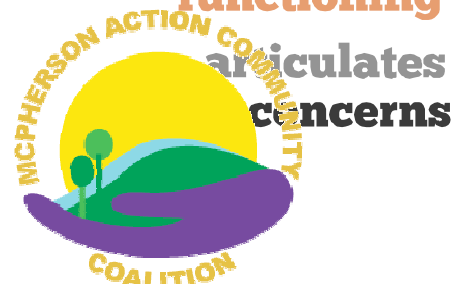


Assuring Community Benefits in Military Base Closing Redevelopment Processes



Presented by:



- Professor Michael Dobbins: Georgia Tech. FAIA. AICP. Former Commissioner of Planning and Community Development for the City of Atlanta
- Deborah Scott: Executive Director of STAND-UP
- Karen Babino: Community Leader. MACC Member. NPU S Chair. Licensed Realtor
- Leslie Caceda: Georgia Tech MCRP Graduate, STAND-UP Community Planner and Researcher
- Pamela Newkirk: Community Leader. MACC Leadership

Agenda

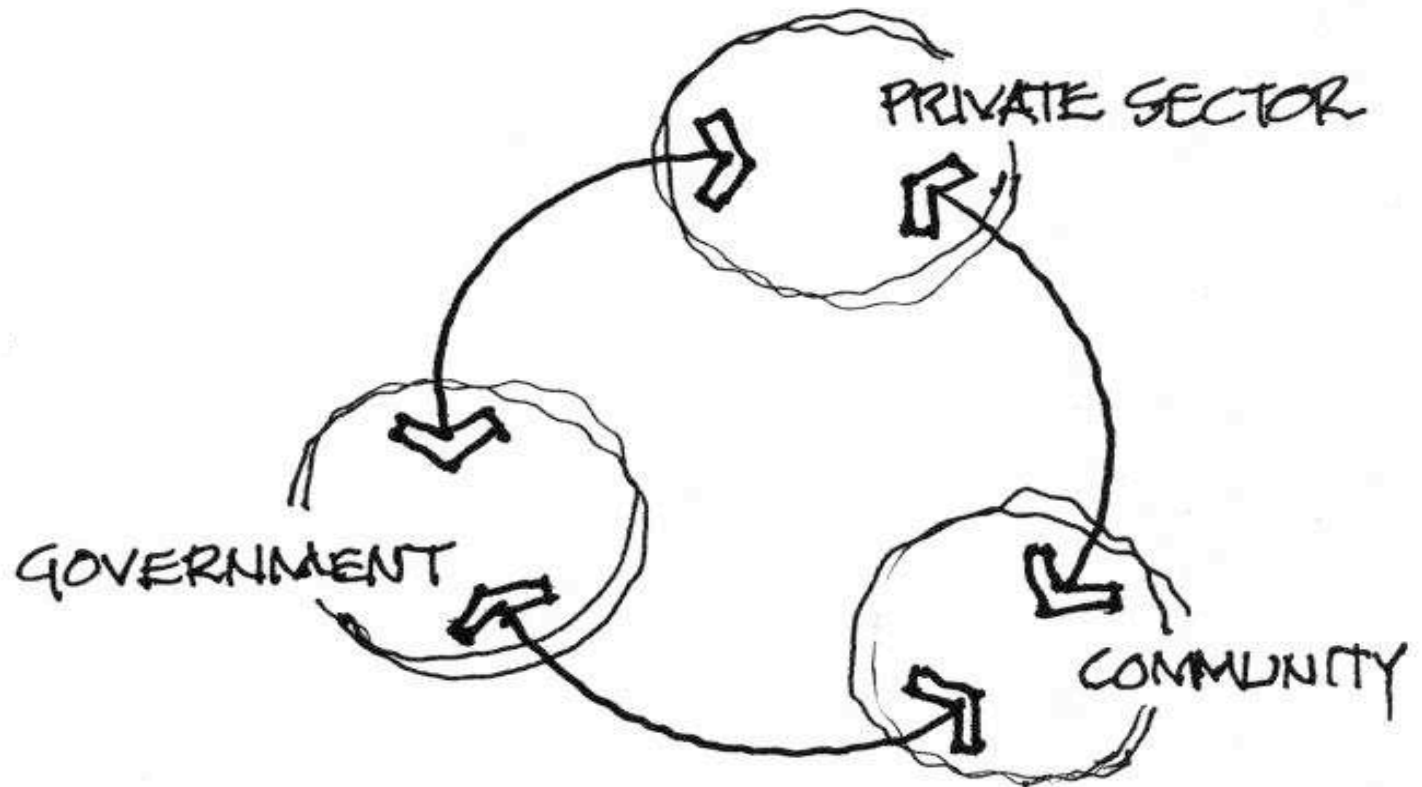
1. What do you want to learn?
2. What do we want to learn?
3. Telling the Tale:
 - How can communities impacted by large scale development projects influence the process so that their needs and priorities are incorporated?
 - How we are trying to do just that in conjunction with a major base closing in Atlanta – a case study.
4. Workshop on equitable engagement in development

Identifying Community Benefits



- Organize to assure that their needs and priorities are incorporated into the development process
- Identify community benefits, like jobs, housing, recreation, infrastructure, amenities, and then
- Engage the planning and zoning approval processes
- Engage any public financing, incentive and budgeting Process
- Establish a legal entity to negotiate Community Benefits Agreements (CBAs) to assure results

The broad spheres of interest always present in the development process:



The interests, the motives, the purposes, the measures, and the relative power of each – can partnerships be forged so that all can benefit?

Location

- Halfway between downtown and the airport
- Bordering 3 NPUs
 - R, S, and X
- Bordering 2 Wards
 - A and B
- Abutting 2 Marta Train Stations
- 488 acres of prime land filled with existing assets



Guiding Principles

- Transparency
- Communication/Disseminating Info
- Accountability
- Support Each Other
- Involvement
- Advocacy
- Objective Criteria & Standards
- Serving Common Interest
- Consensus and Unity
- Economic Development
- Education
- Atlanta/East Point Unity

Demographics

	Population ¹	AA Pop ¹	%< \$25,000/yr ¹	MHHI ²	Pop over 65 ³
Fort McPherson Community	ATL- 59,130 EP- 31,786	92.5%	45.2%	\$28,000	~30%
Atlanta	ATL-408,873 EP- 33,172	61.4%	38.1%	\$45,171	~6.0%

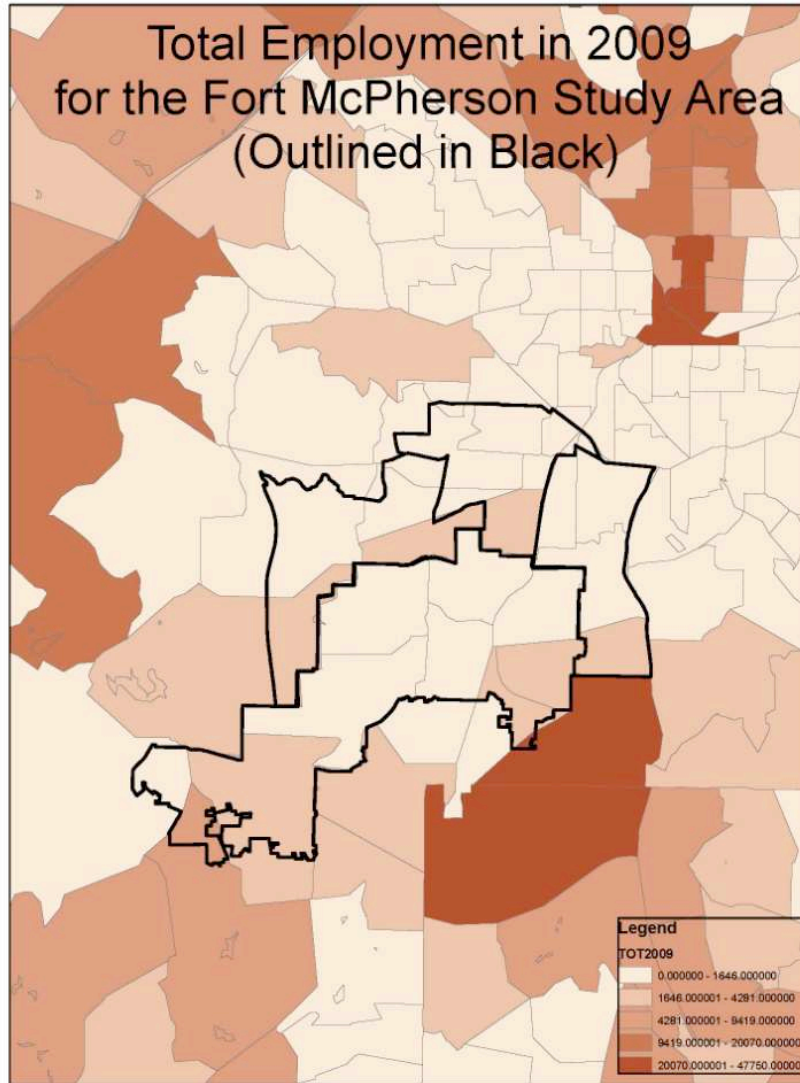
1- 2000 Census Data

2-2005 – 2009 American Community Survey Data

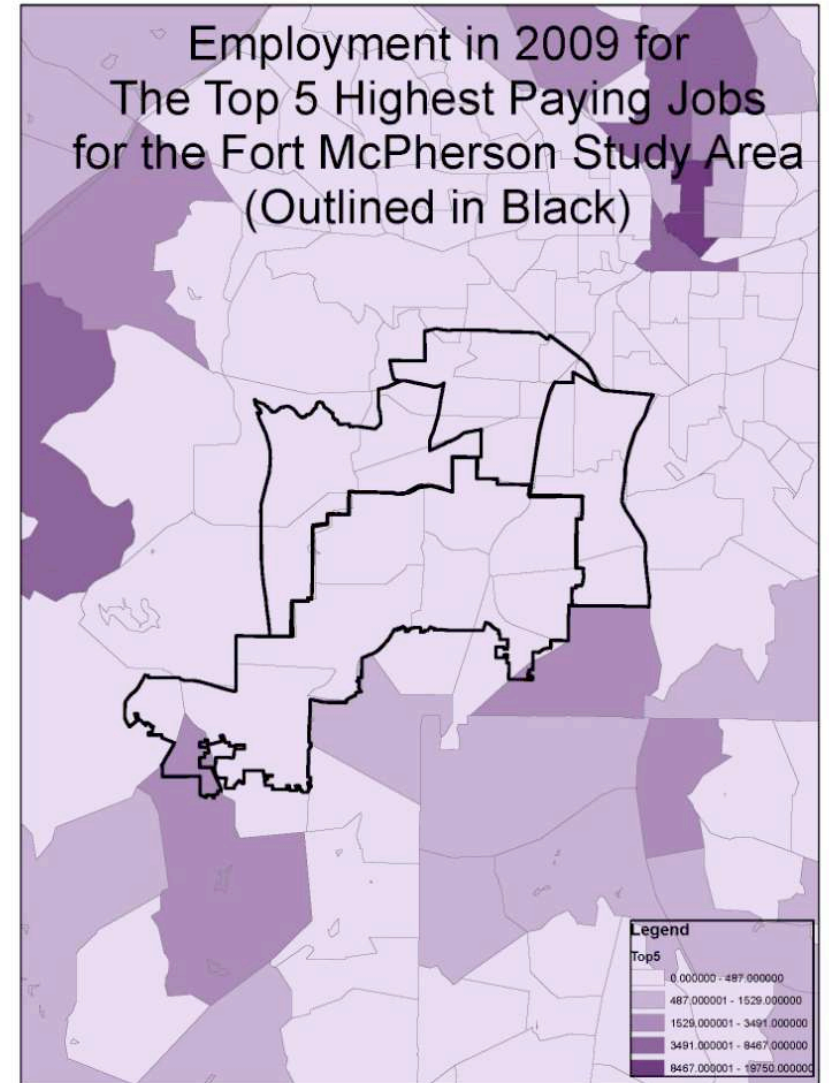
3- 2010 Census Dara



Employment



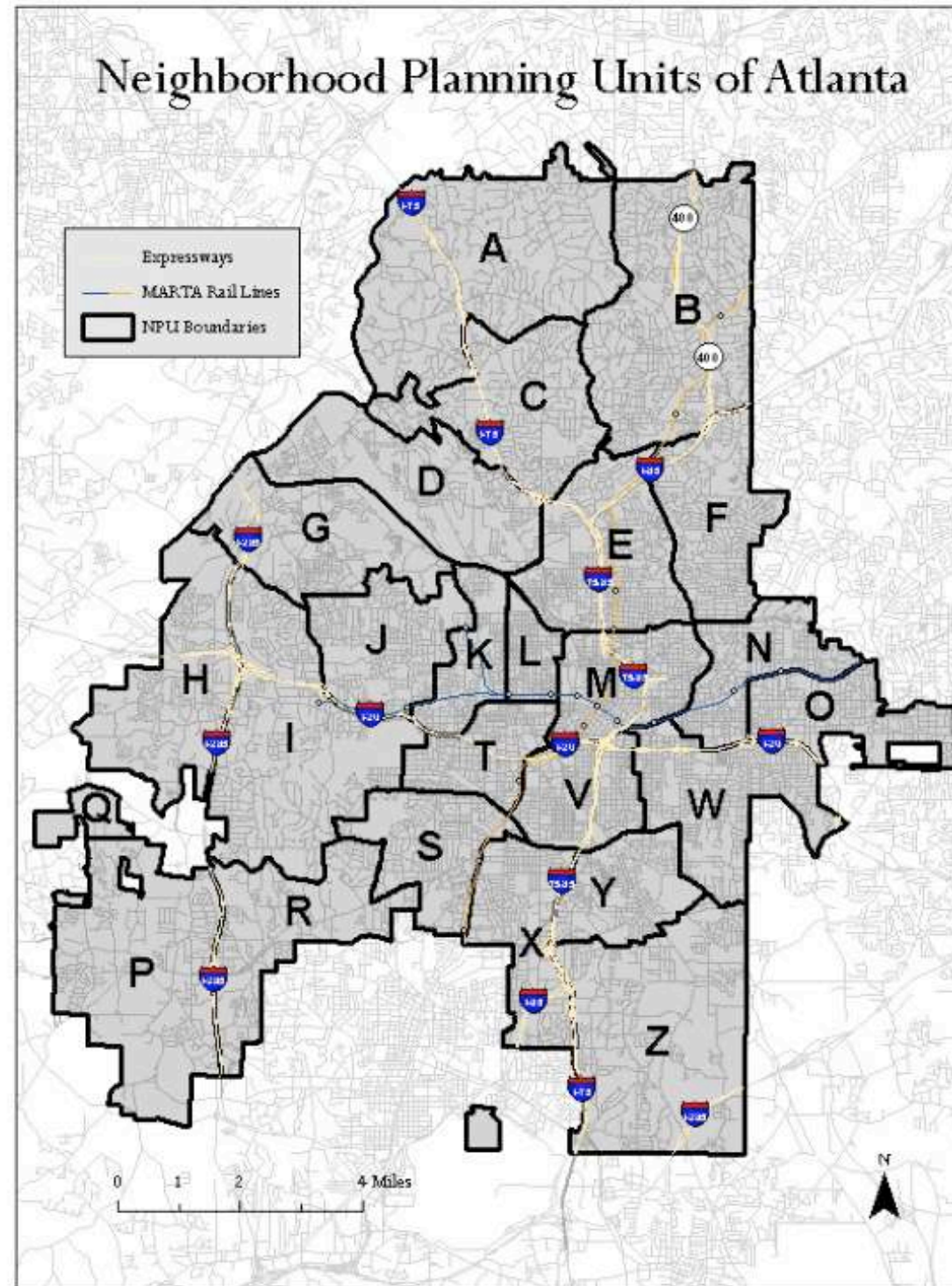
Source: 2005-2009 American
Community Survey



Source: 2005-2009 American Community
Survey

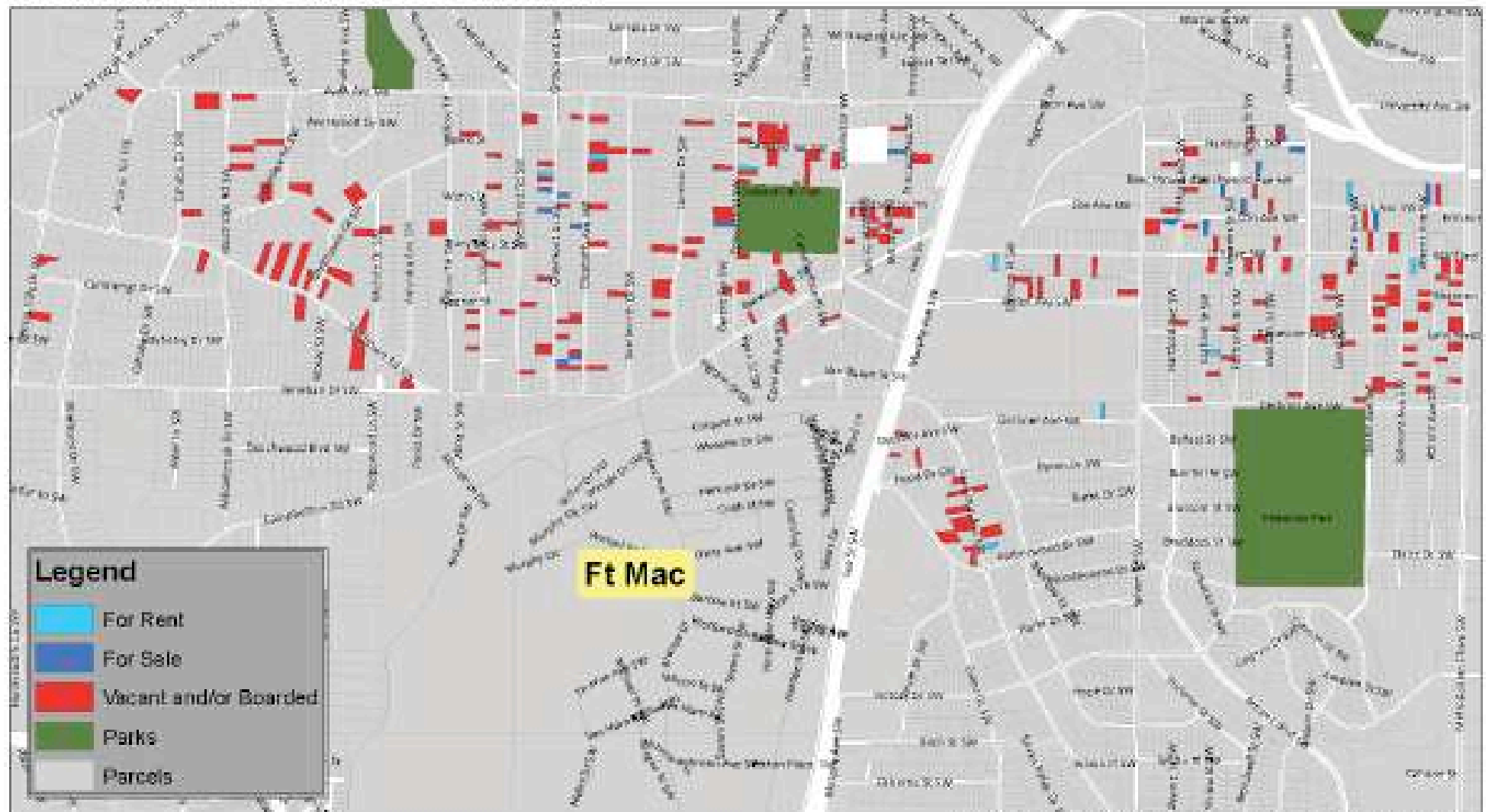
What is an NPU?

- **N**eighborhood **P**lanning **U**nit
- Established in 1974 by Atlanta's 1st black mayor, Maynard Holbrook Jackson.
- There are 25 NPUs. Each is lettered A-Z except U.
- Each operates by its own set of by-laws
- Each is assigned a City of Atlanta Planner
- Each sends a representative to the Atlanta Planning Advisory Board.



Housing in distress – Fort McPherson vicinity housing inventory

Vacant and/or Boarded, For Sale & For Rent



Map should be used only for representation of distressed residential properties in the area.



Reclaiming Public Space

Intention

- “Economically uplift surrounding communities...,”
- “Enhance community services and promote life-long learning...,”
- “Develop through a collaborative process...,”
- “Develop with respect to the local community...,”
- “Create a place for everyone...”

Delivery

- Insular “top-down” planning



“...don't miss the opportunities...”

The base has buildings and grounds that could help meet community needs

The base plan calls for community involvement

The base will have lots of job opportunities, both in the short and long term

BUT, the base had no plan for interim use of its facilities

The base carefully selected which “community” to involve

The base has not committed to local hiring or training



The Path

**MACC is
Created**

**STAND-UP Assists
PICL Project**

**STAND-UP
Commissions
GA TECH**

**Policy Institute
Class Project**

**2005
Base Closure
Announced**

GA Tech Studio

- Focus on lending technical support to community initiatives, particularly in low wealth and minority communities.



The Studio Work

- **Purpose**
 - Emphasize and fulfill community service commitments
 - Apply and recalibrate classroom learning to real situations
 - Provide resources where access is often lacking
 - Learn from community – where at least half of what planners need to know to be useful comes from
 - Support the creation of a **community action plan**

FORT MCPHERSON COMMUNITY ACTION PLAN Executive Summary

A Community Response to the Fort McPherson Research Park Master Plan and Conceptual Plan



Community Engagement Studio Conducted by
Georgia Tech College of Architecture School of City and Regional Planning

Commissioned by
STAND-UP, Deborah Scott, Executive Director

In Partnership with
MACC and members of the surrounding communities in Atlanta and East Point

Fall 2010 Studio Funded by
The Ford Foundation

Executive Summary Prepared by
Professor Michael Dobbins

Edited by
Harold E. Barnette, Barnette Snead Associates



Local Redevelopment
Authority's Phase I Plan

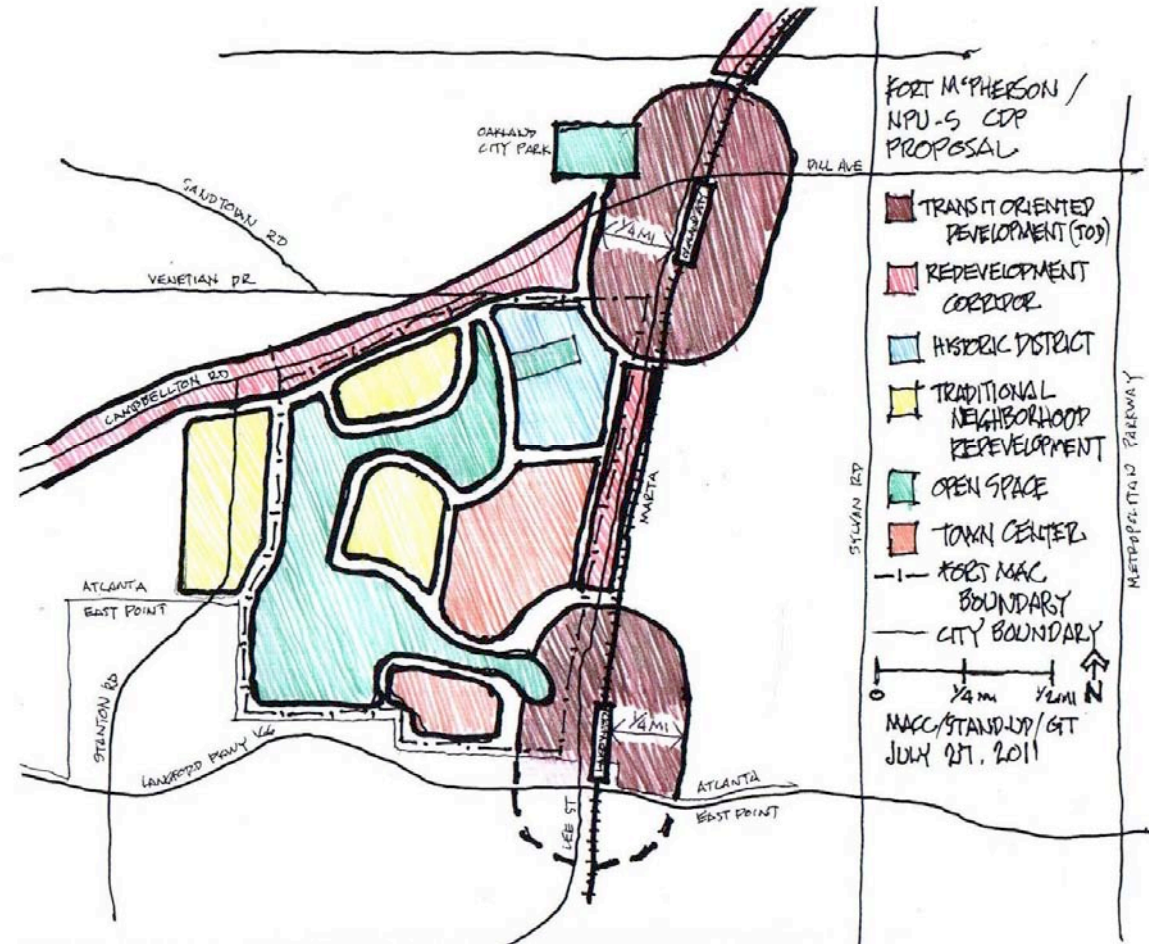


Community's Interim
Action Plan

Base Plan and Communities' Action Plan



Local Redevelopment Authority's Master Plan – internally focused – doesn't mesh with community or take advantage of MARTA



Sketch of Communities' Action Plan – meshes with community, provides for jobs and housing cooperation, and focuses on MARTA station Transit Oriented Development opportunities

Award Winning Effort

Outstanding
Student Project
Award

Georgia Planning
Association 2011



Interim Plan



Land Use, Zoning
& Urban Design



Transportation



Economic
Development



Housing



Environment



History, Education,
& Culture



Public Health &
Public Safety

Prepared by Georgia Institute of Technology
School of City and Regional Planning
Professor Michael Dobbins Studio

Georgia Tech Student Contributors:

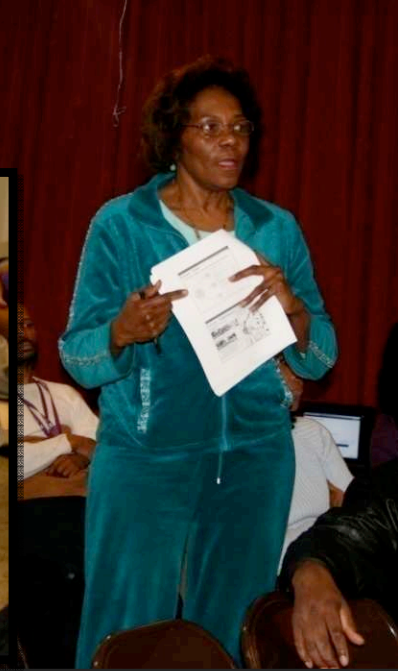
Akash, Zachary Adriaenssens, Kia Ball, Leslie Caceda, Carlos Campo, Chris Faulkner, Carolyn Knabel,
a Lee, Moki Macias, Drew Murray, Susan Prater, Neela Ram, Ruma Ram, Andrea Rattray & Stephanie Wansley



Final Draft December 2010



STAND-UP



THINK

- Research + Policy Analysis
- Policy Institute for Civic Leadership
- Community Enrichment Workshops

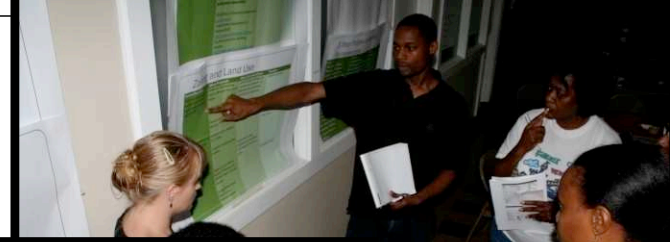
- STAND-UP Alliance
- Community Organizing
- Community Benefits Campaigns

ACT

STAND-UP's

Purpose

- Empower Communities to be active participants in shaping their own future
- Link + Support the work of Social Justice Activists, Labor Organizers, Faith-based Groups, Neighborhood-based Organizations and Grassroots Citizens
- Provide the tools and training to create sustainable progressive public policy
- Build Power for a Progressive Movement in Georgia, and creating a model for the South



CBA's

- Community Benefits Agreement are negotiated between developers and leaders of community groups from community-labor coalitions and community based organizations. The agreements reached are legally enforceable documents that summarize the commitments developers make to the community.

Without CBAs

CBA's (COMMUNITY BENEFITS AGREEMENTS)

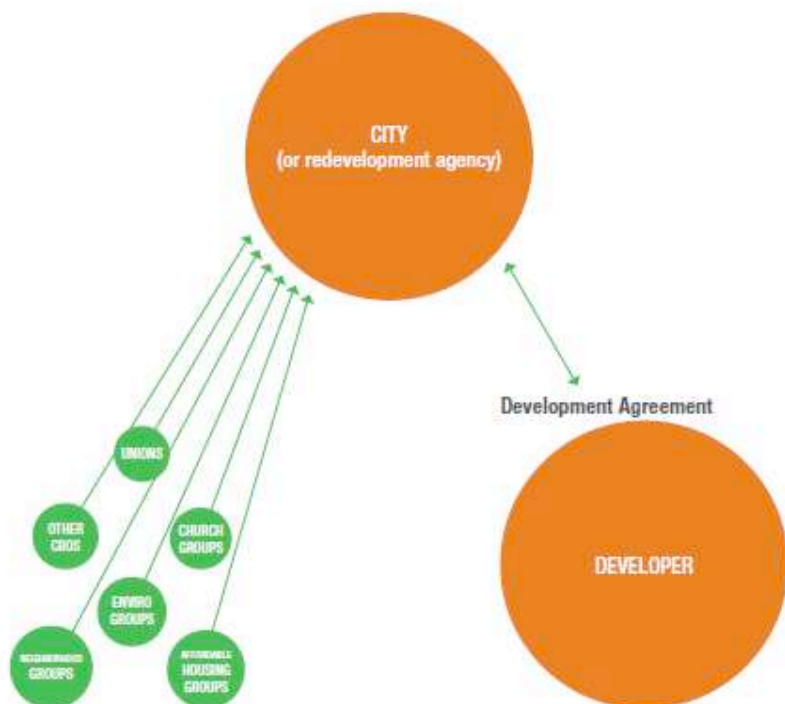


Diagram shows the development process without CBA's. Source: <http://www.communitybenefits.org/>

With CBAs

CBA's (COMMUNITY BENEFITS AGREEMENTS)

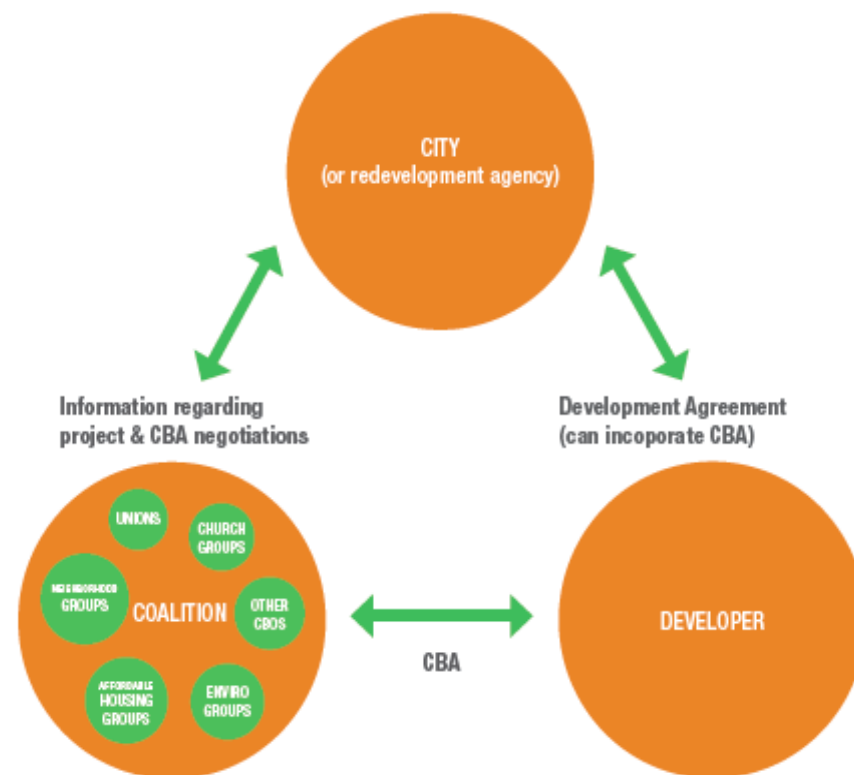


Diagram shows the development process with CBA's. Source: <http://www.communitybenefits.org/>

Accomplishments

- Representation of Elected Officials on the LRA Board with leadership from State Senator Vincent Fort
- Community Engagement Sub-Committee was formed with leadership from Councilmember Joyce Sheperd
- MACC (McPherson Action Community Coalition) formed as entity with ability to negotiate Community Benefit Agreements
- New Mayor's attention and support
- Incorporation of the Community Action Plan into the city's comprehensive development plan and rezoning deliberations
- Rapid broadening of public awareness and involvement in the base's future



Next Steps

- Remaining vocal during zoning processes
- Growing MACC Membership
- Working for win-wins now and down the path
- Enter into negotiations with developers as they are announced



Contact Info (in order of appearance)

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- **Deborah Scott:** dscott@georgiastandup.org

Thank You.

The word cloud features the following words and phrases:

- Fort McPherson Residents' Committee
- transparency
- development
- engagement
- collaborative
- community
- inclusive
- stakeholders
- surrounding
- benefit
- neighborhood
- impact
- redevelopment
- functioning
- concerns
- art articulates
- work promoted
- genuine receive
- initial reported
- critical involve area
- comprehensive
- noticing
- heavy development
- prior public involvement
- throughout
- note
- apparently issue
- aspirations meeting
- base
- committee
- site input
- aspect important example
- appropriate mandatory
- every
- involve area
- involve area
- neighborhood
- stakeholders
- genuine receive
- committee
- work promoted
- art articulates
- concerns
- redevelopment
- functioning
- art articulates
- concerns



Workshop

Guiding Principle

- Development projects turn out better for all when all are included from the beginning, in which impacted communities negotiate Community Benefits Agreements (CBAs).

Workshop

- **Objective.** Enter into a negotiation to discuss the following:
 - Agreement on overall development strategies
 - Agreement to incorporate aggressive sustainability measures
 - Agreement on a timeline for development
 - Agreement on beneficially using the buildings and other facilities already on the property, like housing, athletic facilities, and light industrial buildings
 - Agreement on proactively incorporating a local job training and hiring program to alleviate high unemployment, particularly among young African-American men
 - Agreement that for anything to happen, the developer must earn an adequate return on investment
 - Agreement on a workable and ongoing partnership among developer, city and community to guide the development's future (expected to last 20 years)