda Johnson: Elected officials should join our meetings, not participate in their own meetings. I need these silos to stop. The elected officials already know about this, they should have told us, why didn't they?

Tracy Bates: The sobering reality is that even after all of the Community Benefits plan meetings, they still wouldn't make an Agreement, only a plan, with no real obligations.

WCA: If you think of more information you'd like before next week, please let us know.

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APPENDIX 2

WCA Studio Session: TEP 2
Wednesday October 28th, 2015
6:00 – 9:00 pm
Atlanta Community Food Bank

Brief Presentation:

Chris Downing, Associate Vice President
Enterprise Innovation Institute, Georgia Tech

- Hoping to expand the existing Technology Enterprise Park (TEP) into “something bigger”
- Georgia Tech has broad economic reach throughout the state
- Looking to raise awareness about development process
- Unaware of the questions to ask ourselves, so welcoming other’s questions
- Currently completing a feasibility study about expanding TEP Research Park into a broader Health and Biosciences District or Neighborhood
- TEP was developed in 2004
 - Georgia Tech acquired funding from TUFF (national organization: The University Financing Foundation) for development
- TEP is currently only 16 acres
 - Bullet building clinical labs
 - TEP Building is oldest
 - Room to build more
 - Trying to decide if the area should remain the same size or expand larger
 - Northyards is another office park
 - Atlanta Housing Authority is looking to develop mixed use/mixed income nearby
 - NARA – North Ave Research Area. Enclosed for only GA Tech. No commercial buildings.
- What is goal of this study?
 - To determine feasibility of expansion
 - Why should you/Georgia Tech care?
 - Diverse job creation 4000+ jobs
 - Making a mixed-use neighborhood
 - Housing
 - Community space
 - Retail
 - Improved transportation infrastructure
 - Improve “value” of the land
- Whole area is ~60 acres
- Existing Buildings
 - TEP 1 Building
 - “New-ish” building
 - Fully occupied

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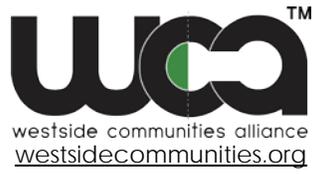


- St. Jude Medical among others
- 100 employees
 - Bullet building
- If we only build on the land already in place, it wouldn't add many new jobs
- Looking to improve underpass at North Ave, it is currently unsafe (small sidewalk, very dark...)
- Looking for a better physical connection to Georgia Tech
- Fences currently surround Research Park. A more mixed-use space then would eliminate fences. The buildings would still have security.
- Example - Tech Square in Midtown (5th street):
 - Had lots of fences
 - Was unsafe
 - Area along freeway was undeveloped
 - Tech + private developers made a change
 - Nationally recognized for the type of partnership created
 - Tech Square transformed and has multiplier effects to rest of neighboring community
- A conventional Research Park build out would look like:
 - Could add four buildings
 - Would have minimal positive impact to West Atlanta neighborhoods
- Want it to look like a mixed use space with a work/live/play and research component
- Still only studying if this is possible – have yet to think about what the physical design will look like
- Large Georgia Power lines on site – these could be a space that could be a community park because can't build on it
- Timing is good because lots of things are currently happening in West Atlanta
- Other types of programming to have on site:
 - Workforce development
 - Corporate landing spots
- Will not reduce housing in area
- The challenge is making it economically viable/doable for the future
- This cannot be business as usual to make this happen – just like Tech Square wasn't business as usual
- Connecting with WCA to reach out to neighborhood organizations and businesses because to continue to gather insight

Question & Answer

- WALT
 - How do we consider access point, understand the technology access point? Currently WCA is our access point. Can WCA be 6th dot/access point to ensure they are part of the discussion going forward?
 - Yes because will help with the study
 - Problem is that Georgia Tech isn't giving WCA funding
 - EI² has given WCA some funding to help with communication plan
- Historic Westside Cultural Arts Council
 - It's hard to navigate Georgia Tech
 - Georgia Tech has three arms - teaching, research, economic development

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- Northwest Business Association
 - Traditionally – communities write grants and get funding
 - Can we include community in feasibility study to ensure equitable discussion?
 - Can we intermingle community folks to the study? – How we approach the problem determines the outcome
 - E² is open to adding persons to the study team. This could be done through the WCA. It could be hard to pick one person. There could be some funding to pay someone. Thinks of the WCA as a representative for the community. If we can nominate someone, then we can consider.
 - “Non-traditional” means the type of development is non-traditional
 - Dean Royster says – we started this process last year so we can continue the conversation

 - Historic Westin Heights/Bankhead Neighborhood Association
 - There are other developments along North Ave, trolley, quarry.
 - Only looking at the area of current 16 acres and possible future 60 acres. Not looking at other areas as part of the study.
 - What is definition for affordable? What percentages? For how long? Is there funding to keep affordable? – Make sure this is clear in the study
 - Chris - Georgia Tech is not putting up housing on any of their land. We can't answer to affordability
 - Atlanta Housing Authority - RFP (Request for Proposals) is out for Herndon Homes – the vision is for the site to be mixed income. 40% affordable at 30% AMI (Area Median Income). Tax credits for 60%. After that, it will be market rate because not enough money to have sustainable on affordable. Ground lease for 40-50 years will maintain affordability. After 40+ years then goes back to housing affordability. Mixed-use hoping to have office and retail use. Will have master planning process once we have development partner. If we work together rather than silos then can have more of an impact.
 - The study doesn't have definitive lines – just an approximate 60 acres. Looking broadly to say if all partners worked together then what would future look like
 - Wants to collaborate with AHA as they put out their plan
 - Timing is right so that can work together

 - Historic Westside Cultural Arts Council
 - If each group has ingredients to make small cake but if work together then can have a large cake
 - Crossing Northside drive physically and economically is difficult.
 - Demographics of Herndon Homes and families displaced. She has demographics for Vine City and English Ave. Current Research Park has over 400 employees. Technology Square demographics?
 - The Georgia Tech City Planning studio group can pull Tech Square demographics.
 - Studio group is looking at infrastructure. They are looking broader all the way to BeltLine.

 - English Avenue Neighborhood Association
 - Great opportunity for the community
 - In terms of job development, the problem is that a number of community people don't have the education level to get advanced jobs.
 - Dean Royster– We have a Washington Cluster schools program to think explicitly about how creating pipeline. Thinking about United Way insulated pipeline. Universities doesn't think
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deeply enough about engaging in economic development. How can we be ready and competitive for those 4000 jobs?

- EI²– doing studio looking at jobs in LKT. What do people want to do? Where are you now? What do you aspire to do? What are the gaps and how can Tech train people up?

- Vine City Civic Association

- What's happening here and now for jobs? What kind of tangibles are going to be?
 - Georgia Tech – There is currently a studio group looking at workforce development challenges and solutions in the area
 - Atlanta Housing Authority – The United Way Cradle to Career model could be an example.
 - EI²– If the park has multiple types of companies and a broad mix of activities it can create a broader set of job creation. This is a much better option than if the park is only for research.

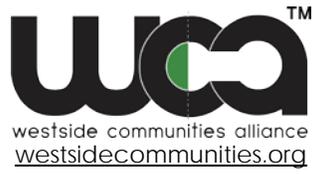
- Westside Atlanta Land Trust

- How many employees are at NARA?
 - At least 150-250 people a day – students and regular faculty
- What are the issues? Is it that housing is unaffordable or is it that housing is quality?
 - Lack of access to resources for projects – because doesn't have partnership with organizations in room
 - Quality and affordable is the issue
 - Macketa - Change is here. People who make 6 figures that want to live/work/play. Need inclusionary housing not affordable housing. So that people can pay 30% of income rather than 70-80%. Has seen the rise in housing prices. Community for all.

- English Avenue Neighborhood Association

- Redevelopment plan on record. How far west are going to go? How do these plans fit into this redevelopment plan. Want to keep families in neighborhood and uplift community that are there. Want houses. Want ordinance/plan to work together. We know what we want to do. Taking steps. Not sitting on our butts. How does this help us do what we want to do on our side of Northside Drive.
- Chris - Should grow the way community wants.
- Chris – By growing more jobs this will help. The teams need to look at the plans that have already been done to work with them. Will have greater job creation if do in diverse way rather than traditional research park.
- Dean – TEP needs to have more peripheral vision but need specificity. There are 3 plans in existence. Chris needs to look at these.
- Chris – will take study slowly. Don't want to rush. Originally was going to have developer go quickly but decided wanted to look broader and with community. Don't want to miss opportunity by not talking to partners.
- Dean – next steps.
 - WCA will do next step to identity collective leadership.
 - Chris – Looks to WCA to help make this happen
 - Get peripheral vision going
- Dobbins – specificity is important. Students needs to look at jobs and income levels at housing costs. Come up with ways to stabilize housing costs over time. O4W tipped too quickly. Invest Atlanta has very good tools.

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- Maketa – cooperative housing. This builds longevity. Cooperative housing is residents have ownership of property. This builds assets. Jump start to home ownership. Redesign financing and takes out of market rate model. Get ownership with less liability
 - Invest Atlanta can look at these models in this study
- Lynda – housing/jobs/park/development,. Haven't heard education/schooling. The WA cluster. State of the art of school.
 - Chris – This would be a great parallel effort.
 - Dean – WCA approach is looking at holistic approach to community development (Education, food/health, arts/culture, water/environment, ??).
 - Drewnell – seniors and aging and how integrated into community. Big piece of community. Aging in place.
- Rodney – How will this project close the economic disparity gap? How will this not only be focused on grant but on a sustainable relationship between Tech and community? How can we create a communication plan to increase transparency? Didn't see collaboration and partnership in any of the literature.
 - Chris – Should have pulled in residents when put together the grant. We weren't as inclusive as should have been when wrote the grant. Tech's vision has strong commitment to positive influence to surrounding community. Wants to create innovation neighborhoods around it. The people who currently work at TEP don't live in the community and that is problem. To fix need to have more activities in the area.
 - Rodney – If integrates with STEM at youth education and really do holistic change. Community will be part of the outcome of the park. Community worried about gentrification. By being more transparent can help improve the outcome. A lot of businesses want to work with GA Tech.
 - Chris - loves the parallel with APS.
 - Rodney – study with Shaheed looking at businesses connected with Enterprise Park. Very few businesses (3%)
 - Chris – need to have diverse business to ensure that community businesses can partner
- Tracy – would like to see for sustainability and longevity to have consideration that revenue stream that goes to community groups. Ex – parking revenue 3% goes to community organization. Similar to AHA having land being held for 40-50 years. Modeled after Community Development Corporation models. Good example like Community Benefits models like stadiums. GA Standup would be a great resource for these models.
 - Lynda – This was done when Dome was built. We shouldn't just ask Tech to pay into parking fund but other orgs.
- Mother Moore – Partnership needs to be looked at.
 - Dean – Need to develop protocols for relationship formation. Develop rights for participation. Who is a member of the WCA? We facilitate the conversation. We need to facilitate the nature of the connection and how can grow representation. IAC would be logistical facilitator but not making the decision.
 - GSU is doing study on health (WCA is partnered on this grant). Opportunity to be partner with community.
 - Dean – WCA also partners with GSU, AUC, sometimes UGA. Opportunity is there. We need to quickly pull together the collaboration piece.
 - This project should be stepping stone for collaboration.
 - We haven't articulate this process yet. To ensure fair and authentic
- Tracy – what is Chris looking for?

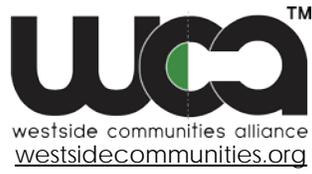
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- Introduction and hear about broad reaching.
- Suggestions that were given especially around APS and other key one
 - Long-term pipeline for employment
 - Youth education
- The more collaborative this is going forward the more informed the study will be.

Next Steps

- WCA will send out:
 - Tonight's slides
 - AHA cradle to career pipeline model
 - WCA collaborative conversation from studio last year
- The following meeting:
 - A deeper dive on specific topics of interest in a round-table format
 - Begin the discussion on a community representative for EI² study



APPENDIX 3

WCA Community Studio: TEP 3
Roundtable Report-Outs
Wednesday, November 19, 2015
Atlanta Community Food Bank
6:30 – 8:30

Workforce Development Table Report:

Before

- Map opportunities
- Local hire requirements
- Criminal background “forgiveness”
- Employment at a living wage
- Leverage stakeholders (STAND-UP, Trade-Up, AWDA, WCA, etc.)
- Get the AWDA job van to the westside
- Develop a program
- Identify program participants

TEP Construction/Development

- Biomedical Research and bio-science community can provide skills training
- ~4,000 jobs will be created
 - Potential job opportunities: construction, janitorial/ grounds maintenance, lab technicians

During/After

- Ask for a Community Benefits Agreement (CBA) or Community Workforce Agreement (CWA)
- Create connections to K-12 curriculum
- Map skills needed
- Map development opportunities
- Map training projects/programs

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Housing Table Report:

Three main ideas:

1. Thinking holistically is key – the concept of housing needs to include families, schools, church, safety, the arts, etc.
2. How can TEP radiate outward for a quality community?
3. We must keep the history in front of stakeholders and articulate a vision for the space we want.

Key Players for accomplishing these ideas:

- Atlanta Housing Authority
- Operation Goodwill
- Fulton County/City of Atlanta Land Bank Authority
- Groups that can assist with public policy
 - o More policies are needed to enable quality housing and a livable income

Four models to be followed:

1. Douglas Street community. In Boston, MA
2. Athens-Clarke County in Athens, GA
3. Johns Hopkins in Baltimore, MD
4. Orange County, CA

Key questions moving forward:

- How do we best help young people transition into buying or obtaining housing?
- Who are we building housing for? (e.g. transitional services, the aging population, families, those with mental illnesses)
- How will TEP manage to keep Westside talent?



Education Table Report

Local School Challenges:

- APS transitioning to a new operating model (charter clusters)
- Booker T. Washington Cluster has three of six schools on the Opportunity School District list for potential state takeover
- Closing and merging schools causing overcrowding (RM students eating lunch in their classroom)
- Vacancy and abandonment in community contributing to PTSD in children from having to walk back and forth to school in extremely challenged environment
- Teachers seem hopeless due to uncertainty of their future in the school system
- Many parents walk to schools in community.

Ways TEP could benefit local education:

- As TEP develops near westside communities it should embrace and not displace local schools (with challenges), as an anchor institution.
- ID ways to connect local businesses that can meet the needs of the schools as they transition to charter cluster model with increased local control
- Develop a long-term strategy to make BTW a “premier cluster” with destination schools that host specialty programming that is only accessible within the cluster schools.
- Expand TEP site notion of “research neighborhoods” to “learn-live-work” so that it is a learning community or neighborhood.