

Presentation by:

Contente Terry, Principal – Contente Consulting, Inc.

October 18, 2007

THE COMMUNITY PLANNING PROCESS

HUD / HBCU NATIONAL CONFERENCE

DALLAS, TEXAS

AGENDA

- × Introductions
- × The 4–Step Community Planning Process
- × Outcomes of a Community Plan
- × Case Studies
- × Lessons Learned

THE COMMUNITY PLANNING PROCESS

1

Inventory & Assessment

TASKS:

- Compile Physical Conditions & Demographics Analysis
- Conduct Kick Off Workshop
- Conduct Market Analysis



English Branch Community Redevelopment Plan Update
Demographic Data Comparison

	2010	2010	2010	2010	2010	2010
Population	2,878	14,713	32,000	283,000	6,743,227	32,213,201
Male	1,439	7,356	16,000	141,500	3,371,613	16,111,600
Female	1,439	7,357	16,000	141,500	3,371,614	16,101,601
Age	1,439	7,357	16,000	141,500	3,371,613	16,101,601
0-14	1,439	7,357	16,000	141,500	3,371,613	16,101,601
15-24	1,439	7,357	16,000	141,500	3,371,613	16,101,601
25-34	1,439	7,357	16,000	141,500	3,371,613	16,101,601
35-44	1,439	7,357	16,000	141,500	3,371,613	16,101,601
45-54	1,439	7,357	16,000	141,500	3,371,613	16,101,601
55-64	1,439	7,357	16,000	141,500	3,371,613	16,101,601
65+	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Hispanic	1,439	7,357	16,000	141,500	3,371,613	16,101,601
White	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Black	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Asian	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Pacific Islander	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Other	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Household Income	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Rent	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Home Value	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Unemployment Rate	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Population Change	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Population Density	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Age	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Family Income	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Per Capita Income	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Housing Units	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Housing Units per Person	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Housing Units per Household	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Housing Units per Square Foot	1,439	7,357	16,000	141,500	3,371,613	16,101,601
Median Housing Units per Acre	1,439	7,357	16,000	141,500	3,371,613	16,101,601



PLANNING PRODUCTS:

I&A Report

PLANNING MEETINGS:

- Kick-Off Meeting
- Project Management Team
- Stakeholder Group
- Community Workshop

THE COMMUNITY PLANNING PROCESS

2 *Visioning*

TASKS:

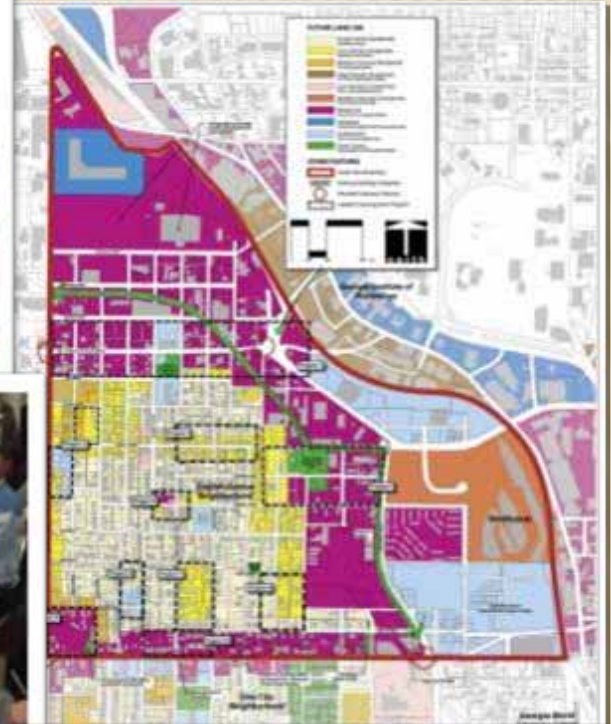
- Conduct Community Workshop
- Identify Vision
- Develop Alternatives
- Create Draft Framework Plan

PLANNING PRODUCTS:

Visioning Plan

PLANNING MEETINGS:

Project Management Team
Stakeholder Group
Community Workshop



THE COMMUNITY PLANNING PROCESS

3 *Plan Preparation*

TASKS:

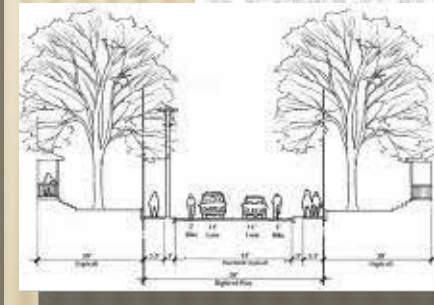
- Create Project Illustrations
 - Housing
 - Economic Development
 - Public Improvements
- Illustrative Plan

PLANNING PRODUCTS:

Master Plan

PLANNING MEETINGS:

Project Management Team
Stakeholder Group
Community Workshop



THE COMMUNITY PLANNING PROCESS

4 Implementation

TASKS:

- Develop 5-10-20 Year Action Plan
- Create Public/Private Partnerships
- Highlight Funding Source
- Finalize Strategic Action Plan
- Conduct Public Hearing

PLANNING PRODUCTS:

Action Plan

PLANNING MEETINGS:

Project Management Team
Stakeholder Group
Public Hearing

Highland Avenue Reconstruction Plan Update

Project No.	Project Name	Description	Type of Investment	Program/FA	Planning Year	2016 Cost	2017 Cost	2018 Cost	2019 Cost	2020 Cost	Total Project Cost	Program/FA	Funding Source
101	Highland Avenue Reconstruction - Phase 1	Construction of 1.5-mile section of Highland Avenue from 1st St to 10th St.	Major Street	FA 101	2016	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
102	Highland Avenue Reconstruction - Phase 2	Construction of 1.5-mile section of Highland Avenue from 11th St to 20th St.	Major Street	FA 101	2017	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
103	Highland Avenue Reconstruction - Phase 3	Construction of 1.5-mile section of Highland Avenue from 21st St to 30th St.	Major Street	FA 101	2018	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
104	Highland Avenue Reconstruction - Phase 4	Construction of 1.5-mile section of Highland Avenue from 31st St to 40th St.	Major Street	FA 101	2019	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
105	Highland Avenue Reconstruction - Phase 5	Construction of 1.5-mile section of Highland Avenue from 41st St to 50th St.	Major Street	FA 101	2020	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
106	Highland Avenue Reconstruction - Phase 6	Construction of 1.5-mile section of Highland Avenue from 51st St to 60th St.	Major Street	FA 101	2021	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
107	Highland Avenue Reconstruction - Phase 7	Construction of 1.5-mile section of Highland Avenue from 61st St to 70th St.	Major Street	FA 101	2022	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
108	Highland Avenue Reconstruction - Phase 8	Construction of 1.5-mile section of Highland Avenue from 71st St to 80th St.	Major Street	FA 101	2023	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
109	Highland Avenue Reconstruction - Phase 9	Construction of 1.5-mile section of Highland Avenue from 81st St to 90th St.	Major Street	FA 101	2024	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund
110	Highland Avenue Reconstruction - Phase 10	Construction of 1.5-mile section of Highland Avenue from 91st St to 100th St.	Major Street	FA 101	2025	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000	FA 101	Statewide Highway Fund



OUTCOMES OF THE COMMUNITY PLAN

- × A vision statement that was developed and agreed upon by all stakeholders
- × A document or “blueprint” of services and projects that prioritizes the activities necessary to accomplish redevelopment / revitalization
- × A document describing the process and methodology Land Use and Zoning maps
- × Renderings that illustrate desired concepts
- × Transportation Improvement Plans
- × Housing & employment projections
- × A set of actions including land use, zoning and urban design guidelines and/or legislation
- × Buy-in from stakeholders including residents, business & property owners, government officials and others
- × A development strategy for a catalytic project
- × Partnerships

CASE STUDIES

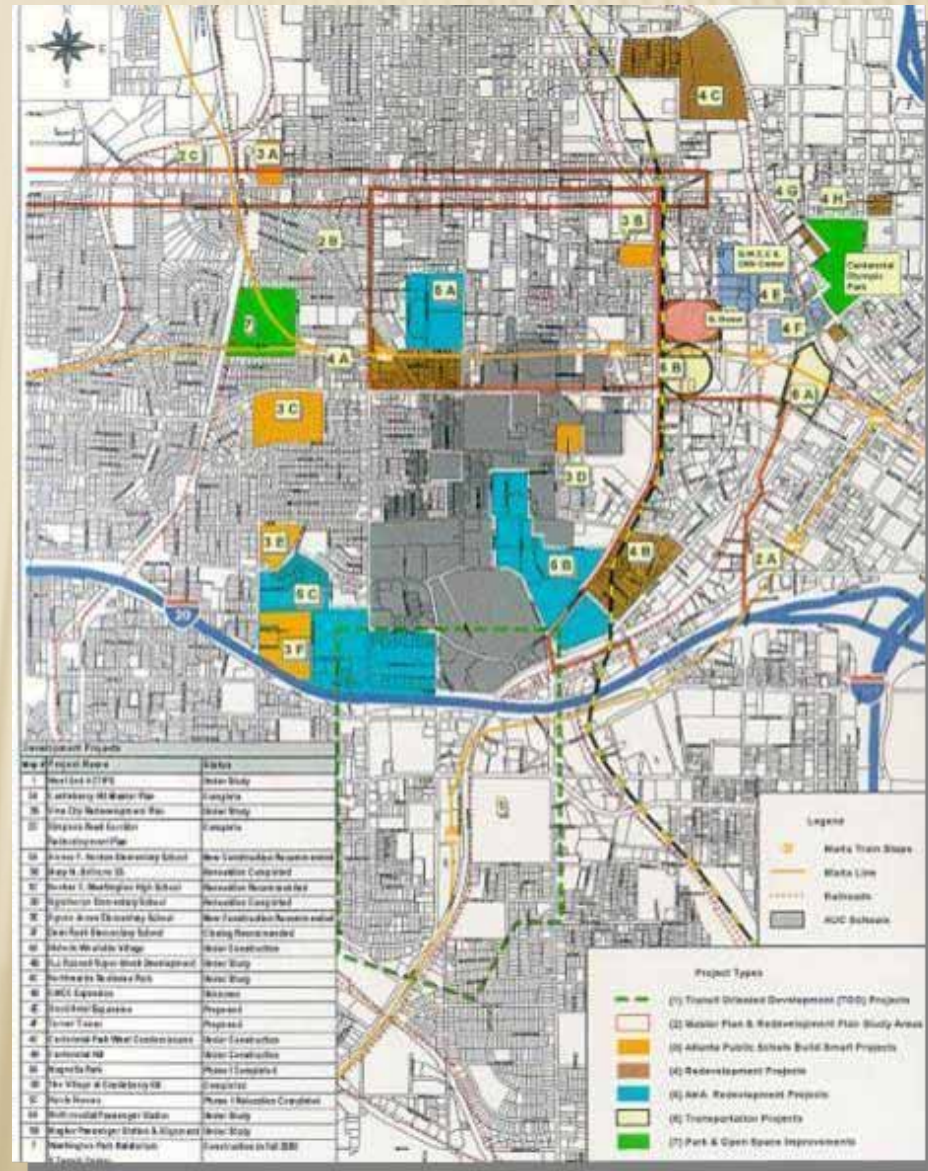
- × University Community Development Corporation (UCDC) – Atlanta, GA (2001)
- × Morehouse College - Atlanta, GA (2007)
- × Jackson State University - Jackson, MS (2007)
- × English Avenue– Atlanta, GA (2006)

BLUEPRINT FOR THE GREATER AUC COMMUNITY

- ✘ **CLIENT:** University Community Development Corporation (UCDC)
- ✘ **STAKEHOLDERS:** AUC institutions, community residents and neighborhood representatives, property owners, City of Atlanta, and the Atlanta Housing Authority
- ✘ **MARKET (2001):** Evolving single family neighborhoods, redevelopment of Harris Homes critical to improving the housing market, soaring land prices due to speculation, and unmet demand for retail services
- ✘ **LAND USE/DEVELOPMENT:** Identify clear institutional growth patterns, maintain the single family character of the neighborhoods with housing options for all, formalize the community development structure, address the separation of campuses and neighborhoods
- ✘ **CIRCULATION:** Congestion issues along Ashby St., create better north/ south connections, address the lack of pedestrian amenities throughout the community, served by two MARTA stations
- ✘ **VISION:** Identify development and preservation opportunities for mutually beneficial partnerships that will redevelop the community to sustain and facilitate desired growth for all partners

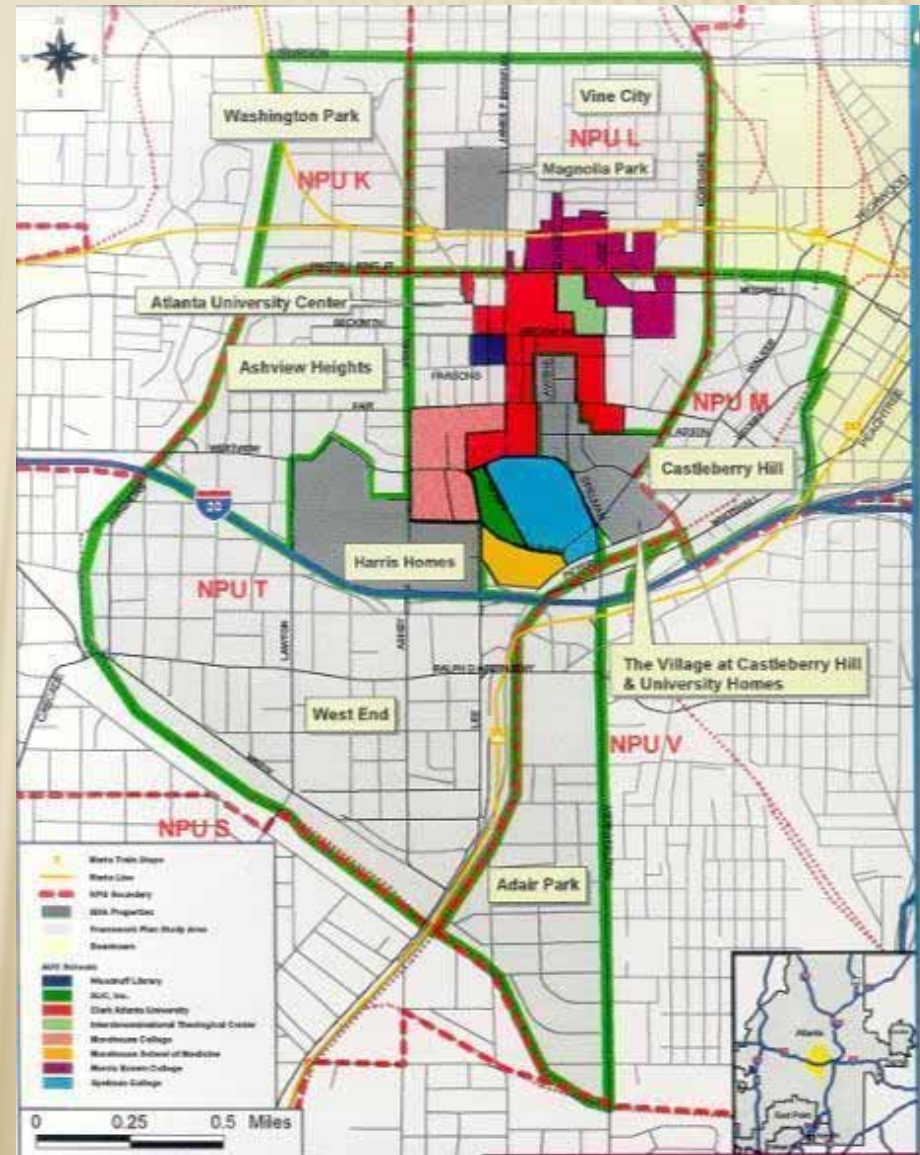
STUDY AREA CONTEXT

- ✘ Master Plan/ Redevelopment Plan Areas
- ✘ AHA Redevelopment Projects
- ✘ Transit Oriented Development Area
- ✘ Atlanta Public School Projects
- ✘ Transportation Initiatives



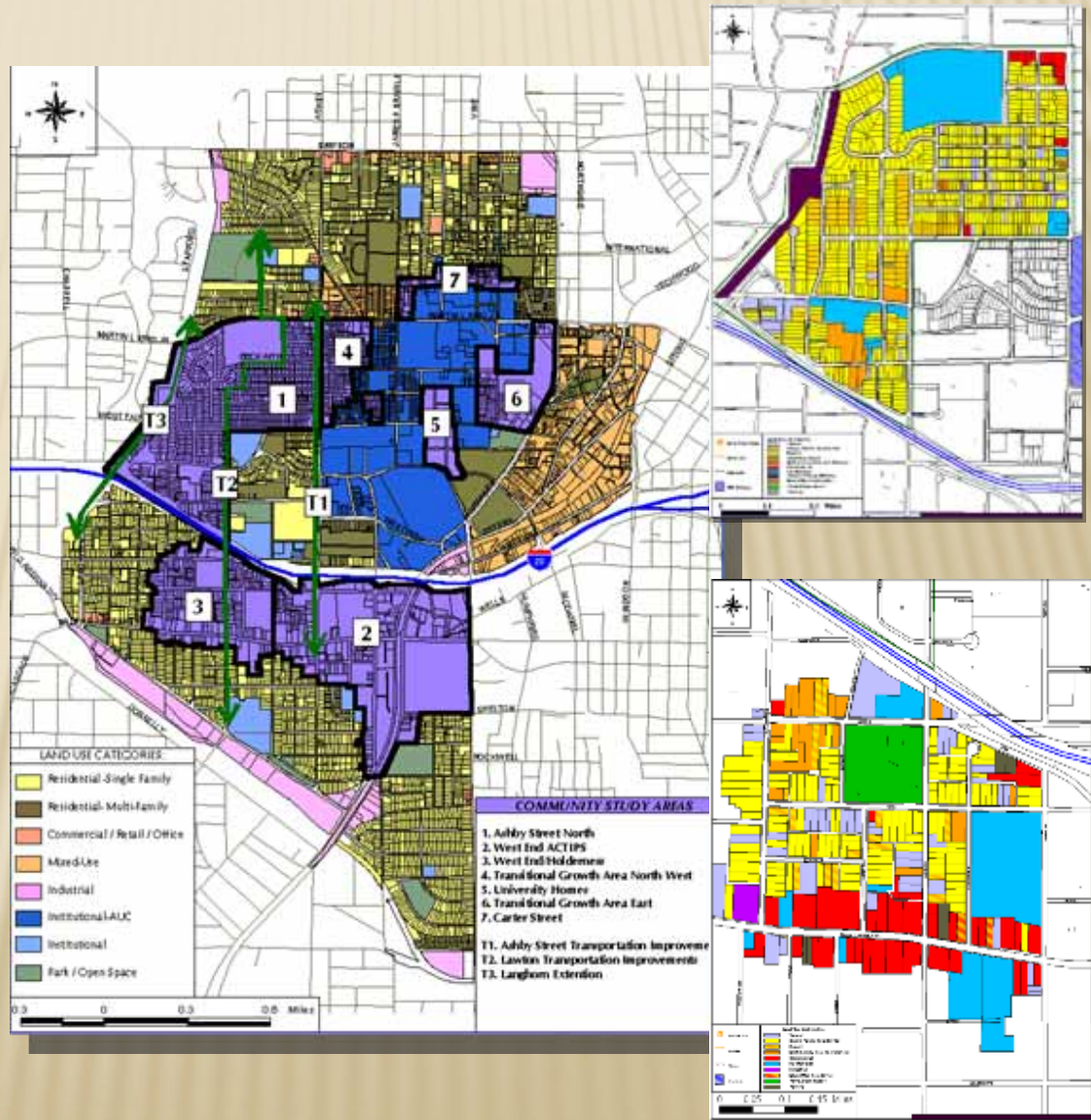
STUDY AREA CONTEXT

- ✘ Seven surrounding single family neighborhoods
- ✘ The AUC Institutions:
 - Clark Atlanta University
 - The Interdenominational Theological Center
 - Morehouse College
 - Morehouse School of Medicine
 - Morris Brown College
 - Spelman College



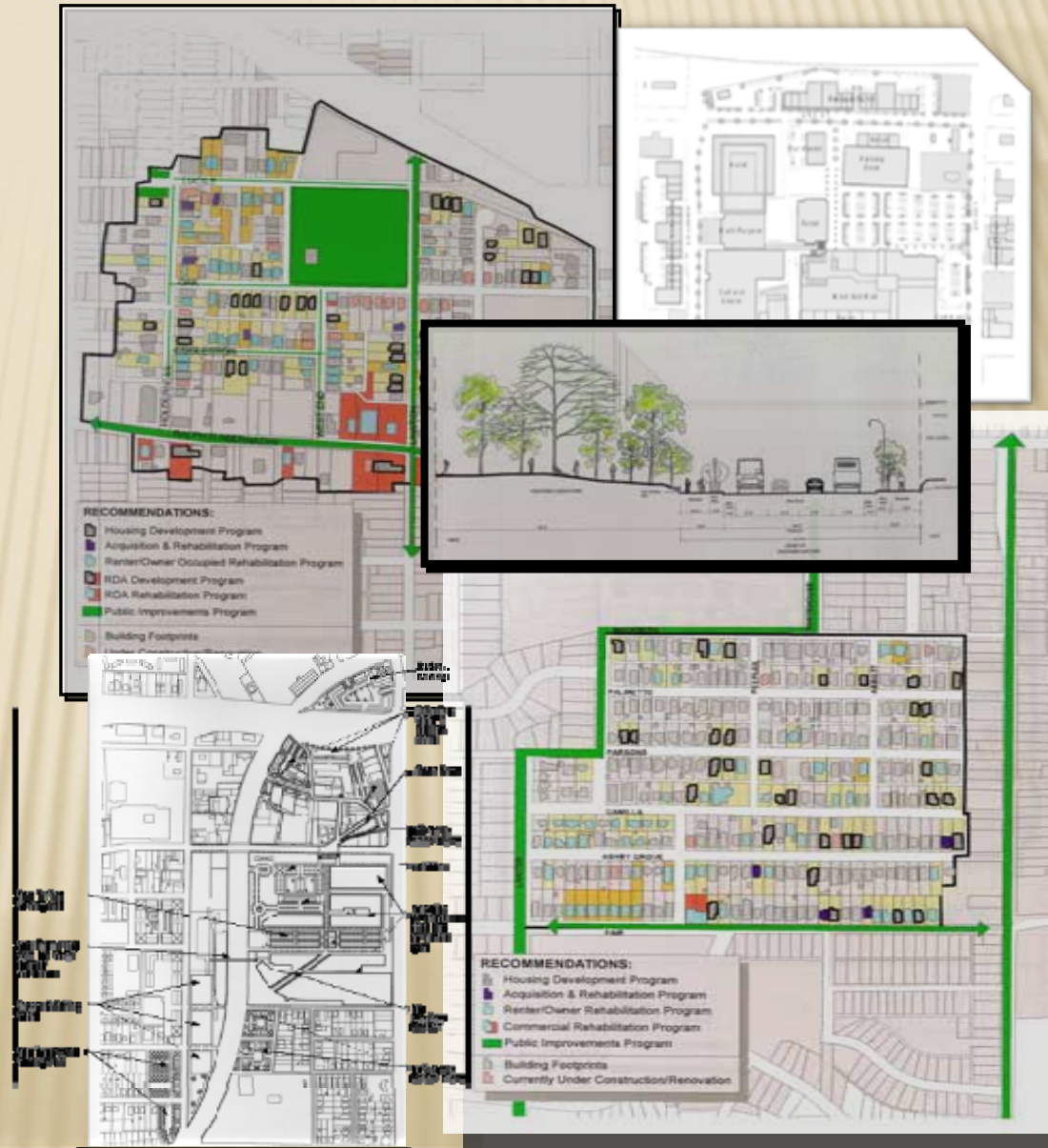
PHYSICAL ASSESSMENT

- ✘ 17 Revitalization Areas
- ✘ Institutional Expansion Areas
- ✘ Transportation Improvements Projects
- ✘ Existing land use dedicated to single-family residential
- ✘ Abundance of vacant property
- ✘ Housing stock in various degrees of deterioration



VISION

- ✘ The area is witnessing a significant amount of uncoordinated development - "Becoming a Town"
- ✘ The area needs a coordinated and collaborative approach to community development - "Maintaining and Growing the Town"
- ✘ The area needs further study and long-range planning in specific locations - "Planning for the Future"



ROLE OF UCDC AS DEFINED BY THE PLAN

- ✘ Facilitate communication among AUC and neighborhoods
- ✘ Advocate and provide support for larger planning issues (metropolitan/regional)
- ✘ Pursue collective housing and economic development resources
- ✘ Coordinate public improvements



REDEVELOPMENT HIGHLIGHTS

- ✘ New infill and rehab of single family developed by UCDC
- ✘ 14-unit brownstone development proposed
- ✘ College Town Completed
- ✘ University Homes to be redeveloped
- ✘ Campus expansion initiative progressing
- ✘ New loft development at West End Mall



SkyLofts



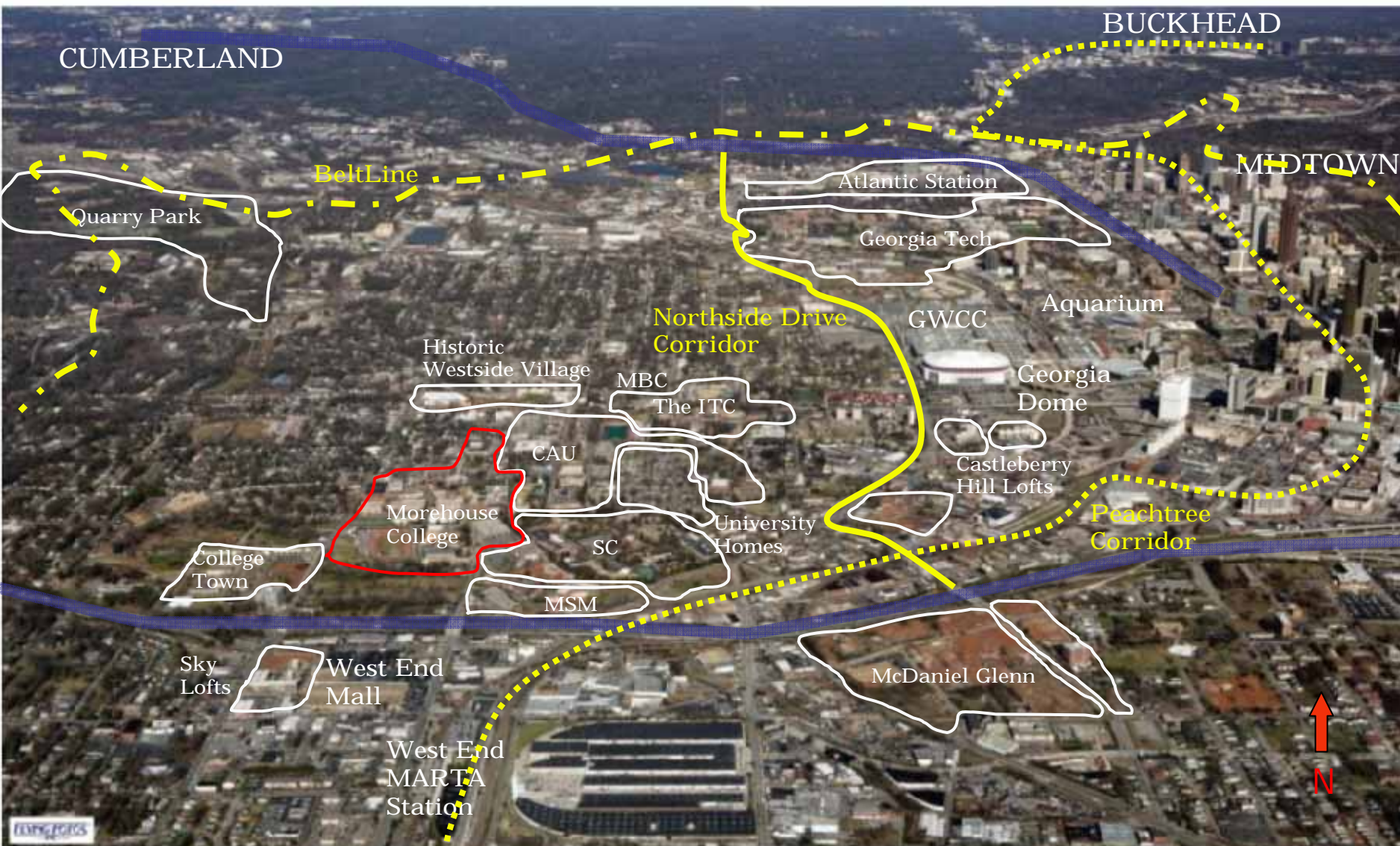
College Town

MOREHOUSE COLLEGE

COMMUNITY REVITALIZATION INITIATIVE

- × **CLIENT:** Morehouse College
- × **MARKET:** College campus surrounded by an evolving single family community, increased land costs, soft market, and abandoned residential units
- × **LAND USE/DEVELOPMENT:** Maintain the single family character with infill and rehabilitation initiatives where possible, new construction loft, condo & mixed-use development in along the periphery, expansion needs for the institution
- × **CIRCULATION:** Congestion along Ashby St. a major issue, improve pedestrian circulation & amenities, transportation improvements planned
- × **VISION:** Enhance existing fabric of the community

STUDY AREA CONTEXT



REVITALIZATION TARGET AREA

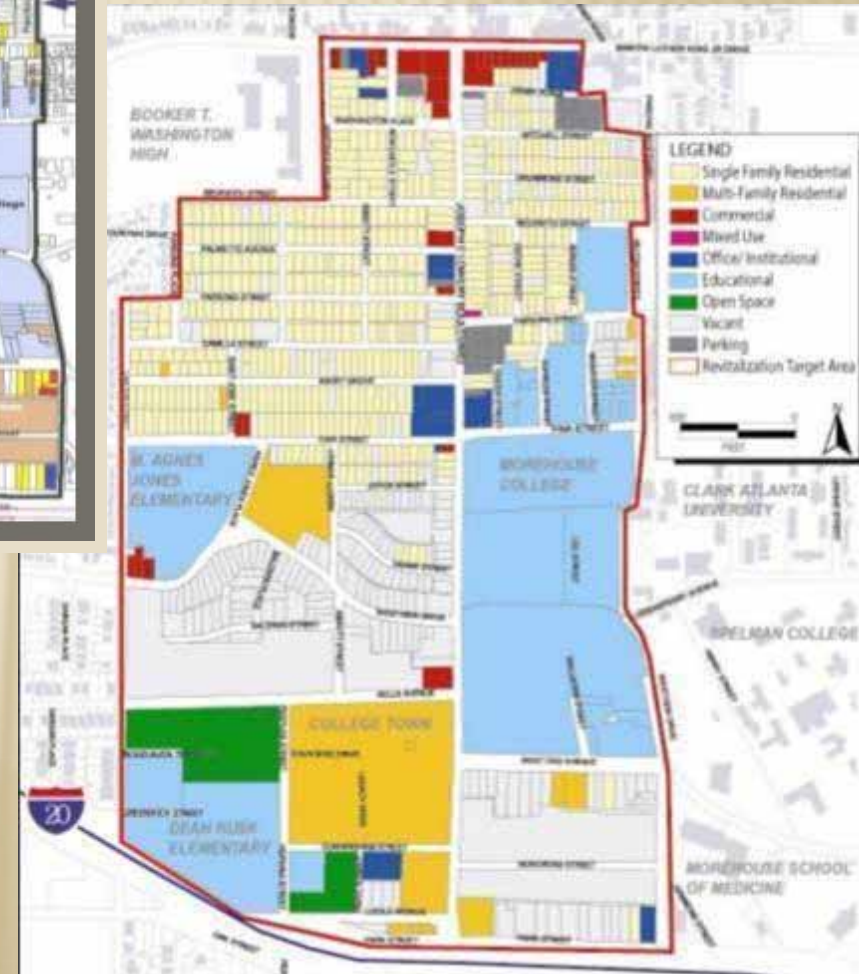


PHYSICAL ASSESSMENT

- ✘ 17% increase in vacant land
- ✘ 47% increase in deteriorated property
- ✘ 86% increase in unoccupied units
- ✘ Housing market on a decline
- ✘ Redevelopment of Harris Homes (College Town)
- ✘ Major sewer line construction underway
- ✘ Campus expansion



1998 Data



2007 Data

REDEVELOPMENT HIGHLIGHTS

- × Partnered with UCDC to develop affordable single family units and rehab senior owner occupied units
- × Partnered with AUC institutions and AHA
- × Provide capacity building assistance to neighborhood associations and merchant associations
- × Funded 100+ residents to participate in community development training
- × Led an economic development planning initiative for the area surrounding the AUC

WASHINGTON ADDITION MODEL BLOCK DEVELOPMENT PROJECT



- ✘ CLIENT: Jackson State University
- ✘ LAND USE/DEVELOPMENT: Include mix of land uses along Valley, Morehouse, and Dalton Streets, develop design guidelines to create and preserve character of Washington Addition, and create gateway entrances into community
- ✘ CIRCULATION: Clean up existing neighborhood, streets, and drainage, add sidewalks, bike paths, and crosswalks, and incorporate traffic calming recommendations
- ✘ VISION: Preserve the single family character while providing quality, affordable housing and retail services for existing and future residents

STUDY AREA CONTEXT



Washington Addition Neighborhood Neighborhood Plan & Model Block Development

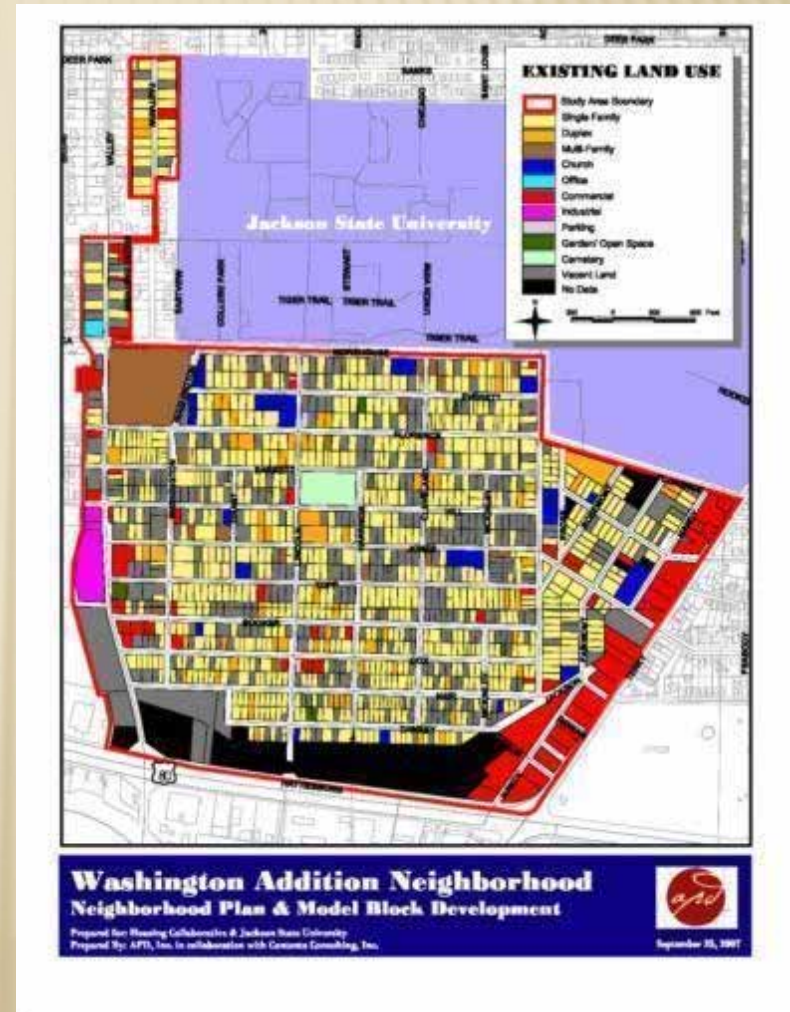
Prepared for: Housing Collaborative & Jackson State University
Prepared by: APD, Inc. in collaboration with Concrete Consulting, Inc.



August 17, 2017

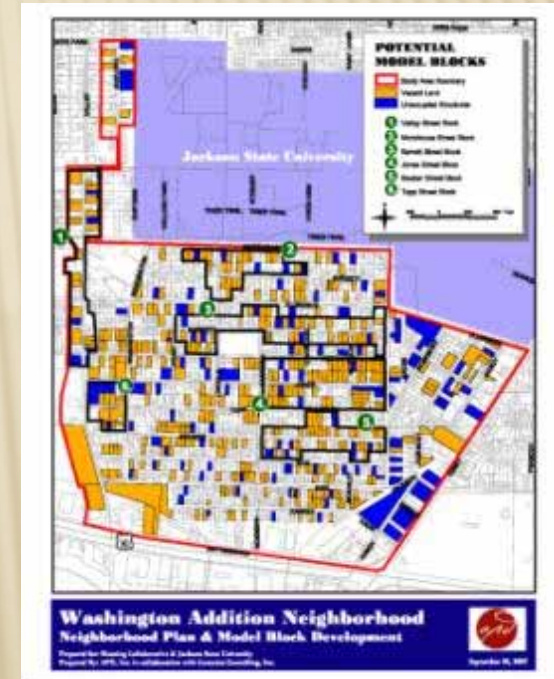
PHYSICAL ASSESSMENT

- ✘ Study area adjacent the Jackson State University
- ✘ 26% of land is vacant lots
- ✘ 363 single family dwellings in poor to deteriorated condition
- ✘ Target areas focused around vacant lots, deteriorated structures and unoccupied units



VISION

- ✘ Focus on assembling of vacant lots
- ✘ Focus on vacant buildings
- ✘ Identify model block projects
- ✘ Support existing homeowners
- ✘ Establish neighborhood gateway areas
- ✘ Create opportunities to re-establish neighborhood retail
- ✘ Identify links from the neighborhood to Jackson State University



MEMORANDUM OF UNDERSTANDING

Structure and Purpose of Initiative

- ✘ Initiative is designed to develop and/or renovate houses
- ✘ Initiative is a network of organizations that will act as a team to increase ownership opportunities

Initiative Goals

- ✘ Inform prospective homeowner of available mortgage financing assistance
- ✘ Increase homeownership opportunities
- ✘ Foster the use of architecturally compatible building design

MEMORANDUM OF UNDERSTANDING

Responsibilities of the Parties

- × Generic Roles and Responsibilities
 - Actively support the marketing of the Initiative

- × Specific Roles and Responsibilities
 - Provide construction services for new homes
 - Provide construction services for renovating homes
 - Provide homeownership training and counseling

Performance Objectives

- × An agreed number of homes developed or renovated by the end of each phase of the initiative

PROPOSED HOUSE DESIGNS

- ✘ Architecturally Sensitive Design Elements
 - Off Grade Construction
 - Full Front Porches
 - Deeper Roof Overhang
 - Contemporary Floor Plans
 - Green Design Features



REDEVELOPMENT HIGHLIGHTS

- × JSU undergoing acquisition phase with State funding
- × Development partners in place:
 - Washington Addition Neighborhood
 - Development Foundation
 - Housing Collaborative
 - City of Jackson
 - State of MS
- × City of Jackson commitments:
 - Prepared to make zoning changes
 - First phase infrastructure improvements focused on target development areas

ENGLISH AVENUE COMMUNITY REDEVELOPMENT PLAN

- × **CLIENT:** English Avenue Neighborhood Association
- × **MARKET:** Housing and land cost rising, speculators have developed single family homes that they are unable to sale or rent
- × **LAND USE/DEVELOPMENT:** Majority single family community, underutilized property, scattered dilapidated property, surface parking, numerous recently completed or planned development projects along the periphery of the study area
- × **CIRCULATION:** Abandoned railroad divides the neighborhood, numerous east/west connectivity breaks, vehicular access points into the neighborhood are plentiful, topography provide downtown views, localized drainage problems and lack of pedestrian facilities
- × **VISION:** Establish a self sustaining single family residential community with higher density along the periphery

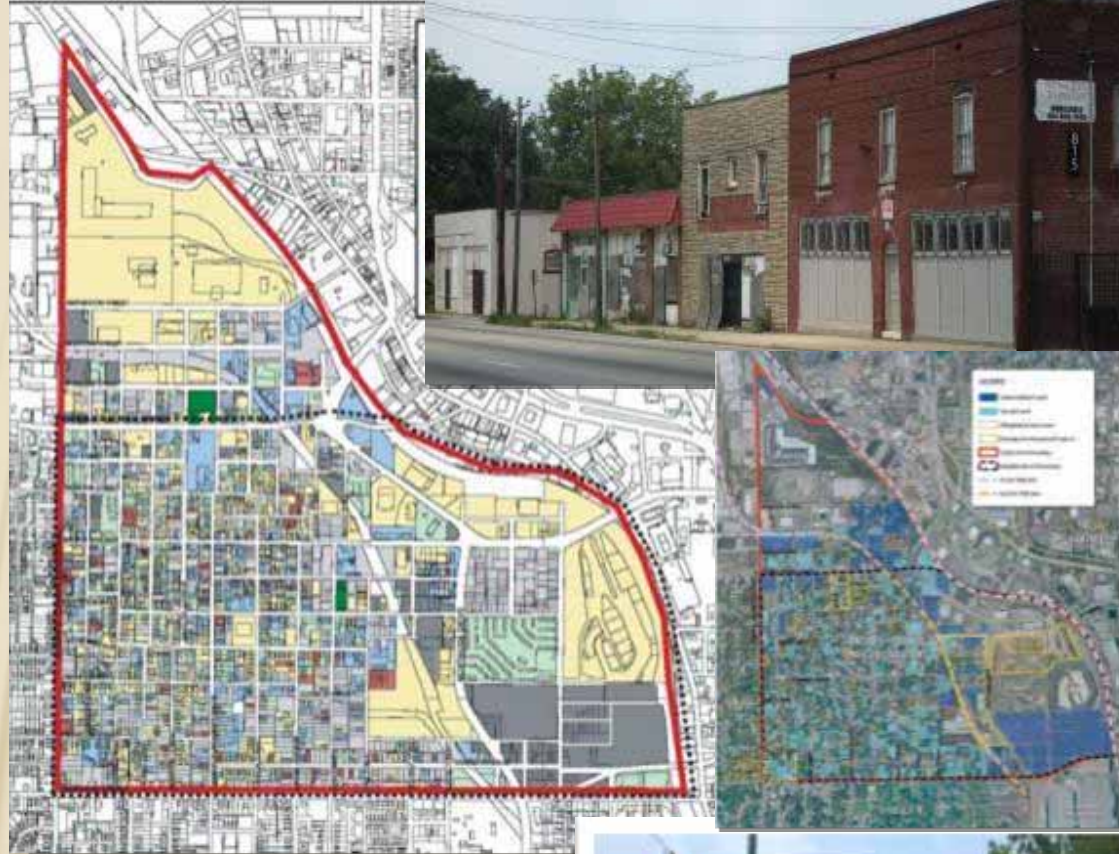
STUDY AREA CONTEXT

- ✘ Official English Avenue Neighborhood
- ✘ Northern boundary of NPU-L
- ✘ Single family, multi-family, industrial, and institutional uses
- ✘ Numerous recently completed or planned development projects along the periphery of the study area



PHYSICAL ASSESSMENT

- ✘ 19% of land area is Vacant Land
- ✘ 30% of neighborhood is Residential Development
- ✘ 17% of land area is Industrial uses located along the rail road corridors and major arterials
- ✘ Only 1% of land area designated for Open Space
- ✘ 63% requiring some level of rehabilitation
- ✘ 83% of structures are occupied



VISION

- ✘ The core of English Avenue should remain single family residential
- ✘ Concentrate high density mixed-use development along the major roads – Northside Drive, Donald Lee Hollowell and Simpson Road
- ✘ Buffer the single family from higher density development with low & medium density residential
- ✘ Create nodes for neighborhood serving retail at James P. Brawley & Kennedy and at North Avenue & English Avenue
- ✘ Enhance the major roadways & interior connector streets with pedestrian improvements such as sidewalks, trees, paving and lighting
- ✘ Create new open space and develop connections to planned parks/ trails
- ✘ Develop gateways & identity markers for the community



REDEVELOPMENT HIGHLIGHTS

- ✘ With the adoption of the land use and zoning recommendations by the Atlanta City Council in 2006, English Avenue is on its way to being a self-sustaining urban community for existing and future residents
- ✘ English Avenue CDC Awarded TAD funding for redevelopment of Proctor Village
- ✘ Demolition of Proctor Village
- ✘ English Avenue was recognized as a 2007 Weed and Seed Site
- ✘ Atlanta Public Schools seeking residential/ mixed-use developer to redevelop/ adaptively reuse the English Avenue School



COMMUNITY PLANNING LESSONS LEARNED

- × Community engagement is critical to build consensus and establish action steps
- × Understand the realities of the market
- × Challenge of enhancing the quality of life for the existing residents and businesses while providing opportunities for new housing and economic development
- × Emphasis on safe, attractive pedestrian community with enhancements to circulation and open space system

COMMUNITY PLANNING LESSONS LEARNED CONT.

- × Emphasis on creating a unique sense of place building on historic strengths and fabric
- × Desire for regulatory changes to support collective vision and mixed-use development
- × Implementation strategies focus on catalytic public/private partnerships
- × Neighborhood Master Plans facilitate implementation
- × Be a Good Neighbor!

THANK YOU!



Contente Consulting, Inc.
contente_terry@hotmail.com
(404)551-4249
PO Box 28162
Atlanta, GA 30328