



# Old Fourth Ward Redevelopment Plan Technical Assistance Panel Implementation Strategy Report 12.05.2008



prepared for:



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## SPONSOR ACKNOWLEDGMENTS

ULI Atlanta would like to acknowledge all the Sponsors that made the Old Fourth Ward Redevelopment Plan Implementation Strategy Report Technical Assistance Panel possible.

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**Jackson Spalding** (Technical Writers)

**Boulevard Group, Inc.** (Report Printing)

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## PANEL AND PROJECT STAFF

ULI Atlanta would like to thank the Panelists, Moderators, and TAP Committee members for their time, energy, and passion for ULI.

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*Left to right: Ronnie Davis, John Cheek, Jerry Miller, Robert Newcomer, Ken Bleakly, Carol Naughton, Lyn Menne, Mtamanika Youngblood, Janice Ware, James Brooks, Kwanza Hall, Jesse Clark, Sarah Kirsch*

## FOREWORD: OVERVIEW AND PANEL ASSIGNMENT

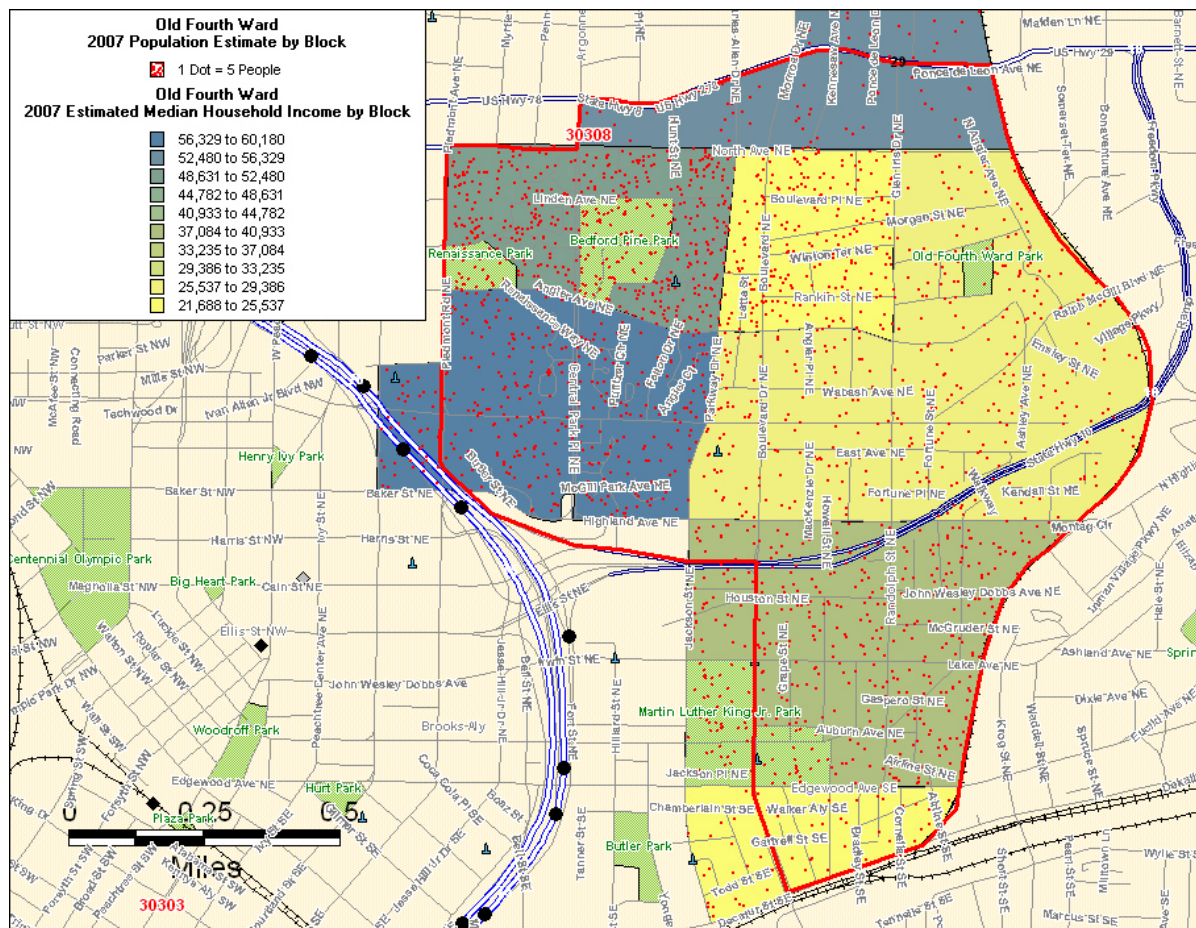
**OLD FOURTH WARD PROFILE:** Atlanta's historic Old Fourth Ward is a dynamic and varied neighborhood with a rich history. Its boundaries include Piedmont Avenue to the west, DeKalb Avenue to the south, the BeltLine to the east, and Ponce de Leon Avenue to the north.

The neighborhood has been predominantly African-American for much of its history, although Jewish and German families had homes along the Boulevard corridor in the early decades of the 20<sup>th</sup> century. Among the prominent Atlantans that were born or raised there: the Nobel Laureate Martin Luther King Jr, writer Margaret Mitchell, political advisor Vernon Jordan, and hip-hop artist Young Jeezy.

In 2000, the population of the Old Fourth Ward was 94% black and 4% white. Most were renters. Half of the residents reported that they had relocated to the neighborhood within the past 5 years. Median household incomes were 14% lower than the citywide average of \$28,328 and 42% lower than the regional average of \$42,325.







Source: TSW, Old Fourth Ward Redevelopment Plan

Like many central Atlanta neighborhoods, the Old Fourth Ward is facing significant new challenges as it enters a period of rapid demographic change. In the next 25 years, the population of the neighborhood is projected to triple, from 8,798 in 2005 to 28,265 in 2035. In anticipation of this change and at the request of community leaders, Council member Kwanza Hall and community leaders asked the City's Department of Planning and Community Development in 2006 to lead a Redevelopment Planning process to update the 1994 Redevelopment Plan for the neighborhood. From October 2007 through August 2008, the City and the planning firm of Tunnel-Spangler-Walsh led thousands of neighborhood residents, business owners, and other stakeholders through a planning process that resulted in the recently approved Update to the Old Fourth Ward Redevelopment Plan ("Redevelopment Plan").

**DISTRICT 2 OBJECTIVES:** Council member Kwanza Hall and the community leaders of Atlanta's historic Old Fourth Ward are aware of the difficulties that many neighborhoods in the City face in implementing their Redevelopment Plan. To build on the momentum of the recently concluded Redevelopment Planning process, and at a time of challenging economic conditions locally and nationally, Mr. Hall wanted to identify a wide range of task owners and sources of funding--public and private--for the implementation of the Old Fourth Ward Redevelopment Plan Update. He is also requesting assistance in prioritizing the many recommendations included in the approved Redevelopment Plan document. Finally, he is interested in identifying opportunities for synergy across specific recommendations.

**SITUATION SUMMARY:** Atlanta District 2 City Council member Kwanza Hall asked the ULI Atlanta Technical Assistance Panel (TAP) Committee for assistance in creating an implementation framework for recommendations outlined in the Old Fourth Ward Redevelopment Plan Update that was approved by the Atlanta City Council on September 15, 2008.

**TAP OBJECTIVES:** The primary objective of the Technical Assistance Panel (TAP) is to assist with the creation of a detailed implementation strategy for the recently approved Old Fourth Ward Redevelopment Plan Update and provide to City of Atlanta Council members guidance and direction, through discussion among a panel of experts in the areas of city planning, development, and implementation. The Panel discussion focused specifically on the establishment of tasks, organizational structure, and identification of funding sources necessary for implementing the Redevelopment Plan, as well as solutions to challenges and hurdles likely to be encountered during the implementation process.

The panel took place at the Atlanta Medical Center's Health Pavilion, 320 Parkway Drive NE, Atlanta, GA 30312, located on the corner of Ralph McGill Boulevard and Parkway Drive, directly across the street from the main hospital on Friday, December 5, 2008, from 8:30 am to 4:00 pm.

## EXECUTIVE SUMMARY

On December 5, 2008, at the request of Atlanta District 2 City Councilmember Kwanza Hall, the Technical Assistance Panel (TAP) Committee of ULI Atlanta, a district council of the Urban Land Institute, held a panel discussion to assist with the creation of a detailed implementation strategy for the Update to the Old Fourth Ward (O4W) Redevelopment Plan that was approved by the Atlanta City Council in September 2008.

The Panel, which consisted of local experts in the areas of city planning, development, and implementation, primarily focused their discussion on the establishment of tasks, organizational structure, and identification of funding sources necessary for implementing the O4W's Redevelopment Plan. In addition, the Panel addressed possible solutions to challenges and hurdles likely to be encountered during the implementation process.

The Panel created an implementation framework for recommendations outlined in the Redevelopment Plan, and streamlined and prioritized the Plan into actionable items over a 3-year timeframe, covering a wide range of issues including design, funding, education, housing, public safety, and transportation.

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## PANEL RECOMMENDATIONS

Based on the day-long Panel discussion, the Committee's recommended action items were summarized in priority order as follows:

### MONTHS 1-3

#### Organizational Structure

- The first task is the establishment of an implementation entity and the identification of the entity's administrator.

### MONTHS 3-12

#### Community Improvement District

- A CID would be extremely valuable to area. Due to the geographic nature of the neighborhood, it may make more sense to expand Downtown CID and create a separate Boulevard-to-Auburn CID. As there was some consideration of incorporating some of the east side of Piedmont into the Downtown CID when it was formed, starting the discussions with CAP may prove the more fruitful path.

#### Action Program

- Proceed with implementation of the Action Program within the Redevelopment Plan (pg. 103 – 107) as availability of funds and opportunity for execution permit, prioritized by the administrator in conjunction with the Old Fourth Ward.

#### Design Standards

- Establish and communicate design standards before major public improvements occur to ensure they are consistent.

#### Education

- Engage the APS system and support the NPU-M education committee and PTAs to get young people involved in schools. Become involved in Council of Intown Neighborhood Schools.
- Research any available TAD and/or ADA set asides for school funding.



**MONTHS 3-12**  
**Continued****Funding**

- The Old Fourth Ward and implementation administrator should begin to identify funding sources, including the local organizations and the trainloads of federal largesse soon to pour out of Washington that could provide the start-up funding for the implementation and begin their application/alliances. Engage Atlanta Development Authority, Central Atlanta Progress, and Georgia State University in the challenge.

**Historic District**

- Establish/formalize relationship with National Parks Service for coordinating efforts around King Center and beyond.

**Housing**

- Engage Planning and Community Development Department to implement approved policy on overlay zoning, accessory housing and design standards immediately.
- The Old Fourth Ward could jumpstart projects by focusing on city projects to be done concurrently with overlay development. Identify and engage the departments responsible for these projects in order to prioritize them.
- Research must be done to find out if Beltline regulations or City efforts could simply be adopted for the entire neighborhood.
- Push the ADA for a comprehensive incentives department or contact.

**Public Safety**

- Find an acceptable site option for the new mini-precinct and make every effort to get the APD to agree.
- Establish a comprehensive and effective camera program.
- The Peachtree & Pine situation needs to be addressed.
- Research funding and practices of Midtown Ponce Security and discuss possibility of expansion.

**MONTHS 3-12**  
**Continued**

**Transportation**

- Streetscape –Engage City Public Works Department to plan, design, fund and implement Entryway and Iconic Location Improvements.
- Engage MARTA and Viacom to add Bus Shelters in strategic locations.
- Sidewalks – Engage Public Works Department to address the most problematic or the ones that most drastically affect accessibility.

**MONTHS 3-36**

**Housing**

- Some method of education on the value of affordable housing, possibly another panel is another critical step. Identify panelists and program.

**Parks**

- Renew efforts to establish a GSU partnership for parks, recreation and safety.
- Follow the development of the Historic Fourth Ward Park closely.
- Establish/formalize relationship with National Park Service for coordinating efforts around King Center and beyond.

**MONTHS 13-36**

**Branding**

- A branding effort for the Old Fourth Ward is absolutely critical to the organization and empowerment of residents and future residents of the neighborhood. Solicit graphic design firms to develop a logo, etc., for District, or hold a competition for it.

**MONTHS 13-36**  
**Continued****Historic District**

- Begin the process of unifying the 5 separate historic districts within Old Fourth Ward to simplify issues with design and zoning.
- Secure an organization that will help rewrite the existing historic design guidelines to allow property owners to more readily renovate their homes.

**Parks**

- Research best practices on extending existing park conservancy or creating an umbrella conservancy to oversee all of the neighborhood parks.

**Public Safety**

- Coordinate all available security agencies.
- Invest in group education and grass roots mobilization efforts. Establish e-mail/ texting program to enhance communication efforts.

**MONTHS 13-37+****Housing**

- Monitoring who is moving in and out of the neighborhood and compiling valuable data.

**Education**

- Research how APS makes its demographic projections and how to amend laws requiring the use of existing land use maps so that APS may consider land use maps with more reliable projected growth.
- Determine potential success for a charter school and approach charter school ventures that operate within the Atlanta region such as KIPP to explore their interest in establishing a school in Old Fourth Ward.

The goal of Council member Hall, the TAP committee and the panelists is to encourage actions by the City and the community which will assure that the plan is put into practice. The committee believes this implementation strategy provides the kernel of a work plan that is realistic and actionable and we urge the City and community to come together again and act today to flesh out a work plan that will realize the vision the O4W Plan lays out.

## THE TAP DISCUSSION

The following is a summary of the key points made during the tap discussion.

### Land-Use

The land use policy proposed by Tunnell-Spangler-Walsh & Associates has already been approved by the City of Atlanta. The neighborhoods now have the parameters to review zoning. The TAP is also recommending that the boundaries of the neighborhood be extended westward to Courtland and the Interstate.

**Catalytic Development Projects** – While the Redevelopment Plan recommended numerous projects, the Panel believed that the projects listed below should garner the most immediate attention to help spark revitalization.

- **Historic Fourth Ward Park** – Momentum for the Historic Fourth Ward Park has been created by an alignment of interests in the project between the City of Atlanta, Watershed Management Department, Beltline, private developers and the King Historic District. Identified as the first project along the proposed Beltline, construction is scheduled to be completed in two phases, a North Phase and a South Phase. The North Phase is currently underway despite the limited availability of funds. Land acquisition remains an impediment to completion.

The lake and water retention facilities have been allocated funds by the City and 12 of the 35 total acres have been acquired. The additional acreage is tied up between Cox, Georgia Power, Watershed Management, Parks and the Beltline. Parks and Recreation Commissioner Diane Cohen



*Rendering of the Historic Old Fourth Ward Park*

and Atlanta Beltline President and CEO Terri Montague are the contacts for moving the project forward. The completion of the park in its entirety will be critical to display commitment to the new vision for the Old Fourth Ward to the community and sustain the momentum of its groundbreaking and create a major public amenity.

- **Bedford-Pines** – The Bedford-Pines Community is a mid-rise affordable housing project owned by Continental Wingate. This mid-rise development houses an active. The financing for the project is provided through PPI financing similar to the Grady Homes redevelopment project. Grady Homes uses low income housing tax credits and other methods to fund development. There is a lack of deep subsidies because the project is not a HOPE VI development.

A project-based TAD could be another funding option. However, other than Atlantic Station all TADs are area-based. A project-based TAD would require Continental Wingate to be open to negotiations. Efforts have been made to get Rep. John Lewis to push Continental Wingate for a change, but workout components with multiple LLCs make it difficult to sell the land. In addition, Continental Wingate receives tax abatements to supplement the affordable housing that have complex tax implications. All of the housing is Section 8 which requires operating standards, but complicates code enforcement.

Reportedly, a local banker has put together a comprehensive package of information on the multiple limited liability corporations (LLCs) holding ownership interest in the property at the request of Councilman Hall's office.

The next steps in the potential conversion of this property would be to find out when the potential extensions of the Section 8 certificates expire, how to oppose the extension of these subsidies and to identify the political or economic leverage necessary to stop the contract extensions. If the decision was made to terminate the Section 8 certificates, a plan would have to be put in place for the families that would be displaced. Any plans for retrofitting the development should include affordable housing and be based on the principals of green development.

- **Historic District** – The Historic District is one of the best known areas of the Old Fourth Ward to visitors to the area since it contains the King Center, Ebenezer Baptist Church and the MLK birth home. The housing market fallout has had moderate impact on the Historic District in terms of increasing foreclosures and slowing home sales. Foreclosure rates are reportedly slightly lower than most other areas in the City. Infill opportunity for additional units in the historic district is estimated at approximately 30 houses. The current Historic District guidelines may have made it difficult to redevelop several properties, according to complaints from local homeowners. Adding guidelines for



acceptable accessory housing and easing some of the design restrictions are achievable goals and would allow for immediate additional improvements funded by homeowners in this area.

The King Historic District could be further improved with the completion of the revitalization of Auburn Avenue and with more support from federal funding. A formalization of a relationship with National Park Service, which has a substantial presence in the Historic District, could trigger additional investment that could yield large rewards. A high degree of political capital which is committed to the Historic District and its unique history and assets could be leveraged to accomplish this objective.

The Historic district is comprised of five (5) separate Landmark or Historic Districts. The City of Atlanta's Urban Design Commission has purview over the Martin Luther King Landmark District. Unifying the areas would simplify issues with design guidelines and zoning, as well as continue to increase the sense of place for the entire Old Fourth Ward Neighborhood.

- **Boulevard Corridor** – Currently, all access to the Atlanta Medical Center buildings from Boulevard is closed for security reasons. If the corridor underwent a drastic renovation this could be easily changed. Senior/Student housing and a Nursing Station would bring multiple benefits to the area. Student activity in the area could bring Georgia State security and additional investment. Business incubator space for medical research companies could bring jobs and investment. Research must be done to find the best ways to get the hospital involved in the plans for redevelopment of this vital corridor within the Old Fourth Ward.
- **Renaissance Park** – The park, located north of the Civic Center, has extremely low visibility for passerby and little lighting, which lessens a feeling of security in the area. There are condos across the street, but in general the surrounding land uses pose long-term problems for the park. The Publix located in a nearby shopping center is the single-highest generator of Part 1 crime statistics in APD Zone 5, which includes all of Downtown and Midtown Atlanta. Most of the crimes involve shoplifting. The near-term issue is the park itself. Defining an area for dog walks, additional lighting and security would be welcome improvements that would enhance the appeal and therefore use of this vital public resource.

- **Civic Center/ former SciTrek Complex** – There have been a few attempts to discuss a possible renovation of the Civic Center complex coupled with additional mixed-use development. Currently, Charlie Ackerman has first right of refusal with the City on the future development of this site and he has continued to renew his option. The City wants a new or revitalized civic center out of any future development and the City Parks Department wants a new auditorium. Studies have shown that the suggested density would work well in the area and the medical mixed-use facility across from newly-opened Ivy Hall could be a candidate.
- **Central Park** – Central Park is not seen as a catalyst, but Council member Hall asked that the project be discussed. Georgia State University (GSU) wants closer practice fields and Central Park could be a possible option. GSU has available \$20 million for lighting, AstroTurf, bathrooms and necessary security. The Parks Department believes that the park is acceptable in its current state. However, the GSU option would result in an increased presence by students and security. Thus, it may be worth revisiting discussions with the City Parks Department to transform Central Park under a long term agreement with GSU.

### **Public Safety**

Public Safety was cited as a critical piece in achieving the vision of the Redevelopment Plan by Tunnell-Spangler-Walsh & Associates. Several suggestions were made to lessen crime in the area:

- **Mini-precinct** – The Atlanta Police Department is currently looking for a new site, south of Freedom Parkway, for the Auburn Avenue mini-precinct, which was closed in late 2007 when it was discovered that the building had structural challenges. The March 2008 tornado that struck Downtown Atlanta further compromised a significant portion of the abandoned structure. Movement of Police Headquarters out of City Hall East is scheduled to take place in September of 2009. While having the police headquarters in the Old Fourth Ward would seem an obvious plus, residents of the neighborhood note that the majority of the officers are only around at the beginning and end of their shifts as they head to other locations in the city, resulting in little direct benefit to the Old Fourth Ward. The presence of a mini-precinct in the area would increase police presence and could drive crime down in the area. Finding free space for a new precinct has been a challenge, with no property owners willing to donate space and finance the

buildout per City of Atlanta specifications. North of Freedom, a mini-precinct just west of the Old Fourth Ward's boundaries, along Peachtree Street, will open in late April 2009 in space donated by Emory University Hospital Midtown. The Boulevard Corridor and Atlanta Medical Center would benefit greatly from a mini-precinct further east. There are over 700 subsidized housing units in the Boulevard Corridor north of Freedom. Public, private, and citizen-driven public safety efforts have proven ineffective at stopping crime in and around these units. Additional, constant, and consistent police presence is needed.

- **Surveillance Camera Program** – Surveillance camera programs covering public areas and the streetscape have proven to be only moderately effective and extremely expensive in other areas of the city. Monitoring costs and expensive high-tech equipment such as hi-definition cameras and digital storage components make this option less feasible given the City's budget constraints. A good model to consider for the Old Fourth Ward would be a cost-sharing system like the one implemented downtown by Central Atlanta Progress and the other participating agencies. A targeted program that put cameras in high crime areas and along Boulevard could pay dividends in lowering the incidence of crime in the area. It is important to note that there is no camera system that has proven to be an effective substitute for people and police presence on the street.
- **Coordinated Interagency Security Teams** – The security forces of the Atlanta Medical Center, Georgia State University, Continental Wingate and the Atlanta Police Department could all be cooperating partners in an interagency security force to address crime issues in the area. A monthly coordination meeting could be held to encourage these groups to work together and discuss shared security challenges. This model is working very effectively downtown under the direction of Central Atlanta Progress. CAP's Ambassador Force has been effective in Atlanta, but each unarmed patrolman costs \$25,000 per year. The cost of creating a special force like the Ambassadors would likely be prohibitive for the Old Fourth Ward. However, the Midtown Blue model used by the Midtown Alliance might work, where off-duty police are employed by the Midtown Alliance to perform similar tasks as the Ambassadors but on a part-time basis. COMNET, the dedicated citywide communications radio frequency network can be shared by the cooperating public and private security forces.

- **Other alternatives** – Putting officers on foot patrols makes the area businesses and residents feel much safer knowing an officer’s name and cell phone number and knowing who to call when something happens.

Decatur offers an 8-week Citizens Public Safety Academy to residents and the schools which is well received. More information on this program is included within the Addenda.

Communication by citizens and business owners with the police is very important and can be facilitated by new telecommunication technologies. Text/email and other e-crime stoppers are just as important as any police involvement and the local ownership provides more active participation from residents increasing the eyes on the street which is very effective in reducing crime and maximizing police resources.

During the panel discussion, Paul Kelman from Central Atlanta Progress mentioned that he would entertain the idea of expanding the current borders that their ambassadors patrol to include a portion of the Old Fourth Ward. This should be explored by the Old Fourth Ward leadership as soon as possible to provide an economical and immediate improvement to the safety of the area.

- **Property Clean-ups** – A participant in the panel discussion reported that approximately 400 people have attended neighborhood clean-up activities in the Old Fourth Ward. It is clear that people care deeply about the neighborhood and there is a need for additional activities to harness residents’ passion about the upkeep of the area. It was noted that social media outlets like MySpace, Twitter and Facebook are cheap and effective ways of reaching people and creating groups and events.

Property clean-ups have proven most effective in areas with abandoned properties, as well as in more established O4W neighborhoods. Light cleanups in public spaces like Central Park have been used to “disrupt and disperse” criminal activity, such as drug dealing. Additionally, putting a focus on a single project like cleaning up the area around a habitually distressed property could create an opportunity for a community projects to generate momentum. Leadership in the Old Fourth Ward should continuously schedule neighborhood participation projects to sustain the involvement of the residents while strengthening the community network and beautifying the surrounding area.

### **Crime as a Systemic Issue**

In our discussions about the Old Fourth Ward, it was clear that crime and the lack of public safety in the neighborhood for its existing residents and businesses is a major problem that is holding back the continued revitalization of the area. As we talked more about this issue it was also clear that while crime is occurring in many parts of the Old Fourth Ward, it's most profound impact was coming from two specific places, one inside the Old Fourth Ward and one just outside its borders.

The first is the Section 8 Housing operated by Continental Wingate on Boulevard. Many commented that prostitution, drugs and lawless behavior continue to occur in these units and spread outward through the neighborhood, impacting the safety of the long term residents of the area, and inhibiting those willing to invest in the area from doing so. Getting this situation under control while providing decent affordable housing for the law abiding residents of this project has to be an early action item in the continuing renaissance of the neighborhood.

The other problem area is the crime associated with homelessness. Many noted that in particular, the Peachtree Pine facility is the place where these problems arise and are enabled. Retailers in proximity of the facility reported a long list of problems related to vagrancy. The problems in the surrounding parks were also related to continuing homeless and petty crime issues. Since the TAP panel took place, the Peachtree Pine facility has been placed for sale, with offers due March 16<sup>th</sup>, 2009. The sale of this facility should be monitored closely, along with the new potential location of the homeless shelter. The Old Fourth Ward should attempt to contact the new owner to help insure an equitable use for the community is incorporated in place of the shelter. Also, the community should be vigilant in preventing the shelter from relocating inside of the Old Fourth Ward.

The negative influence of these two facilities on the existing residents and businesses of Old Fourth Ward is impeding its future revitalization and they need to be a central focus of an effective revitalization strategy going forward.

### **Education Policy**

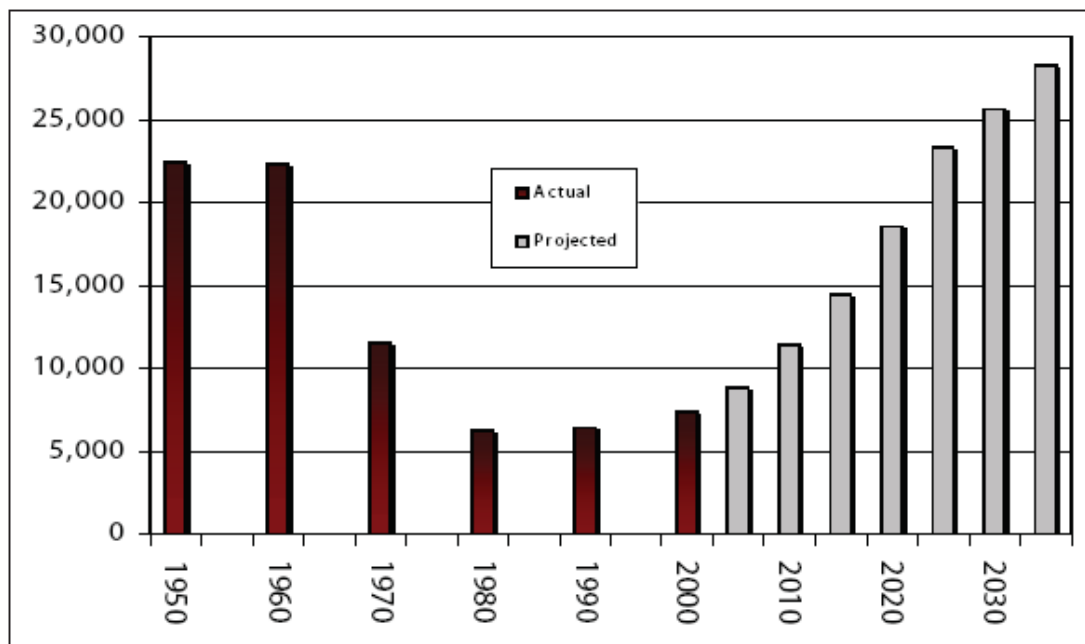
Currently only one public school exists in the neighborhood, John Hope Elementary, though there are schools on the edge of the district. Walton Middle School was closed in spring 2008 and C.W. Hill Elementary will close in spring 2009, due to a decline in student populations over the past few years. The lack of good public education options in the neighborhood may prevent



families from remaining in the Old Fourth Ward over the long term as they raise their children, resulting in a flight of critical capital and social networks from the area.

- **Demographic growth projections** – The demographic projections in the Redevelopment Plan demonstrate that there will be a clear need for a new school in the area in the near future.

**Old Fourth Ward Population, Actual and Projected**



Source: TSW, Old Fourth Ward Redevelopment Plan

In the past, Atlanta Public Schools has not focused on the growth projection statistics or future neighborhood needs, concentrating their efforts instead on meeting current neighborhood needs. However, leadership for the Old Fourth Ward could play a strategic role in getting the school system involved in the community planning discussions. NPU-M, which represents the Old Fourth Ward, has offered its education committee as a place to focus the discussion with APS.

- **Neighborhood Participation in Local Schools** – A concerted effort by the neighborhood association to be an active participant in the local schools is imperative in improving those schools.
- **Surplus Schools Should Remain Public Facilities with a New Mission** – It is of critical importance that any outmoded school facility which is no longer needed by APS continues to be used as a public facility. The neighborhood leadership needs to work with APS to define a viable public use of the facility and funding needed for its acquisition and operation as such.
- **Charter Schools** – There has been a noticeable level of support at NPU-M for a Charter School in the neighborhood. The implementer should reach out to existing educational ventures such as the Knowledge is Power Program (KIPP), Ron Clark Academy, and East Lake Foundation to explore the idea of partnering to create a high-performing local charter school which would serve the needs of the area.
- **Enterprise Community Partners** – Improvements in schools do not just come from the top; they come from the bottom up as well, through the involvement of parents and students. An achievable objective would be to get young people involved in area schools. There are credible studies from Enterprise Community Partners that show a multitude of options for getting involved, as listed in the Addenda to this report.
- **TAD Participation** – Atlanta Public Schools participates in the Eastside TAD, which includes the western portion of the Old Fourth Ward. Given the recent approval by Georgia voters of the right of school districts to participate in TADs once again, it might provide a key funding vehicle for creating a new school facility that would service the Old Fourth Ward.

### **Open Space**

The Old Fourth Ward contains large amount of park space, but it is scattered, often unsafe and unlit, making it less attractive for active use by residents. Improvements to the parks in the Old Fourth Ward could come from implementing the following:

- **Connectivity** – The Historic Fourth Ward Park, Renaissance Park and Central Park could all be connected by “greening” Angier Avenue. A larger focus on connectivity through

an expanded network of bike paths per the recommendations of the Redevelopment Plan should be another goal.

- **Security** – Finding ways for involving Georgia State University police and the National Park Rangers to help patrol the parks would be very beneficial which argues for the need to revisit opportunities for involvement with Georgia State and a renewed effort to build relationships with the National Park Service to help make the parks more inviting places for citizens of the neighborhood. The possibility of expanding the jurisdiction of the National Parks Service westward to I-75/85 should be explored as well.
- **Evaluate a Conservancy Structure** – A conservancy has already been set up to manage Woodruff Park, Piedmont Park and Chastain Park in the city. An umbrella conservancy structure for parks in the neighborhood is needed. . The new Historic Fourth Ward Park Conservancy, which received 501(c)3 status in late 2008, should be included in this effort. The Conservancy is driven by Park developers and community leaders in adjacent neighborhoods. A reinforcement of efforts in this direction by the Friends of Old Fourth Ward would also be a positive.

### **Streetscape**

Streetscape improvements should be required of developers as much as possible. However, the current economy is making it more difficult for developers to pay for streetscape improvements at potential development sites. Recognizing that, the best way to install new streetscapes is as part of a larger private development. The leadership should explore options for cost sharing through LCI funding, TAD funding or other means to accomplish this important objective. The goal should be to find ways for all new developments to improve the existing streetscapes consistent with the requirements of the Redevelopment Plan.

- **Use Streetscapes to Attract Additional Investment** – Using public investment to show improvement in an area and attract new private investment has been proven to work throughout the region. Streetscape improvements should be implemented in key areas of the Old Fourth Ward as a way to show public commitment to the area to attract additional investment. A coordinated effort on Boulevard, North and Angier Avenue would be good locations for such and investment.
- **Create a Catalyst Streetscape Project** – The recommendation of the majority of the Panel would be to create a catalyst streetscape project to demonstrate the city's

commitment to the recommendations of the Redevelopment Plan. Major streetscape improvements near current sites where significant investment is occurring (Old Fourth Ward Park, for example) could be used to show how public dollars can be used to create a “win” for the community. The Old Fourth Ward leadership should select an area with high visibility as a designated catalyst site for streetscape improvement following the design standards of the Redevelopment Plan (i.e. the intersection of Boulevard and Edgewood). This would act as the prototype streetscape improvement and may help attract investment around it, while providing the Old Fourth Ward with the tangible benefits of the improvement of the public environment.

### **Urban Design**

Rezoning standards recommended in the Redevelopment Plan have already been finalized and approved by the City; this is a major accomplishment towards achieving the vision detailed in the Plan. Another key design step would be to develop special gateways and signage to acknowledge the boundaries of the Old Fourth Ward and begin to create a special identity for the area.

### **Branding**

A branding effort for the Old Fourth Ward is a key strategy going forward. The success enjoyed by the City of Decatur in creating widespread awareness of the City and all it has to offer to residents of the Atlanta region, offers a great example that a solid branding and public relations initiative can pay dividends for years to come. Over 300 people show up to monthly neighborhood association meetings in the Old Fourth Ward, indicating there is strong ground level interest in the history and future success of this area.



Creating a distinct branding campaign and identity would give them something specific to rally around and would tie together the many separate smaller neighborhoods and initiatives under a common identity. The implementer could solicit local marketing firms to provide their services pro bono to help with the creation of a branding effort. The community should be kept

involved in the process to help keep them invested in the outcome and sustain the momentum that was generated during the Redevelopment Plan process.

### **Organizational Structure**

The Panel recommends that an entity should be established with the sole purpose of implementing the recommendations of the Redevelopment Plan. The Historic District Development Corporation (HDDC) or a similar broadly based community organization should be staffed by at least one administrator who works full-time with the guidance of the Old Fourth Ward. If the funding for an administrator is unavailable, one of these local organizations could potentially contribute a staff member for this purpose. To create further buy-in from the surrounding community, a Community Improvement District (CID) could be formed, comprised of representatives from local organizations such as Central Atlanta Progress, Midtown Alliance, and the Atlanta Medical Center, etc. Additional staffing assistance could be obtained through offering internships to graduate students of the Georgia Institute of Technology City Planning and Georgia State University Public Policy programs.

### **Housing and Economic Development**

Until the recent real estate recession, a substantial level of new development was occurring in the Old Fourth Ward. The strong appeal of the area will see resurgence in activity once the recession has ended. The challenge will be finding ways to ease the pains of gentrification on existing residents of the area from additional new development. The panel believes this can best be accomplished by implementing a range of specific policies:

- **Encourage Aging in Place** – Senior housing is already a prominent feature of the neighborhood. With existing healthcare facilities and the potential for additional senior housing at several sites in the neighborhood, including the revitalization of City Hall East, significant progress towards this objective is already underway. An additional provision in the zoning changes, which would allow accessory apartments and “granny flats” in single family areas, could also provide greater senior housing choices for existing residents.
- **Affordable Housing** – Some tension exists between historic design standards and the desire to create affordable housing since the design standards can add significantly to construction costs. However, through the East Side and Beltline TADs as well as use of the Enterprise Zone program, the city has been encouraging the creation of affordable



and workforce housing in the area. The redevelopment of the Atlanta Housing Authority sites within the Old Fourth Ward is also significantly impacting the inventory of affordable units. The City is on the verge of creating a citywide policy on affordable housing which could also pay significant benefits in the Old Fourth Ward.

Two affordable housing challenges currently facing the neighborhood are a lack of affordable single-family homes and mixed-income residences large enough for families. Overcoming these challenges will be vital to easing the gentrification process and keeping school-aged children in the area who can support the local schools.

Household turnover is a major issue in the neighborhood today – 64 percent of people living there have done so for less than five years. Turnover must be slowed during the period of growth.

- **Leverage Available Incentive Programs** – The Old Fourth Ward, unlike many neighborhoods in the city, has access to a wide range of housing incentive programs. The Eastside and Beltline Tax Allocation Districts, Atlanta Housing Authority, the City of Atlanta’s Enterprise Zone, CDBG and HOME funds, Atlanta Development Authority and URFA programs all offer a variety of incentives for housing and development in the area. The ADA/URFA and the City’s Bureau of Planning are responsible for the management of most of these incentive programs.

The implementer could request the commitment of an ADA staff member for a year as a loaned executive to help with the implementation of the Redevelopment Plan. This would provide direct access and accountability to the many incentive programs managed by ADA on the City’s behalf and would focus the resources of the agency on solving the problems facing the Old Fourth Ward in a holistic manner, rather than going one-by-one securing specific programs in an uncoordinated manner. The implementer could also put together a list of “best practices” for working with developers.

- **Additional TAP Panel for Affordable Housing**– Given the significance of this component to the revitalization of the Old Fourth Ward, further investigation should be pursued. To aid in this effort, an additional TAP panel could be conducted specifically on the subject of affordable housing. Such a panel would consider the design, public policy, incentivizing, and implementation of creating new mixed-income developments within the community.

## **Transportation**

- **Connectivity** – Rebuild / reconnect the street grid in the Old Fourth Ward to improve connectivity from the west side to the Far East side.
- **BeltLine transportation** – Research the street design standards adopted for BeltLine development and consider extending them throughout the Old Fourth Ward. Also, investigate whether or not the developers are required to fund any new streets or existing street improvements.
- **Improved MARTA shelters** – An early win for the neighborhood would be to renew service routes, add additional MARTA shelters and improve existing shelters. These new and improved shelters could be funded by partnerships with media companies such as Cox Communications and Viacom that allow advertising rights. These marketing partnerships should be explored by the implementer.
- **Street car** – A first phase of the proposed Peachtree Corridor streetcar project includes an east-west connection linking Auburn and Edgewood Avenues to Centennial Olympic Park and the new Center for Civil and Human Rights. There is support for a street car that would run on Ponce de Leon Boulevard to Virginia Highlands. Ponce de Leon Boulevard is the historic streetcar route and the Old Fourth Ward would greatly benefit from creation of a renewed streetcar line. Some residents advocate for a more robust streetcar network running north and south as well as east and west through the neighborhood.
- **Sidewalk/infrastructure** – In a growing area like the Old Fourth Ward, it is critical that funds for sidewalk and infrastructure improvements be used to build needed infrastructure. Also, the timing of when these improvements occur is critical so as to minimize changes and their related costs resulting from repeated disturbances of the new sidewalks due to new construction in the area.
- **Pedestrian and Biking** – Bike routes and pedestrian access to Freedom Parkway and the Edgewood area should be improved.

**Funding**

- Several funding options for implementation of the Redevelopment Plan should be investigated:
  - The Beltline and Eastside TAD districts cover much of the area of the Old Fourth Ward and could be key funding sources.
  - The Urban Enterprise Zone Program provides tax abatements for new housing and commercial mixed-used development in the non-TAD portions of the Old Fourth Ward.
  - Opportunity Zones – This state program can provide key tax incentives for job creation in the area for new and existing employers
  - NewMarket Tax Credits – The ADA is administering this incentive program for the City which can help new commercial and employment related redevelopment
  - LCI Designation – The Atlanta Regional Commission LCI program provides infrastructure funding for implementation of qualified plans and could provide key seed funds for implementing the streetscape and transportation improvements in the plan.
  - Community Improvement District – The Old Fourth Ward could explore the creation of a CID where commercial property owners would tax themselves for improvements in the area. This is the same approach used by the Downtown Improvement District and Midtown Improvement District, nearby.
  - Foundation and Private Sector Support—There are several key actors with major stakes in the future of the Old Fourth Ward which could contribute planning and implementation funding which could then be matched by donations from area foundations committed to the future of the City of Atlanta.

The Redevelopment Plan offers several potential funding sources for implementation, such as a Community Improvement District (CID), Tax Allocation District (TAD), and private donations. While the establishment of funding districts probably offers the most substantial and sustainable amount of resources, they will also require significant time to put into place and immediate funds will be needed for the initiation of the Redevelopment Plan implementation. For this reason, private donations will probably be the best source of immediate funds. The Panel recommends approaching local businesses and organizations that have a vested interest in the revitalization of the Old Fourth Ward for their prosperity, such as the Atlanta Medical Center, Georgia Power, Georgia State University, the National Parks Service, etc.

## **END of REPORT**

## **ADDENDA**

The following resources can provide additional information on the topics discussed within the TAP panel:

### **Redevelopment Plan**

Tunnel-Spangler-Walsh & Associates. 2008. *Old Fourth Ward Master Plan*.

### **Community Revitalization**

Green Leigh, Nancy; Fitzgerald, Joan. 2002. *Economic Revitalization: Cases and Strategies for City and Suburb*. Sage Publications.

Ferguson, Ronald; Dickens, William. 1999. *Urban Problems and Community Development*. Brookings Institution Press.

Grogan, Paul; Proscio, Tony. 2001. *Comeback Cities: A Blueprint for Urban Neighborhood Revival*.

### **Education**

The following link includes several reports by Enterprise Community Partners regarding the incorporation of schools in community revitalization strategies:

[http://www.enterprisecommunity.org/programs/schools\\_and\\_communities/](http://www.enterprisecommunity.org/programs/schools_and_communities/)

## **ADDENDA, CONTINUED**

### **Affordable Housing**

Brophy, Paul; Smith, Rhonda. 1997. *Mixed-Income Housing: Factors for Success*.

Cityscape: A Journal of Policy Development and Research.

The following link includes several practical tools for municipalities to encourage and facilitate affordable housing development within their communities:

<http://www.housingpolicy.org/toolbox/index.html>

### **Crime**

Kelling, George; Coles, Catherine. 1998. *Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities*. Free Press.

The following link provides more information on the City of Decatur's Citizens Public Safety Academy program: [http://www.decaturga.com/cgs\\_citysvcs\\_pspolice\\_cpsa.aspx](http://www.decaturga.com/cgs_citysvcs_pspolice_cpsa.aspx)

### **Community Branding**

The following link displays a comprehensive branding strategy for the Greater Louisville area being executed by the Chamber of Commerce:

<http://www.brandgreaterlouisville.com/>



## Moderator Bios

Ken Bleakley – Bleakly Advisory Group

Sarah Kirsch – Robert Charles Lesser & Co, LLC

## Panelist Bios

James Brooks – Boulevard Group

John Cheek – AIA, AICP

Lyn Menne – Assistance City Manager for City of Decatur Economic Development

Jerry Miller – Fabric Developers / Miller Gallman

Mtamanika Youngblood – Annie E. Casey Foundation Director for Neighborhood Transformation

Carol Naughton – CF Foundation

Janis Ware – SUMMECH Executive Director

**Kenneth D. Bleakly, Jr.**  
**President**  
**Bleakly Advisory Group**

Ken Bleakly has enjoyed a long career in the real estate industry. He is president of Bleakly Advisory Group, an Atlanta-based consulting firm specializing in market and financial analysis, public finance and the implementation of public-private partnerships. While at BAG, Ken has advised a wide range of clients including the Peachtree Corridor Task Force, Atlanta Development Authority, Cousins Properties, Inc., Pulte Homes, Hedgewood Properties, Barry Real Estate Companies, Cities of Atlanta, Roswell, Suwanee, Gainesville, Woodstock and Augusta,

Prior to forming Bleakly Advisory Group, Ken served for five years as president of COPA, Inc. – a non-profit developer created by the Atlanta business community to stimulate development around Centennial Olympic Park. From 1990-1996 Ken was the partner in charge of Arthur Andersen's real estate consulting practice in Atlanta. He is an author and frequent speaker on urban and community development issues both regionally and nationally. Ken holds a Masters in City and Regional Planning from Rutgers University and an undergraduate degree from Rollins College.

**Sarah Kirsch**  
**Senior Principal, RCLCO**



**Areas of Specialization:** Urban Infill, Urban and Suburban Revitalization, Resort and Second Home Communities, Mixed-Use Development, Traditional Neighborhood Development, Affordable Housing, Military Housing

Sarah Kirsch is a Senior Principal who is based in our Atlanta office

Sarah joined RCLCO after a brief stint with a start-up technology firm. She has developed her career with the firm, starting as an associate and growing into a project director. Over the last ten years, she has had the pleasure of working on a range of private and public-sector engagements throughout the southeast. Highlights have included working on the feasibility of development in four of Atlanta's tax allocation districts, including the initial feasibility of the proposed Beltline; community revitalization plans for strip retail corridors and downtowns; and pre-development feasibility of multiple second home and resort locations. Sarah currently serves as President of the RCLCO Foundation, which is focused on advancing the availability of affordable housing.

Sarah earned her Bachelor of Arts in Public Policy from Duke University's Terry Sanford School of Public Policy in Durham, North Carolina. She is currently a member of the ULI and co-chairs the Technical Advisory Panels committee for the Atlanta District Council.



## **JAMES BROOKS, AICP PRESIDENT**



Mr. Brooks is an urban planner and the president of Boulevard Group, Inc, an industry leader in the planning and management of neighborhood and affordable housing development. As Deputy Executive Director of the Atlanta Housing Authority from 1994 through 1997 he was responsible for the planning and development of the Olympic Legacy Program, five mixed-income communities that redefined affordable housing and neighborhood development in Atlanta and nationwide. During 15 years of service to the City of Atlanta and Fulton County, he planned and managed a wide variety of urban development projects. As a consultant to HUD, housing agencies and developers across the US, he has been involved in the planning and development of some of the largest urban development projects in the US.

### **EXPERIENCE**

President, Boulevard Group Inc

1997 – Present

Deputy Executive Director, Atlanta Housing Authority

1994 – 1997

Senior Planning and Development Officer, City of Atlanta/Fulton County

1983 – 1994

Project Administrator, City of Atlanta

1979 - 1983

### **PROJECT AWARDS**

Charter Award, Congress for New Urbanism, 2002

National Award of the American Institute of Architects, 1993

Atlanta Urban Design Commission, Award of Excellence, 1990

### **MEMBERSHIPS**

Member, American Institute of Certified Planners

Member, American Planning Association

Member, Congress for New Urbanism

Member, National Association of Housing and Redevelopment Officials

### **EDUCATION**

BA, 1980

Georgia State University

Atlanta, Georgia



## DETAILED EXPERIENCE

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John Cheek brings an unusual breadth of experience to the practice of planning, urban design, architecture and development. He has worked in all phases of the design and development process, from initial concept development and feasibility analysis through planning, design, construction, and marketing. He has experience on planning projects ranging from individual blocks and neighborhoods to communitywide and on architecture and development projects ranging in value from less than \$100,000 to over \$350,000,000.

John is a registered architect, certified planner and urban designer. He has been in practice over twenty-five years and has won awards and recognition in all three of these practice areas. He also has additional background in government service, real estate development and historic preservation.

Prior to receiving his architecture degree, John served as State Historic Sites Planner for the Georgia State Historic Preservation Office, was a planning consultant for the Texas Historical Commission, worked as a commercial real estate agent and served as project manager for a real estate development group.

John has extensive experience managing the design and development of complex, large-scale urban development projects and programs. Some of these include the Headquarters expansion for the Coca-Cola Company at its Atlanta campus, the New Town of Ruwais in Abu Dhabi, 999 Peachtree Street office building (First Union Plaza) and garage, winner of a UDC Design Excellence award, in Atlanta, and the Four Seasons Hotel-Houston Center.

In addition to his corporate and institutional shell and core experience, John brings solid experience in corporate facilities planning and design. Currently serving as project manager for the tenant improvements at the 624,000 gsf Social Security Regional Headquarters in Birmingham, AL, he has also managed such projects as the 250,000 sf ARCO Oil & Gas/ARCO Exploration Interim Headquarters in Houston, served as facilities manager for Citibank Northern European Division in London and assisted the Merchant Bank of Atlanta in its facility expansion activities after its acquisition of Fulton Federal Savings.

From 1994 until 2002, John's primary project was implementation of the Sandy Springs Revitalization Plan. As General Manager of Sandy Springs Revitalization he guided the development of the Sandy Springs Overlay Development Standards Ordinance and the Sandy Springs Design Review Board, the Sandy Springs Livable Centers Plan, creation of the Sandy Springs Tax Allocation District, acquisition of over \$8 million in funding for streetscapes and other public projects, and design and construction of nearly three miles of new streetscape. Under his leadership, the program won the Georgia Planning Association's Outstanding Plan Implementation award.

With HOK John has served as Director of Operations and as the Atlanta office's Government Market Sector Leader in addition to managing a number of major projects. His recent projects include the LEED Silver Social Security Administration Regional Headquarters (624,000 gsf), The National Center for Advanced Manufacturing (Building 4602) at Marshall Space Flight Center, a Campus Master Plan Update for Georgia State University and the North Carolina Center for Health & Wellness at the University of North Carolina-Asheville.

Bio Summary  
Lyn Menne  
Assistant City Manager, City of Decatur

Lyn Menne is Assistant City Manager for Community and Economic Development for the City of Decatur. This position evolved out of her role as Executive Director of the Decatur Downtown Development Authority – a position she has held since 1983. Lyn has been an active partner in the implementation of the Decatur Town Center Plan. This innovative planning document, adopted in 1982, outlined the development of Decatur's central business district as a pedestrian friendly, high density mixed use center and has transformed the City of Decatur into one of the best examples of Smart Growth planning in the metropolitan Atlanta area.

Lyn received her undergraduate degree in American Studies from Queens College in Charlotte, NC and her master's degree in Public Administration from the University of Georgia. She and her husband Doug have two daughters.





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In 2006, Mr. Miller formed Fabric Developers, LLC, a development firm is committed to restoring the fabric of inner city Atlanta through human scale, neighborhood-oriented development. ([www.fabricdevelopers.com](http://www.fabricdevelopers.com))

For the last 12 years Jerry Miller has been a partner in Miller-Gallman Developers, LLC, ([www.atlantaloftco.com](http://www.atlantaloftco.com)) a real estate development firm that focuses on historic rehabilitation loft apartments and new in-fill development in Atlanta and other cities. Since its inception in 1995, it has developed over \$100 million in loft apartments and condominiums. It has been part of the rejuvenation of the Ponce corridor through its development of Glen Iris Lofts and Ponce Springs at Glen Iris across from City Hall East.

It has also been an integral part of the transformation of the Castleberry Hill historic loft district, having completed numerous rehabilitation and new construction projects in that neighborhood. Miller-Gallman has received awards in adaptive re-use from the Urban Design Commission, for historic preservation from the Georgia Trust, the Georgia Department of Natural Resources—Historic Preservation Division, Athens Clarke Heritage Foundation , and the Columbus Historic Foundation.

Mr. Miller earned an MBA in finance from the Wharton School of Finance and a BA from Macalester College in St. Paul, Minnesota. He has been an Atlantan since 1980. He chairs Capitol Hill Neighborhood Development Corporation, a 501(c) 3 that works to affect development around the Capitol and serves on the boards of Atlanta Habitat for Humanity and the Decatur-DeKalb YMCA. He is an elder at Central Presbyterian Church across the street from the Capitol.

# **MTAMANIKA YOUNGBLOOD PROFILE**

Mtamanika Youngblood is the Director of Neighborhood Transformation for the Annie E. Casey Foundation's Atlanta Civic Site. Under her leadership, the Casey Foundation deploys its community building and economic development strategies in conjunction with the residents of five neighborhoods in Atlanta (Neighborhood Planning Unit V). She is the founder and immediate past President and CEO of The Center for Working Families, Inc., a nonprofit organization sponsored by the Casey Foundation to advance its family and neighborhood strengthening work. And was previously the Senior Vice President for Community Impact at United Way of Metropolitan Atlanta.

Ms. Youngblood comes to her most recent work with a clear recognition of the human and physical development needs of revitalizing communities. She is the Chair of the Board and a past President of the Historic District Development Corporation (HDDC) Atlanta's leading non-profit, community-based developer of historic and affordable homes in the central city. HDDC's neighborhood revitalization efforts are based on the non-displacement of existing residents, historic preservation and economic diversity. Its goal is to reestablish the mixed-income residential community that once thrived around "Sweet Auburn" Avenue and the childhood home of Martin Luther King, Jr.

Ms. Youngblood has been widely acknowledged for her work. Awards and recognition have come from The National Trust for Historic Preservation, The Atlanta Urban Design Commission, Central Atlanta Progress, the Georgia Association of the American Institute of Architects, the Atlanta Business Chronicle, the State of Georgia Affordable Housing Division and the National Neighborhood Coalition. She has served on the Boards of United Way, the Atlanta Convention and Visitors Bureau, the Community Housing resource Center and the City of Atlanta Public Art Advisory Committee. In addition to HDDC's board, Ms. Youngblood currently serves on the board of the Atlanta BeltLine Partnership, The Center for Working Families and is the Vice Chair of the Board of Trustees of the National Trust for Historic Preservation.

Ms. Youngblood earned a BA from New York University and an MBA from Atlanta University. She was a Fellow to the Kennedy School of Government Executive Program at Harvard University, an Urban Fellow for the Urban Land Institute and was selected as a James A. Johnson Community Fellow of the Fannie Mae Foundation in 2000.

Mtamanika Youngblood lives with her family in Atlanta's Old Fourth Ward neighborhood in a restored 118 year-old historic home.

## **CAROL REDMOND NAUGHTON**

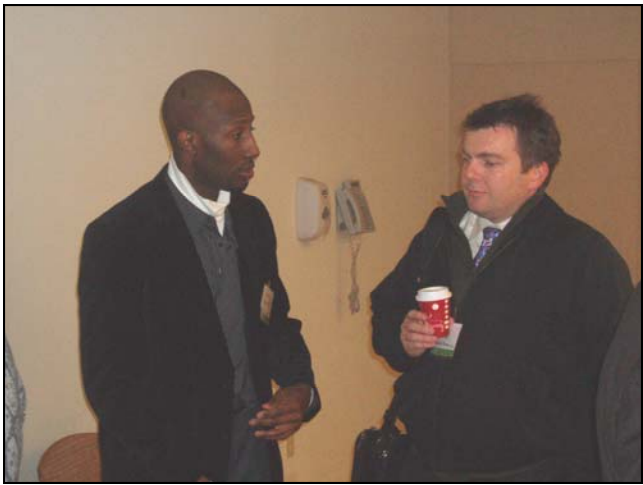
Carol Redmond Naughton joined the CF Foundation in March 2008 to focus her considerable energy and experience on working with organizations around the country to implement the East Lake model of holistic community revitalization. For the seven years prior to joining the CF Foundation, she served as the Executive Director of the East Lake Foundation which has developed a bold and innovative model of community development that is helping families break the cycle of poverty in the East Lake neighborhood of Atlanta. The East Lake model brings together all of the elements that every community needs to be healthy and viable and includes top quality mixed income housing; cradle to college educational opportunities; job training; neighborhood serving retail; and recreation, health and wellness programs; all nurtured by a strong, local lead organization that works in partnership with residents and stakeholders to plan, implement and sustain the revitalization. Carol is an expert in public/private partnerships and has crafted innovative public/private partnerships in the housing and education fields.

Prior to joining the East Lake Foundation, she was General Counsel for the Atlanta Housing Authority (AHA) where she served as a key member of the leadership team responsible for the metamorphosis of AHA from a failing agency in danger of a Federal takeover to an agency that is today recognized as the leader in the reinvention of public housing. Ms. Naughton, who also served as Deputy Executive Director for Real Estate Development at AHA, played an instrumental role in the revitalization of traditional public housing communities into economically viable, self-sustaining, mixed-income communities. Prior to joining AHA, Ms. Naughton was engaged in the private practice of law with Sutherland, Asbill & Brennan's real estate group where she primarily represented developers, lenders, and asset managers.

Carol was born in Albany, New York and graduated with honors from Colgate University. She is a graduate of the Emory University School of Law and was Executive Editor of the *Emory Law Journal*. Ms. Naughton is a former president of the Georgia Association for Women Lawyers and was a member of the Board of Governors of the State Bar of Georgia. She is vice chair of the board of the Charles R. Drew Charter School, Atlanta's first charter school serving 800 children in pre-kindergarten through 8<sup>th</sup> grade, in the heart of East Lake. She also serves on the board of Progressive Redevelopment, Inc., an Atlanta based nonprofit developer of affordable housing, as well as several other nonprofit boards. She is married to Tim Naughton, a social worker, and has two children, Conor, 17, and Maggie, 13.

**Janis L. Ware**, Executive Director, has been with SUMMECH since it was founded in 1989. Janis is a business graduate of the University of Georgia and has a long history of success as a manager. Ms. Ware has strong ties to the business and housing communities throughout Atlanta. Her dedication to development in Mechanicsville has literally changed the face of the community. She has worn many hats in her professional and civic career including serving as the current Chair of Southside Medical Center. She recently served on the City of Atlanta's Beltway Steering Committee and is also on Atlanta's Zoning Task Force. Janis' board memberships have included as Chair and Vice Chair of the Atlanta Housing Authority, Habitat for Humanity, the Empire Real Estate Board and the Atlanta Business League, where she has also been recognized consistently as one of the 100 Most Influential Women in Atlanta. No stranger to community service, Janis Ware is an alumnus of Leadership Atlanta and has been recognized by Who's Who of Black Atlanta on numerous occasions. She was also singled out by Atlanta Magazine, as one of its Women Making the Mark Award recipients.

## THE EXPERIENCE























## TECHNICAL ASSISTANCE PANEL PROGRAM

Since 1947 the Urban Land Institute (ULI) has harnessed the technical expertise of its members to help communities solve difficult land use, development, and redevelopment challenges. ULI Atlanta brought this same model of technical assistance to the Metropolitan Atlanta area. Local ULI members volunteer their time to serve on panels. In return, they are provided with a unique opportunity to share their skills and experience to improve their community.

Through Technical Assistance Panels (TAPs), ULI Atlanta is able to enhance community leadership, clarify community needs and assets, and advance land use policies that expand economic opportunity and maximize market potential.

**For more information, contact:**

**Jeff DuFresne, Executive Director**

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