

The background image shows a city street scene. In the center, a tall church steeple with a sign that reads "JESUS SAVES" is visible. To the left, there is a large mural of a person's face on a building. The street has cars and a street lamp. A large green semi-circle is overlaid on the right side of the image.

# **SWEET AUBURN GREEN AND EQUITABLE (SAGE)**

ULI mTAP, 2021

# OUR TEAM



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# Our Client

HDDC is an all volunteer, community-based organization co-founded by Coretta Scott King, Christine King Farris and John Cox in 1980. They are one of Atlanta's only non-profit real estate development organizations. They set the standard for strengthening, revitalizing and preserving the identity and history of our communities through equitable and inclusive development.

As an organization, HDDC is uniquely focused on maintaining neighborhood diversity and has pioneered various development strategies including the "block-by-block" initiative which sought to build new homes on vacant lots close to existing dilapidated structures to help drive revitalization across the neighborhood at large.



HDDC Front Porch Project located at 364-368 Auburn Avenue

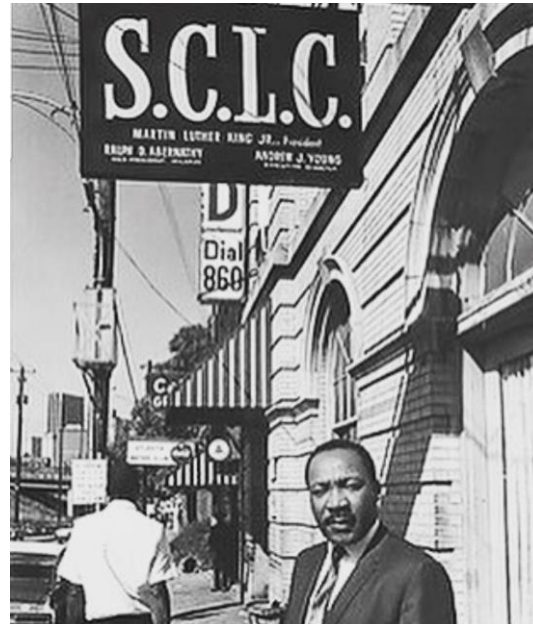
# History of Sweet Auburn

- Original settlements surrounded railroads in area
- 1906 Atlanta Race Riot caused black-owned businesses and residents to move from previously integrated areas including Atlanta University Center and Auburn Avenue
- “Sweet” Auburn became home to Alonzo Herndon’s Atlanta Mutual, as well as a concentration of black businesses, churches, nightclubs, and newspapers
- 1956 – *Fortune* magazine calls Sweet Auburn the “richest negro street in the world”



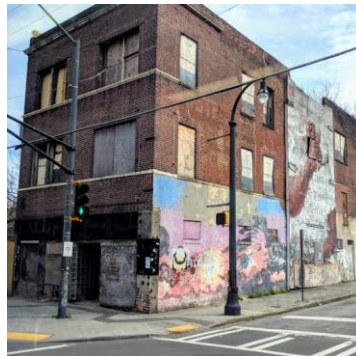
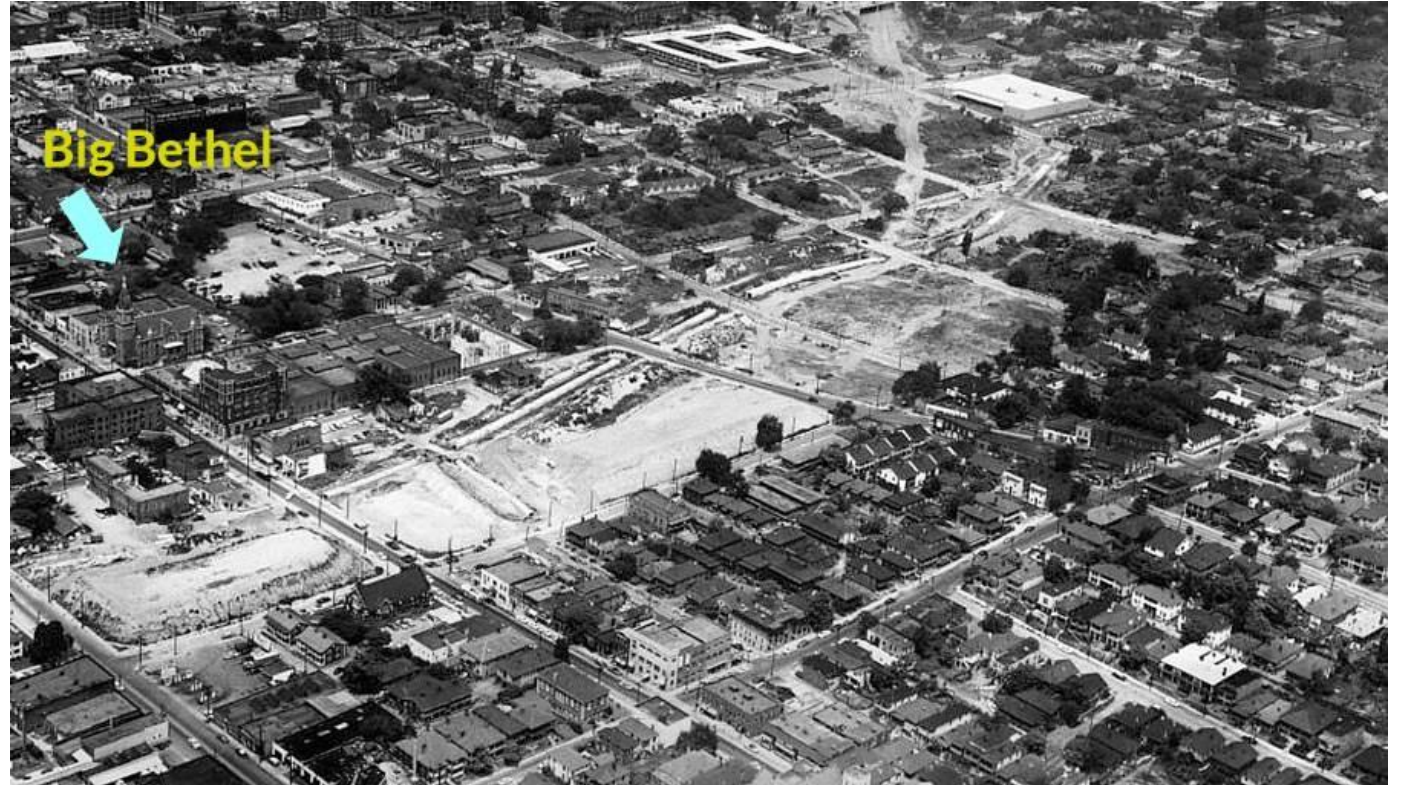
# History of Sweet Auburn

- The 1960s saw Sweet Auburn at the center of the Civil Rights Movement, serving as the home base for numerous influential organizations, notably the home church of Martin Luther King, Jr., Ebenezer Baptist
- In 1976, Sweet Auburn was designated a National Historic Landmark, cementing its place in the Nation's history



# History of Sweet Auburn

- Construction of the Downtown Connector (I-75/85) directly through the heart of the district split the neighborhood in two
- The area began to experience a rise in homelessness, crime, and abandonment
- In 1992, the National Trust for Historic Preservation recognized it as one of America's 11 Most Endangered Places



# History of Sweet Auburn

- The Sweet Auburn District today sits in a precarious place. The area still remains home to many thriving businesses, a National Park, and significant churches and nonprofits, but also shows lingering effects of disinvestment and struggles with inner-city issues like homelessness and urban blight, and has lost pace with some renewal efforts elsewhere in the City



# SAGE Initiative Goals

The Sweet Auburn Green & Equitable District will be Atlanta's premier "equity-district," creating a socially impactful ecosystem for the transitional neighborhood. The development is organized around six core objectives.

1

## Community Engagement

The residents, stakeholders and business owners will be an integral part of the development process.

2

## Community Wealth Building

Job training programs will be developed to boost the local economy and help residents capitalize on the opportunities created by local development projects.

3

## Affordable Housing

The SAGE district will include a variety of affordable housing options and encourage a sustainable design approach.

4

## Green Economy

Foster an environment for the development of entrepreneurs in the renewable energy sector.

5

## Urban Agriculture

Prioritize the development of public open space utilized for urban farming to improve residents' access to fresh produce.

6

## Energy Efficiency

Develop programs to educate residents on ways to use energy more efficiently to reduce utility bills and lessen their environmental impact.



# mTAP

## Contribution

The ULI CFL team has been engaged by HDDC to provide guidance regarding the organizational and physical design of its Sweet Auburn Green & Equitable (SAGE) District. The team's initiative is to assist HDDC in establishing and structuring best practices for the initiative to ensure its ultimate success. The contribution follows five overall areas of study and recommendation.



1

### **Precedent Studies**

Study similar districts around the nation to learn best practices in equitable development initiatives

2

### **Coalition Building Recommendations**

Provide recommendations for organizational structuring and parties to involve



**3**

**Social Impact  
Metric  
Recommendations**

Provide set of metrics  
to measure success or  
shortcomings of SAGE  
team efforts

**4**

**Financing  
Tool  
Recommendations**

Present available  
financial resources to  
use in equitable  
development initiatives

**5**

**Architectural  
Student  
Presentations**

Design studies with  
Kennesaw State  
University architecture  
students for  
inspirational projects



**1**

# **Precedent Studies**

# Old North St. Louis

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"Sustainably Developing a  
Historic District"



Located less than a mile North of St. Louis, Missouri, this once thriving neighborhood has experienced decades of abandonment and disinvestment.

# Old North Discovery

- Neighborhood Workshop Focus Groups:
  - 1) Housing & Historic Preservation
  - 2) Environment & Energy
  - 3) Growth
  - 4) Transportation
  - 5) Implementation
- Priority Issues to Inform Design Standards:
  - ✓ Strengthen connections across interstate
  - ✓ Create job opportunities to keep money in the neighborhood
  - ✓ Pedestrian infrastructure
  - ✓ Improve lighting and nighttime safety
  - ✓ Promote maker-spaces for job training, resources and temporary housing
  - ✓ Buffer interstate noise by increasing tree canopy along highway
  - ✓ Make neighborhood identity and branding easily recognizable
  - ✓ Make the neighborhood look cared for by cleaning up overgrown lots and repairing



Case Study: [Old North St. Louis: Sustainably Developing a Historic District \(epa.gov\)](https://www.epa.gov/old-north-st-louis-sustainably-developing-a-historic-district)

# Old North St. Louis

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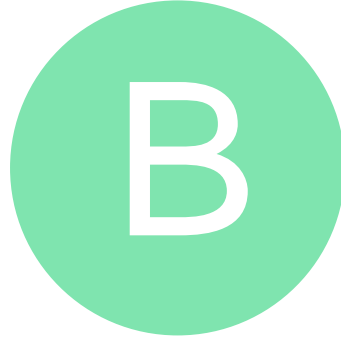
## Redevelopment Strategies



### **Improve Connectivity**

*Improve connectivity to enable people walking, biking or taking public transport to easily get to and from the neighborhood*

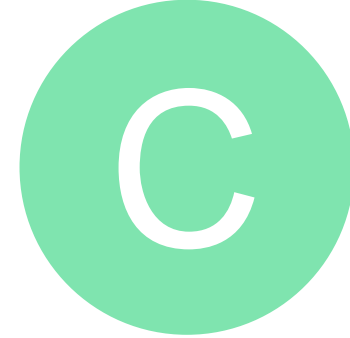
- Increase pedestrian safety by creating wider pedestrian lanes and adding curb cuts
- Establish Bike Share programs throughout community
- Connect neighborhood to existing city-wide bicycle and pedestrian network



### **Enhance Environmental Performance**

*Enhance environmental performance to help the community reach its sustainability goals and provide value added benefits to the neighborhood*

- Shared renewable energy sources:
  - Geothermal wells for residential heating & cooling
  - Solar collection fields at vacant parcels
  - Wind farm
- Double the tree canopy
- Permeable parking spaces



### **Encourage More Productive Land Use**

*Encourage more productive land use to make the most of vacant and underutilized properties and promote increased density*

- Create a plan for residential and commercial infill of vacant lots
- “Side Lot Opportunity” Program

# Old North St. Louis

## Redevelopment Strategies



### Improve Connectivity

*Improve connectivity to enable people walking, biking or taking public transport to easily get to and from the neighborhood*

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# Old North St. Louis

## Redevelopment Strategies



### Enhance Environmental Performance

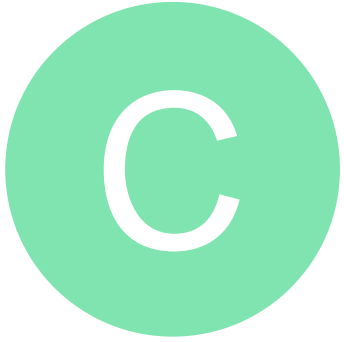
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# Old North St. Louis

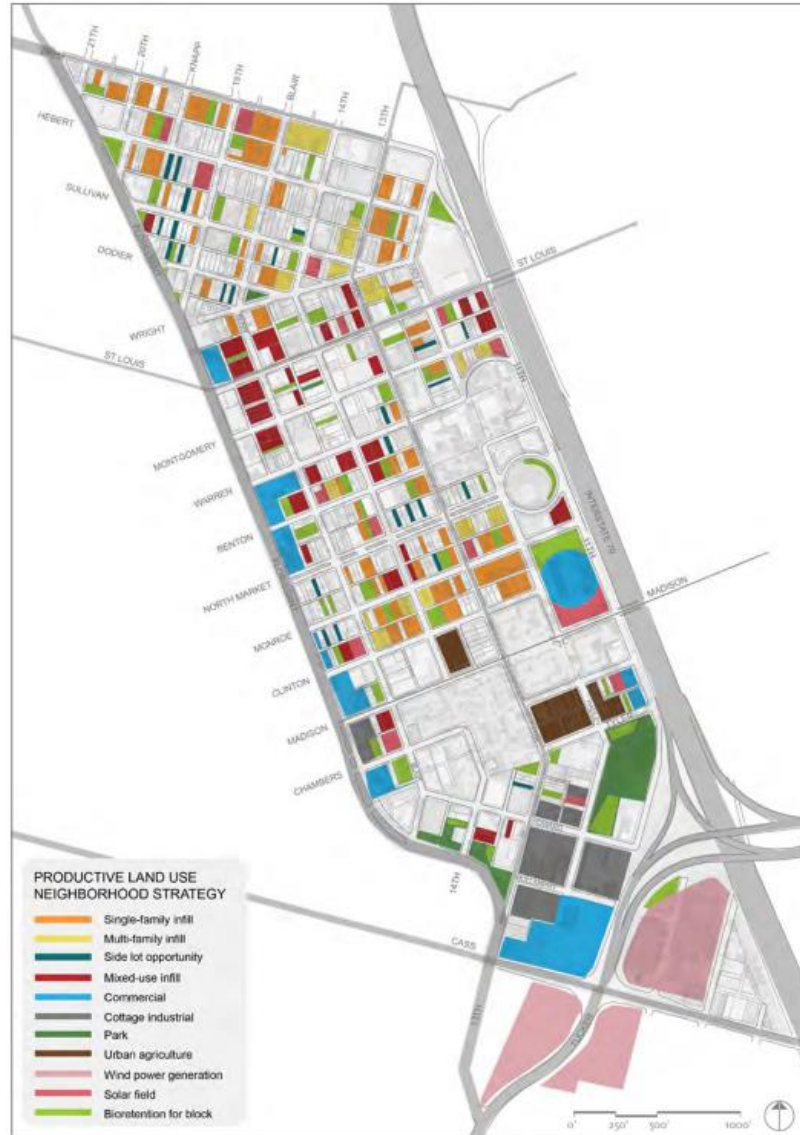
## Redevelopment Strategies



### Encourage More Productive Land Use

*Encourage more productive land use to make the most of vacant and underutilized properties and promote increased density*

- Create a plan for residential and commercial infill of vacant lots
- “Side Lot Opportunity” Program



# Implementation Strategies



1

## Short Term

- Align Existing Programs
- Increase resident engagement in sustainability efforts
- Create revolving loan fund with capacity to provide capital to improve homes environmental performance

2

## Mid-Term

- Implement green infrastructure improvements and workforce training programs
- Implement bikeshare program
- Assess renewable energy production capacity

3

## Long-Term

- Form Community Improvement District (CID)
- Adopt Sustainable Design Guidelines

# Dorchester Neighborhood



Within the Dorchester Neighborhood in Boston lies a 13-block Codman Square hosting 1500 buildings and 525 residential units. Of these residents 66% live below the poverty line, giving mass interest to reinvesting in this area which is host to a wealth of historic buildings including schools, churches and public facilities dating as far back as the early 19th century.



Home > District Profiles > TNT Eco-Innovation District

TNT Eco-Innovation District

Case Study / Boston, MA USA

# Dorchester Neighborhood

## Redevelopment Strategies



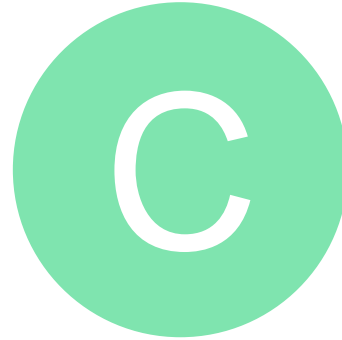
### **Affordable Homeownership**

*Affordable homeownership will not only be a positive for the low-income community but a good opportunity for the neighborhood.*



### **Place Making**

*Place making will help capitalize on the potential of the public space to create a positive area for the neighborhood's well-being.*



### **Eco-friendly**

*Encourage the use of under-utilized space to create a livable and appropriate living space that benefits the people and the environment.*



### **Active Retail**

*Active retail will help liven the community and offer jobs and opportunities to the people of the neighborhood.*

# Dorchester Neighborhood

## Redevelopment Strategies



### Affordable Homeownership

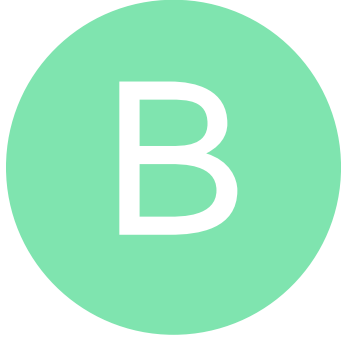
Affordable homeownership will not only be a positive for the low-income community but a good opportunity for the neighborhood

- TNT developed incentives and programs for first-time homebuyers and rent support for low-income families. TNT EID has developed financial literacy and homeownership initiatives to educate residents and prevent displacement.



# Dorchester Neighborhood

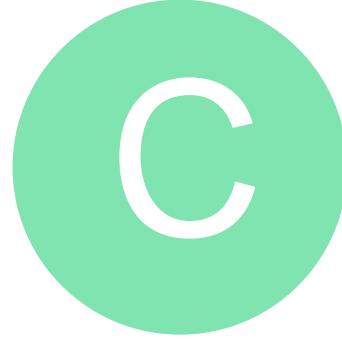
## Redevelopment Strategies



### Place Making

Planning is underway to convert the district's aging Auto Mall into a mixed-use hub of innovation and housing, complete with career training centers and community spaces. The hub also will include business and retail space to attract startup ventures and entrepreneurs.

## Redevelopment Strategies



### Eco-friendly

- EQUITY + PLACE: Codman Square has an expanding portfolio of affordable housing through existing building renovations and LEED-certifiable new construction.
- Home energy retrofits, financed through grants and programs, have improved the energy efficiency of over one-third (or more than 500) of the district's homes and apartments.
- Green bus shelters, rain barrels, solar panels and other sustainable infrastructure are actively being implemented across the TNT EID.
- A recently completed TNT EID Energy Feasibility Analysis indicated that the district's combined green infrastructure and energy investments could reduce greenhouse gasses in the TNT EID by 11 percent while saving neighborhood stakeholders \$267,900 on energy costs.



# Dorchester Neighborhood

## Redevelopment Strategies



### Active Retail

Active retail will help liven the community and offer jobs and opportunities to the people of the neighborhood.



# Lessons Learned & Continued Challenges

- Despite the experience and dedication of the CSNDC staff, efforts remain understaffed and underfunded with gains made too slowly, particularly compared with private sector development efforts. Nonetheless, the pace of housing creation has accelerated and small commercial gains can be seen throughout the TNT EID
- Coordination with the City of Boston continues to change with incoming and outgoing political leadership. Grant funding is inconsistent and slow



# Melrose Commons

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“Inclusive Revitalization at it’s Best”



Melrose is a large-scale redevelopment project that will comprise some 2,000 mixed-income homes along with shops and services in a part of the South Bronx that has faced decades of deterioration.



By the 1980s the Neighborhood of Melrose Commons had lost over 2/3 of its population with vandalism and arson decimating the neighborhood.



In the 1990s the City of New York issued a redevelopment plan for Melrose Commons which included clearing all existing properties and building 2,600 units of middle-income housing.



In 1993 Nos Quedamos / We Stay was formed in order to resist large scale urban renewal plans that would mean displacement for lower income residents and businesses.

The coalition consisted of homeowners, business owners and tenants who welcomed redevelopment from a wealth building perspective but wanted to be apart of the plans to ensure there would be no displacement.

# Melrose Commons Urban Renewal Principles

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1

## **Anti-Displacement**

Cause no involuntary displacement of the existing community

2

## **Wealth Diversity**

Create a mixed income community to develop and create a variety of ownership and rental housing

3

## **Affordable Housing**

Provide affordable housing at densities appropriate to an urban community

4

## **Design Guidelines**

Utilize architectural design guidelines that maximize the public investment by creating a visually desirable, urban environment that will encourage development

5

## **Sustainable Development**

Promote physical development that is both environmentally conscious and sustainable

6

## **Community Open Space**

Develop open space which responds to the community's concerns regarding security and program

7

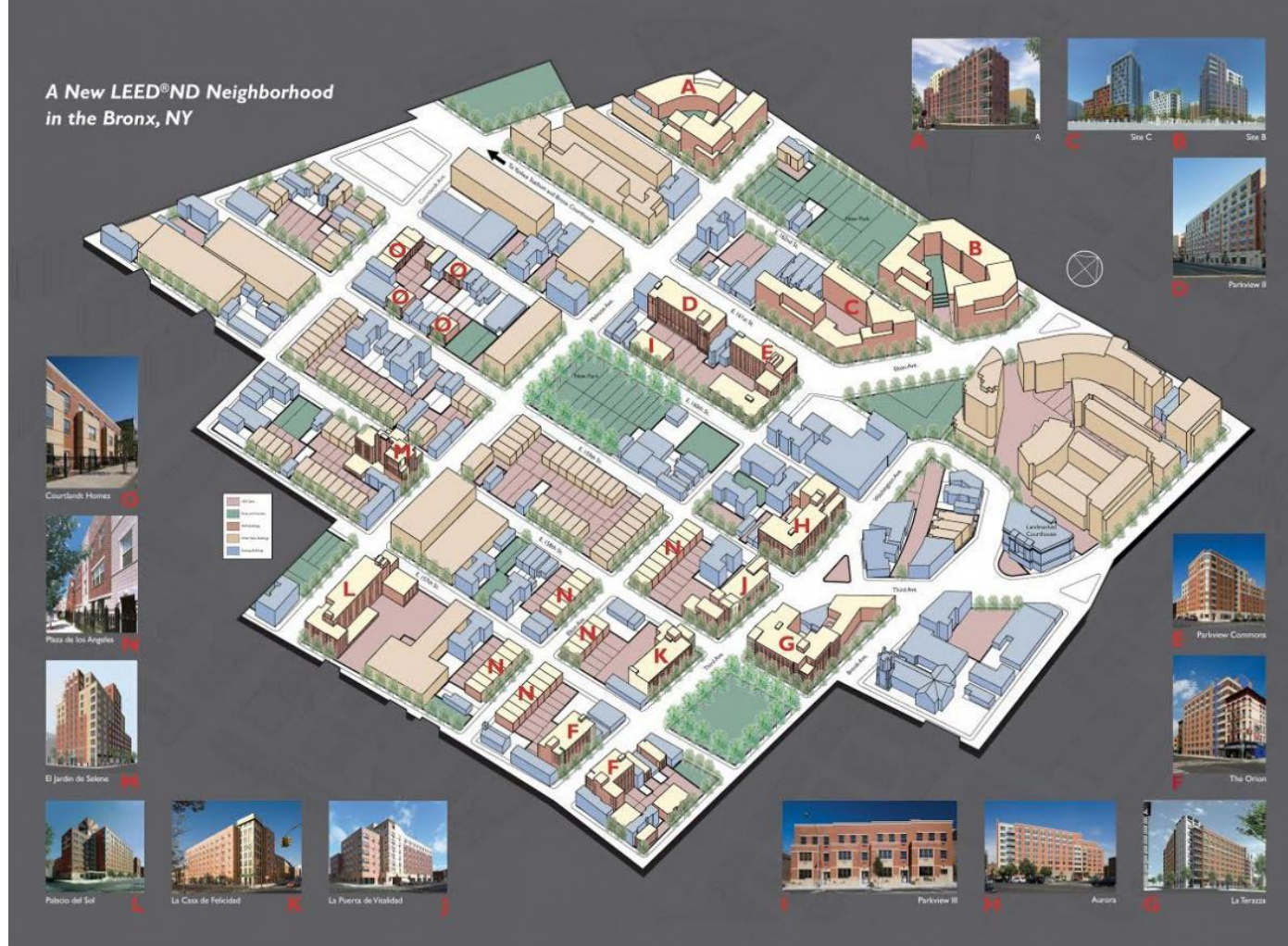
## **Street Planning**

Respect the street pattern and movement patterns within the community

8

## **Community Wealth Building**

Provide for an appropriate distribution of commercial space and services and enable community residents and businesses to increase their earnings potential and expand their economic opportunities



Years of planning for redevelopment efforts has resulted in a 30-block urban revitalization project that consists of more than 2,000 units of affordable and mixed income housing, office space, retail and mix-use community facilities.

In 2010, Melrose Commons became one of the first communities to receive a LEED Silver Neighborhood Development Certification.

# Melrose Commons

## Redevelopment Strategies



### Affordable Housing

*Support anti-displacement principle by providing affordable housing units for current residents*

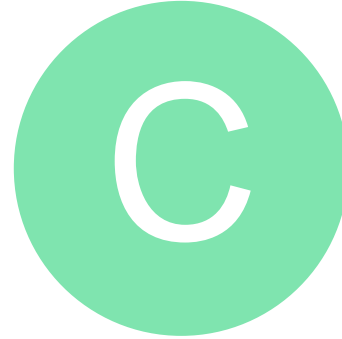
- Create variety in new development, including different scales and different types, from home ownership to supportive housing
- 58-unit supportive care housing for previously homeless at 0%-30% AMI
- Provide senior housing with appropriate facilities



### Open Space

*Provide parks, outdoor recreation space, & gardens to be used by the community*

- Carefully determine best use and location for green space
- Create “Interim Land Use Policy” to allow for interim land use of vacant land
- Recognize open space is a critical requirement for a healthy community
- Community gardens to contribute to wealth building, sustainability and community development



### Community Renewal

*Create opportunities for growth & renewal to avoid gentrification*

- Strengthen resident, business owners and government official's relationship through coalition building
- Expand existing local businesses
- Encourage new minority owned business start-ups
- Create space for critical basic services not currently present (health care, senior care and youth programs)



### Sustainability

*Encourage a comprehensive approach, addressing both design & social condition of the built environment*

- Develop LEED standards for new construction
- Design guidelines to encourage sustainable building practices and energy independence
- Walkability, transport connections and bike paths
- Assess impacts on livelihoods, shelter, healthcare and education

# Building Study: Bronx Commons

## Affordability, Mix-Use and Sustainability

- 305 permanently affordable studio, 1-, 2- and 3- bedroom rental apartments
- 5% of homes set aside for families living in city's homeless shelter
- Bronx Music Hall, a 14,000 square-foot music, dance and cultural venue
- 150-seat public pre-kindergarten facility
- Community-centric retailers
- 428-panel rooftop Solar PV installation
- LEED-Silver Certification



# Melrose Commons Community Gardens

Public open space is an integral part of the Melrose Commons Urban Renewal plan. There is roughly 100,000SF of open space divided amongst 12 community gardens. Each garden has a different leadership structure but they all have members who pay monthly fees.



Most of the community gardens have “casitas” which are small houses which function as social centers

# Challenges

## 1 Public/Private Gray Area

Most gardens do not have publicized open hours which blurs the line between public and private. In order to maximize the benefit to the community, the gardens should function as public open spaces. However, most are only open to gardeners and members.

## 2 Membership Structure

New York City Department of Parks and Recreation has a Green Thumb program which has developed a set of standards to help educate the gardeners in the community. One of the requirements of the Green Thumb license is for each garden to have at least 10 members. Many gardens do not meet this requirement leading to a lack of resources which makes it difficult to maintain the gardens

## 3 Out of Date Information

Another requirement of the Green Thumb Licensing program is to maintain up to date information about each garden. Almost half of the gardens in Melrose commons have out of date information which could lead to their Green Thumb license being revoked.



# Attempts to Build a Coalition

The 12 community gardens in Melrose Commons are located quite close to each other so there is great potential to create a coalition to generate a cohesive system of open space for the community. However there have been numerous barriers to coalition building:

- Competition amongst members
- Previous unsuccessful attempts at coalition building have left gardeners hesitant to move forward
- Disagreements on the goals of the coalition
- Lack of leadership
- Lack of sufficient community involvement



# Lessons Learned



## Community Input is Essential

The community shouldn't feel like something is being imposed on them but that they are integral to the decision making process.

## Establish Partnerships

New York Restoration Project (NYRP) has built partnerships with other organizations to help maximize their impact and fill gaps that they can't full address. Additionally, working with donors and other volunteer groups has brought helping hands and financial resources to the table.

## Progress Documentation

NYRP distributes annual reports documenting the progress made each year to help refine the goals and objectives for the future.

# Revision Urban Farm

Revision farm began in 1990 as a small garden located next to a shelter for homeless mothers. It then expanded to include three adjacent abandoned lots.

Located just outside of downtown Boston, this community-based urban agriculture project has grown to yield enough to not only provide nutritious food to the residents of the family home but to the extended community as well.



Photo from Revision Urban Farm website showing their produce spread at the local farmer's market



Revision Urban farm participates in the Community Supported Agriculture (CSA) Program. CSA programs are available across the country and they allow interested consumers to purchase a membership/subscription to a local farm and in return they get seasonal produce each week throughout the farming season. Consumers benefit by getting fresh new vegetables and typically get to visit the farm at least once a season. Farmers receive payment early in the season and are able to get to know the people who eat their food.



Revision Urban Farm is using agriculture to help teach homeless residents skills that can help them obtain employment. The farm employs a couple shelter residents as interns and, for most, it is their first job.

# Revision Urban Farm Principles

## 1 Economic Development

The Revision Urban Farm provides free produce to the homeless parents in the Revision family home. With the job training and internship program, they also provide residents with additional skills to help them gain employment.

## 2 Community Food Security

The Revision Urban Farm works alongside the Revision Family home to try to increase access to affordable and nutritious food both for the shelter residents and the broader community

## 3 Job Training and Education

Revision Urban Farm teaches shelter residents valuable skills to help them obtain future employment.



**Questions?**



**2**

# **Coalition Building Recommendations**

# Coalition Building

## Four Pillars

1

### **Service, Participation, & Volunteering**

- Engaged community yields results
- Regularly Scheduled, Publicly Interfacing Meetings
- Consistent Volunteer Opportunities (clean ups, property repairs, philanthropic outreach, etc.)
- Clear lines of communication and notification of opportunities to participate
- Utilize collective skills of stakeholders at all levels

2

### **Varied Level Corporate and Business Support**

- Board with industry partners, both corporate and small business focused
- Partners who bring local, regional, and national expertise
- Drive exposure to SAGE through partner marketing and service channels
- Establish clear expectations of corporate partners
- Be ready to produce and show results back to partners

3

### **Governmental and Institutional Partnership**

- Programs with universities or think tanks to provide opportunities for research and theory-based program implementation
- Enlist government bodies to help drive legislative changes as needed and where appropriate
- Regular governmental updates on accomplishments and challenges

4

### **Known, Trusted, and Accessible Leadership**

- New partners or volunteers must know who is leading effort and their background
- Leaders must build trust in program participants and work across all roles – Don't expect others to work on items you wouldn't do yourself
- Clear lines of communication with appropriate response time is needed

# Pillar 1

## Service, Participation, & Volunteering

- Engaged community yields results
- Regularly Scheduled, Publicly Interfacing Meetings
- Consistent Volunteer Opportunities (clean ups, property repairs, philanthropic outreach, etc.)
- Clear lines of communication and notification of opportunities to participate
- Utilize collective skills of stakeholders at all levels

## Local Model

- **Hands on Atlanta** – Presents a variety of opportunities for individuals to get involved in service projects. SAGE will host variety of opportunities for participation (district clean-ups, urban farming, community outreach) and people should be able to use different skills to assist efforts in a variety of ways (<https://www.handsonatlanta.org/>)

## Models around the country

- **Slavic Village – Cleveland, OH** – This group puts service at its forefront as it seeks to turn around the trajectory of the Slavic Village Neighborhood. They elect Community Stewards who drive projects in various ways and represent efforts of the organization while obtaining leadership skills training. (<http://www.slavicvillage.org/>)
- **The Unity Council – Bay Area, CA** – One of the nation's oldest Social Equity Development Corporations, it offers a variety of ways to help various groups from seniors to youth groups. Individuals can quickly get information on opportunities and holds regularly scheduled meetings and update sessions (<https://unitycouncil.org/>)

# Pillar 2

## Varied Level Corporate and Business Support

- Board with industry partners, both corporate and small business focused
- Partners who bring local, regional, and national expertise
- Drive exposure to SAGE through partner marketing and service channels
- Establish clear expectations of corporate partners
- Be ready to produce and show results back to partners

## Local Model

- **East Lake Foundation** – Board is comprised of large range of industry and representation, both of local Atlanta companies and businesses and large international firms. Members come from businesses of varying size. Partner organizations are very local and rooted in community. (<https://www.eastlakefoundation.org/>)

## Models around the country

- **Hope Communities – Denver, CO** – The partner organizations vary widely from large financial institutions like M&T Bank and Charles Schwab to small business like bakeries and a garden center. Financial integrity of donations and clear communication of how funding is spent create a sense of trust between organization and partners (<https://hopecommunities.org/>)
- **dtp Las Vegas – Las Vegas, NV** – Instead of just partnering with small businesses, this program helped fund them in an effort to drive investment to and reinvigorate Downtown Las Vegas. While a for-profit enterprise, it seeks to drive partnership between larger funding and small business in an effort to grow the district. (<https://dtplv.com/>)

# Pillar 3

## Governmental and Institutional Partnership

- Programs with universities or think tanks to provide opportunities for research and theory-based program implementation
- Enlist government bodies to help drive legislative changes as needed and where appropriate
- Regular governmental updates on accomplishments and challenges

## Local Model

- **Atlanta Regional Commission** – Drives regional planning efforts based on research and large amount of data that can be provided to partner organizations. Consistently studying Atlanta region and open to assisting areas to drive intelligent development solutions.  
(<https://atlantaregional.org/>)

## Models around the country

- **UMN Center for Regional Affairs – Minneapolis, MN** – The University of Minnesota Center for Regional Affairs drives partnership with surrounding communities to implement research focused policy and support their efforts.  
(<https://www.cura.umn.edu/about>)
- **Tulsa Development Authority – Tulsa, OK** – Non-Profit that leads RFPs in Tulsa and drives TIF results to improve City. The group addresses blight in the community and other issues and helps drive legislative and zoning change.  
(<https://www.tulsadevelopmentauthority.org/>)

# Pillar 4

## Known, Trusted, and Accessible Leadership

- New partners or volunteers must know who is leading effort and their background
- Leaders must build trust in program participants and work across all roles – Don't expect others to work on items you wouldn't do yourself
- Clear lines of communication with appropriate response time is needed

## Local Model

- **Atlanta Beltline, Inc.** – The group has a very structured organizational model so that individuals know who leads specific departments and the chain of command can be followed simply. Information about the different departments is readily available. (<https://beltline.org/>)

## Models around the country

- **Downtown Dallas 360 Plan – Dallas, TX** – Initiative of Downtown Dallas, Inc. focused on plan-based development and growth of Downtown. Team is comprised of Chairs, a Steering Committee, and Staff that shows consideration of different areas of expertise and structuring organization for both management and actual work. (<http://downtowndallas360.com/>)
- **Maps 3 – Oklahoma City, OK** – Community improvement initiative, but offers clear participation from different areas of town via a Citizen Advisory Board. Each City Council member nominates a representative from their district and a further 60-person set of eight subcommittees advises on specific topics to that projects are advised on by both subject matter experts and larger geographic representation. (<https://www.okc.gov/government/maps-3>)

# Coalition Building

## SAGE Stakeholder Benefits



### Faith Based / Non-Profit

- Increased attendance
- Enhanced financial position
- Heightened prominence, credibility and awareness
- Furtherance of social missions
- Ability to impact local community



### Local Businesses

- Workforce development
- Increase business through additional pedestrian traffic and reach more diverse consumer base
- Pushing brand positioning and awareness
- Minority and small business uplift



### Developers

- Value creation through revitalization
- Financing tools and business support
- Defined district level plan and development goals
- Capitalize on proximity to the Beltline
- Creation of a cultural corridor



### Residents

- Provide Live, Work, Play environment
- Increased amenities
- Safety through critical mass
- Increased job opportunities
- Transit Oriented Development (TOD)
- Financial literacy and life lesson education
- Economic and job opportunities
- Resident Support Services



**3**

# **Social Impact Metric Recommendations**

# **Social Impact Metrics**

We have researched a number of standard metrics written by research and evaluation organizations to find the metrics that will most accurately measure the goals of the SAGE district.



**Energy  
Efficiency**



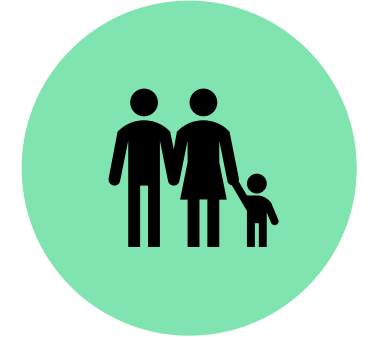
**Affordable  
Housing**



**Urban  
Agriculture**



**Community  
Wealth  
Building**



**Community  
Engagement**

# Energy Efficiency

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- Calculate the proportion of residents with primary reliance on clean fuels and technology (UN SDG)
- Calculate the proportion of renewable energy share to the total final energy consumption (UN SDG)
- Calculate the area of building projected to receive energy efficiency improvements as a result of investments made by the SAGE district stakeholders (IRIS)
- Calculate the amount of reduction in energy consumption achieved as a direct result of energy conservation and efficiency initiatives employed by the SAGE district stakeholders (IRIS)

# Affordable Housing

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- Determine the number of individuals projected to be housed in a single-family or multi-family dwelling as a result of new construction, loans, repairs or remodeling resulting from investments made by the SAGE district stakeholders (IRIS)
- Determine the number of homebuyers/tenants with low incomes receiving housing subsidies as a result of the efforts of SAGE district stakeholders (Guidestar)
- Determine the proportion of the SAGE district population that has access to public transport, by sex, age and persons with disabilities. (UN SDG)

# Urban Agriculture



- Calculate the average agricultural yield per hectare of farmers in the SAGE district. (IRIS)
- Determine the area of land controlled by the SAGE district stakeholders under sustainable cultivation (IRIS)
- Calculate the total revenue of target crop sold (Guidestar)
- Calculate the average income of small-scale farmers. (UN SDG)

# Community Wealth Building



- Determine the number of individual residents in the SAGE district reporting an increase in income (IRIS)
- Determine the number of new employees living in low income areas working for enterprises financed or supported by the SAGE district stakeholders (IRIS)

# Community Engagement

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- Describe the type of community development facilities projected to be built, renovated or purchased as a result of investments made by the SAGE district stakeholders. (IRIS)
- Determine the number of returning volunteers and hours of volunteer service. (Guidestar)
- Determine the number of SAGE residents reporting greater awareness of neighborhood issues. (Guidestar)





**4**

# **Financing Tool Recommendations**

# Financing Tools

---

## Traditional Routes

1

### Invest Atlanta TAD Grants

Ascension Fund  
Resurgens Fund  
Community Empowerment Fund  
Downtown Façade Improvement Fund

2

### LISC, CDFIs & Financial Institutions

Predevelopment	ACE
Acquisition	Enterprise Comm Loan Fund
Construction	Low Income Investment Fund
Permanent/ Mini-perm	CRA Investments
Bridge	House ATL
Working Capital LOC	Funders Collective

3

### Public & Other Financial Grants

<a href="https://www.eda.gov/programs/eda-programs/">EDA</a> <a href="https://www.eda.gov/programs/eda-programs/">https://www.eda.gov/programs/eda-programs/</a>	National Parks
Housing Opportunity Bonds	Urban Enterprise Zones
LIHTC (4%, 9%), NMTC	HomeFirst Atlanta
USDA Farmers Market	Downpayment/Rental Assistance
	GA Dept. Community Affairs: TCAP, NHTF, CDBG

# Financing Tools

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Creative Options

4

## Philanthropic Road Show

SPARCC  
Arthur Blank Foundation  
Kaiser Permanente  
Atlanta Wealth Building Initiative  
Annie E Casey Foundation

Main Street America  
ATL Neighborhood Partnership  
Path Foundation

5

## Social Impact Funds

Atlanta Affordable Housing Fund  
Atlanta eTOD Fund  
American South RE Fund  
Village Micro Fund

6

## Crowdfunding

Association Initiation & Dues  
Incubators, Accelerators &  
Fellowships for Social Impact  
Social Impact Bonds

Revenue Sharing (PCM)  
Kickstarter Campaign  
Sweet Auburn Festival & Annual  
Gala

**Questions?**



**5**

# **Architectural Student Presentations**

# Student Presentations

KSU Architecture student *Ideas Competition* to explore SAGE District and propose designs for:

- 1) Freedom Observation Tower, and
- 2) Live/Work/Grow neighborhood

in order to create a critical mass of people (24-hours) within the shrinking district; as well as, an identity for SAGE.



# Project 01

## ECHO: Ecology, Community, History + Opportunity

- striving to add and supporting what is already there and create an eco-district using ecology, community, history and opportunity, also known as the ECHO of the Sweet Auburn district
- create an educational eco-walk to activate connections between the existing community opportunities, the historic mile, and the Beltline
- built affordable housing and increase neighborhood services

## Live/Work/Grow

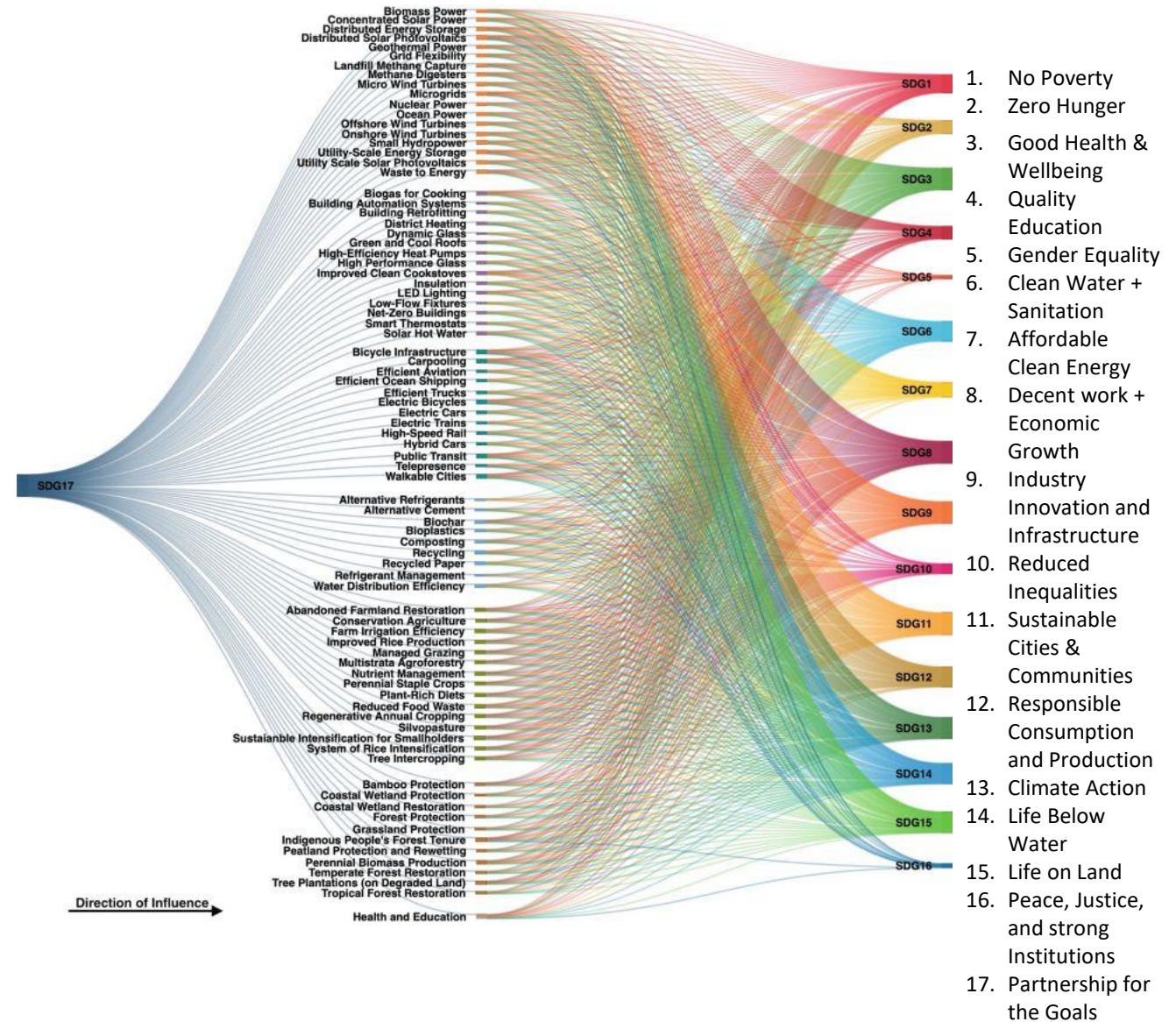
- Students researched examples from other cities that successfully created sustainable eco-districts, urban gardens; and live/work areas.

## Reinforce Community

- Communities of Place; Communities of Culture; Communities of Memory; Communities of Practice (*or similar interests*) --- in which people who may be strangers can share a morally significant history, while at the same time, look towards a more optimistic and equitable future.

# The time is NOW....

- U.S.(re) joins PARIS AGREEMENT (January 2021)
- Biden/Harris' **Build Back Better** three-part agenda to rescue, recover, and rebuild the country. It is a projected \$7 trillion COVID-19 relief, future economic, and infrastructure package. It will include investments in infrastructure, and is projected to create 10 million clean-energy jobs.
- UN SDG's as a 17-part guideline to create a [*global* + *local*] sustainable world, or interconnected global goals.



## Definitions

- Ecology – the study of the relationship between people and their physical/built environment
- District – habitual areas within a city defined by unique features
- Eco district – A built environment where the features are defined by how they will interact with the people engaging in it

# Six Eco-District Objectives

## 6 Eco-District Objectives

### Place

Strong civic engagement; preservation and celebration of culture and history; diverse and affordable housing; and accessible public spaces and services for daily needs.

### Prosperity

Equitable access to quality education and career pathways, a robust employment base with increasing jobs and job quality, and entrepreneurial innovation and business start-ups.

### Health and Well-being

Residents should be able to operate business and have private living space while be able to maintain social distance requirements



### Connectivity

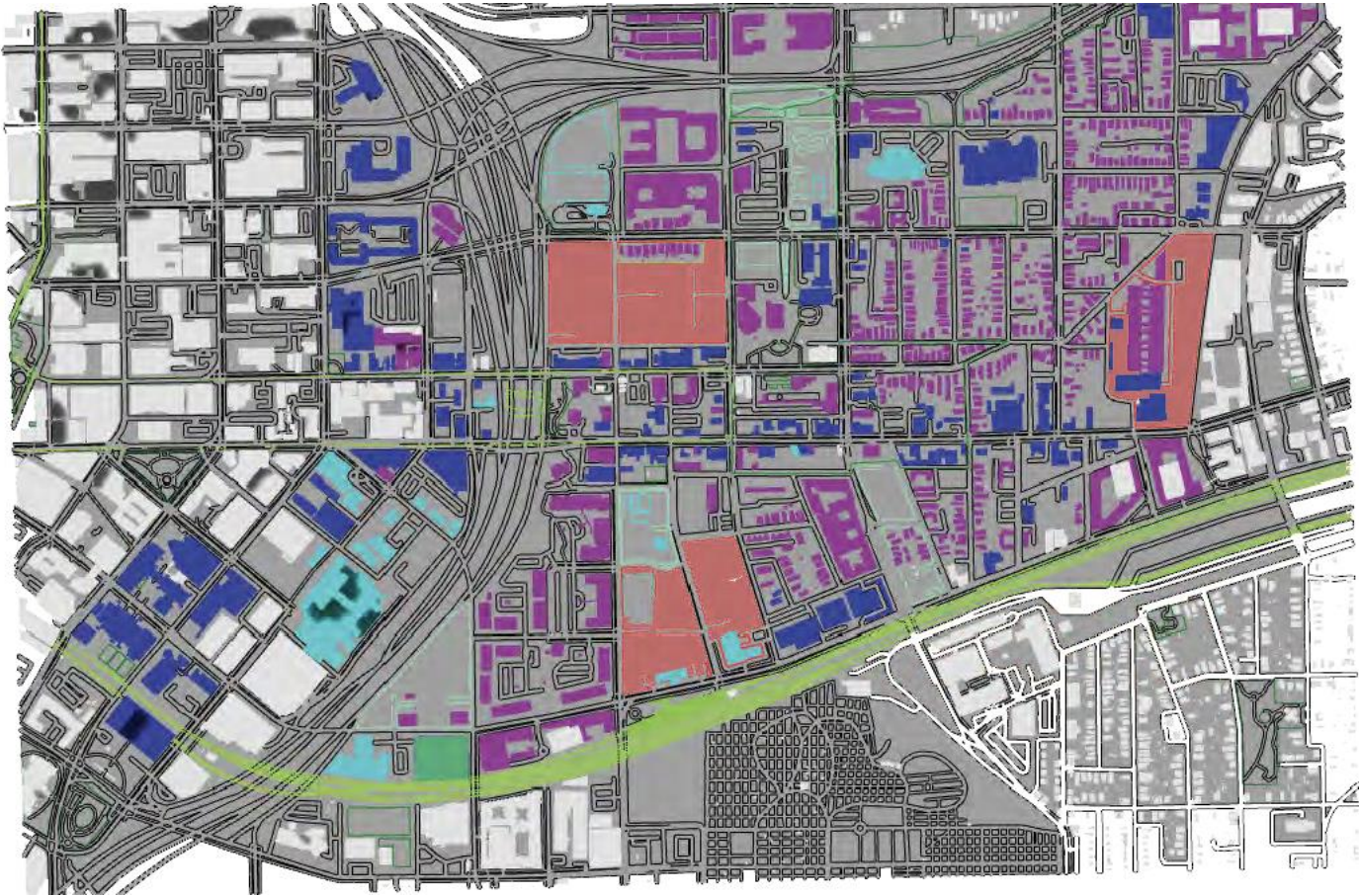
A street network accommodating diverse ages and abilities using multiple travel modes and shared mobility options, and a high-quality digital network providing equitable connectivity and leveraging community data.

### Living Infrastructure

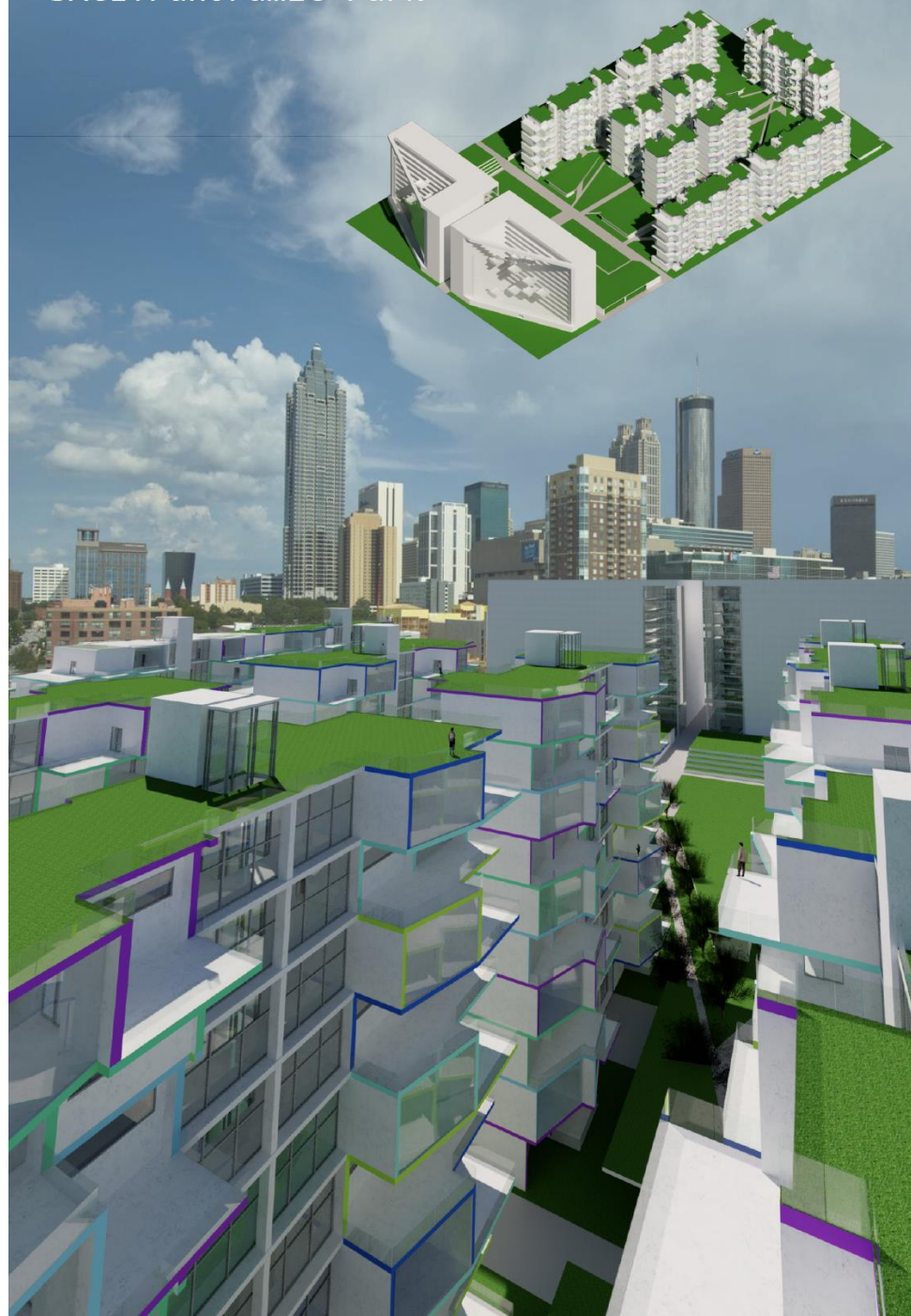
Healthy soils, water, trees, and wildlife habitat; accessible natural and natural processes integrated into the built environment.

### Resource Restoration

Increase efficient water use; divert waste from landfills; productively reuse remediated land; and pursue energy efficiency, technology advancements, and clean, renewable energy production that reduces greenhouse gas emissions.



# SAGE:Panoramic Park



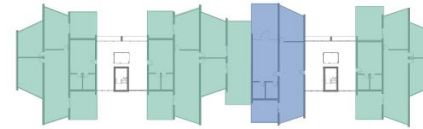
## Panoramic Place

Panoramic Place presents a solution to the lack of affordable housing within the Sweet Auburn District that does not sacrifice individual well-being for the sake of affordability, while simultaneously reducing the ecological footprint that often accompanies a project of similar nature.

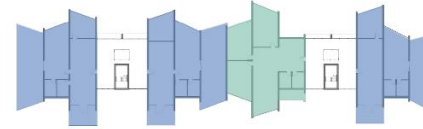
Located at the intersection of Jackson St NE and Irwin St NE, Panoramic Place is designed to embrace a sense of community within the scope of the larger district.

By providing panoramic views within the sub-community, as well as views of the Atlanta skyline and nearby MLK Jr National Historical Park, inhabitants can expect to feel a sense of relaxed engagement within the district in the form of potential opportunity.

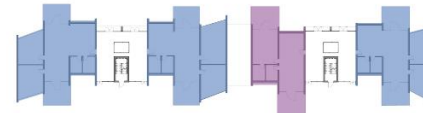
Housing Plan B



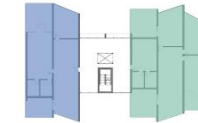
Housing Plan A



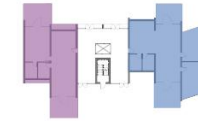
Housing Base Plan



Housing Plan B'



Housing Base Plan'

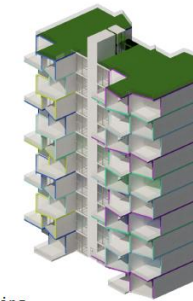


### Legend

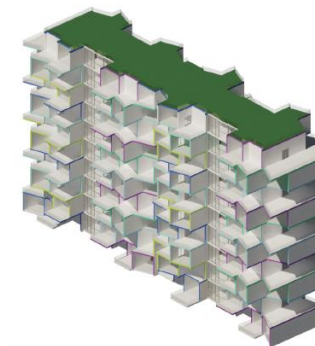
- One Bedroom: 30 Units
- Two Bedroom: 145 Units
- Three Bedroom: 105 Units

Total: 280 Units

Small Housing



Large Housing



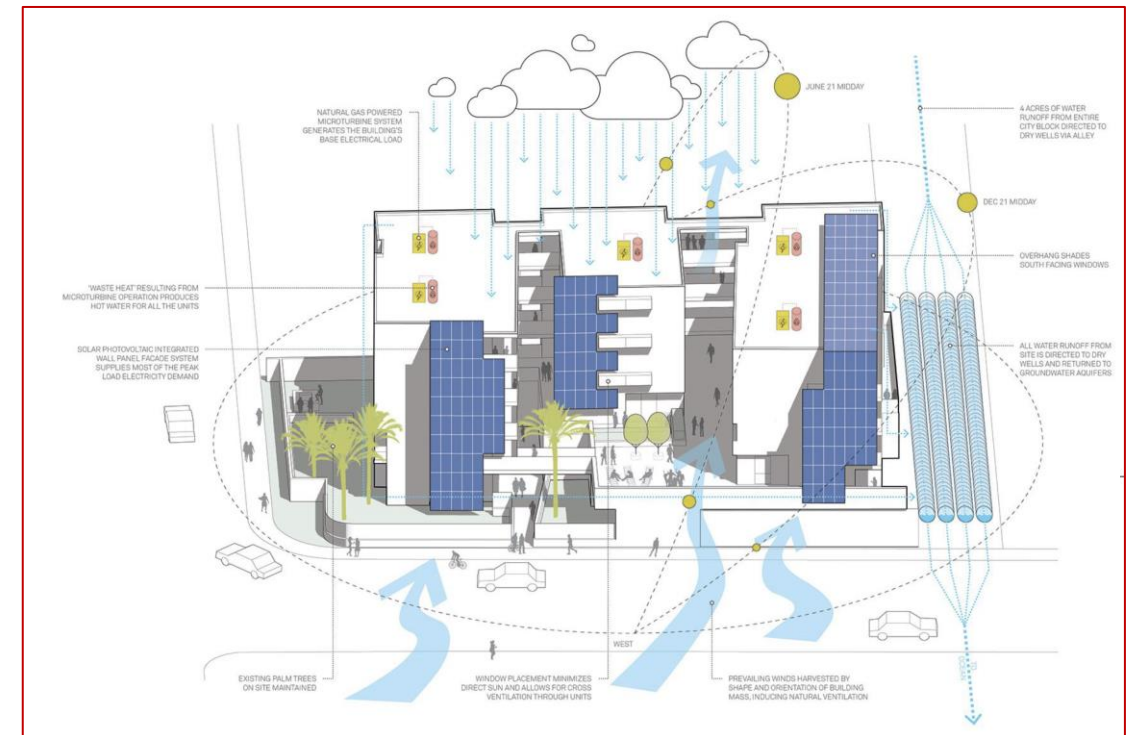
Section



# Key Ingredient: Affordable + Sustainable Housing

Affordable Housing precedent  
**Colorado Court**  
Brooks + Scarpa  
Santa Monica, CA, USA

Colorado Court is a 44 single resident unit affordable housing program that is almost completely energy independent. Located in sunny Santa Monica, the façade is made of solar panels: providing power and shading the units themselves from the sun. The units themselves are small, maxing out at 375sq ft. However, community rooms and exterior courtyard space provide ample room for residents.





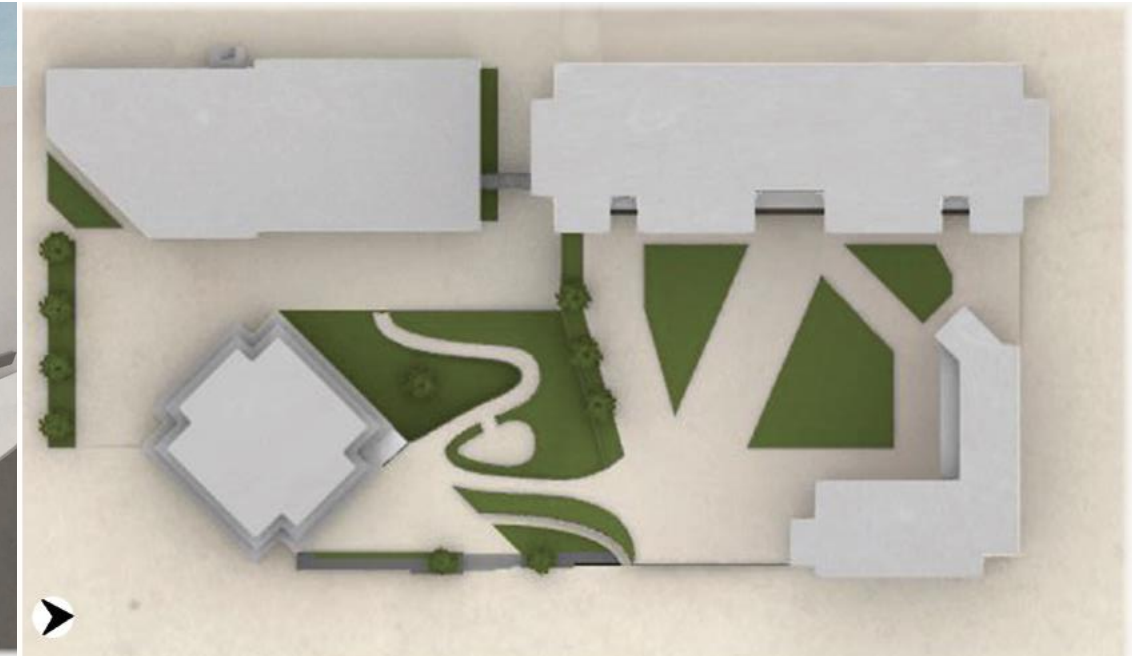
ECHO  
ARCHITECTURE

# OPPORTUNITY

Community is the foundation upon which Opportunity is built, seeking to engage residents and visitors in a series of communal shared spaces both inside and out. The goal in driving home a strong community is that residents within the complex will be able to rely on one another to improve each other's lives- therefore improving the quality of life within the SAGE Eco District.

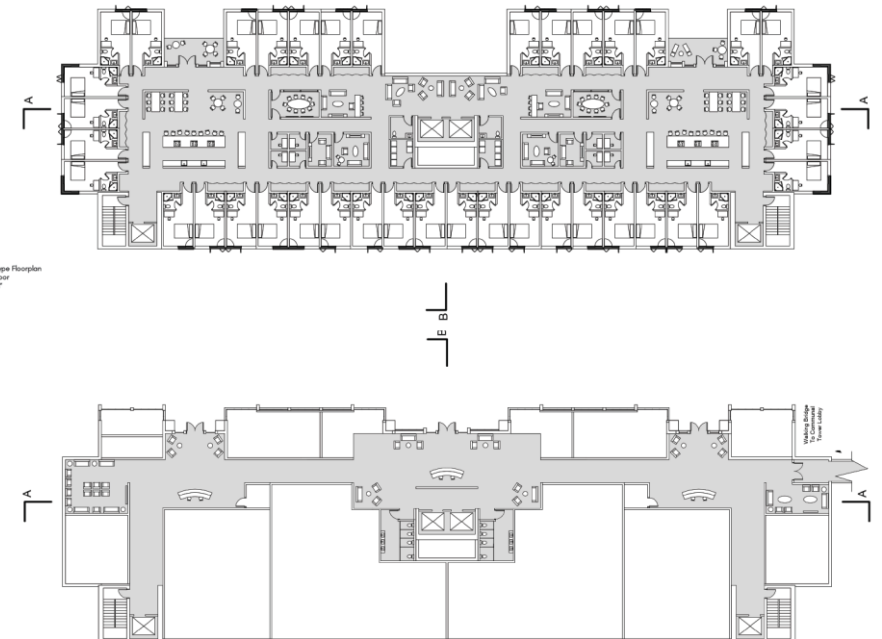
Opportunity is a multiuse voucher housing complex comprised of 3 residential towers and a vocational center. The proposed Eco walk intersects the complex, entering in on the southwest corner of the complex by the vocational center, before cutting through the center of the complex, and exiting towards the MLK National Park.

The 3 towers on site each cater to a different type of resident, while their lobbies serve to create space for retail and community resources, with the first tower focusing on shared living spaces hosting 40 rooms/floor X 6 floors. The second tower which focuses on roommate style living, hosting 11 apartments X 5 floors, and the final tower dedicated to single family residents hosting 4 Type A single family apartments and 1 Type B single family apartment per floor x 5 floors.



## OPPORTUNITY

Community Type Floorplan  
40 Rooms/Floor  
Scale 1" = 1/8"



# Importance of Connectivity



- TRANSIT-ORIENTED DEVELOPMENT (TOD)
- RECREATION & PEDESTRIAN-FRIENDLY

An aerial photograph of a city grid, likely New York City, with a red line tracing a path through the streets. The path starts in the upper left, moves right, then down, then right again, and finally down to the bottom right. Several orange arrows point to specific locations along this path: one points to a location in the upper left, another points to a location in the middle left, and a third points to a location in the bottom left. The map shows building footprints, streets, and green spaces.

An aerial photograph of a city grid, likely New York City, with a red line tracing a path through the streets. The path starts in the upper left, moves right, then down, then right again, and finally down to the bottom right. Several orange arrows point to specific locations along the path: one points to a location in the upper left, another points to a location in the upper middle, and a third points to a location in the lower middle. The map shows building footprints, streets, and some green spaces.

An aerial photograph of a city grid, likely New York City, with a red line tracing a path through the streets. The path starts in the upper left, moves right, then down, then right again, and finally down to the bottom right. Several orange arrows point to specific locations along the path: one points to a location in the upper left, another points to a location in the upper right, and a third points to a location in the lower left. The map shows building footprints, streets, and some green spaces. The red line is thick and prominent, while the orange arrows are thinner and point to specific areas of interest.

## Residual Spaces for Vertical Farming



# Project 02

---

## **SAGE** | Freedom Tower

- create a landmark
- rediscover its identity
- sense a place for community-building
- tourist destination & photo opp
- Connecting future with historic as an expression of freedom
- place of pride

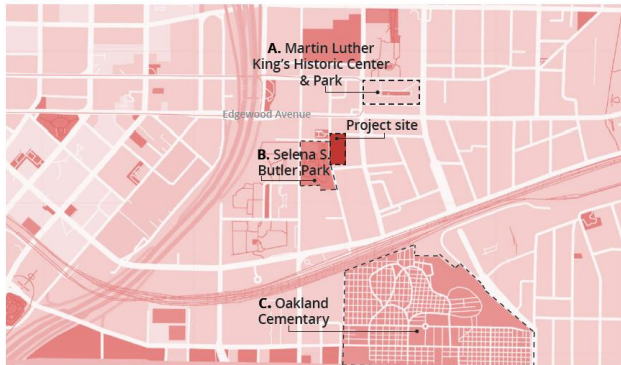
## Observation Lookout

- KSU Architecture students were challenged to design of an observation tower as a landmark for SAGE and also as an expression of freedom. The proposed site of the project is in Sweet Auburn neighborhood at the intersection of William Holmes Borders Senior Dr SE and Chamberlain St SE. A design where form, function and forces are integral and equivalently crucial to the design expression, and where the community can gather together to rediscover its identity.

# THE LOOKOUT LOOP

The Lookout Loop is a precast concrete tower constructed for the purpose of observation in the historic neighborhood of Sweet Auburn, located in Atlanta, Georgia. This tower ascends 85 feet tall, designed to pay homage to the legendary people which shaped the city and country.

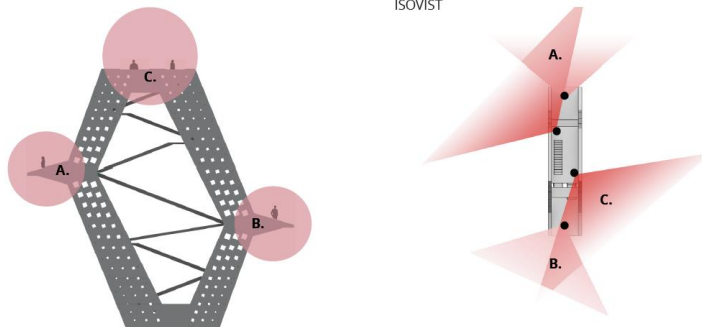
## SITE MAP



Sweet Auburn is a predominantly African-American neighborhood that is closely linked to the Civil Rights movement. The APEX Museum has exhibitions on African American history, and the Martin Luther King Jr. Historic Landmark has the activist's home and tomb. On the Atlanta Streetcar line, the popular Edgewood Avenue is known for its street art, chic bars and eateries, and artisan food at Sweet Auburn Curb Market. The Lookout Loop sits directly south of Edgewood Avenue and looms above the historic site while paying homage to iconic figures. It is designed to acknowledge the viewpoints of Martin Luther King's Historic Center & Park, Selena S. Butler Park, and the Oakland Cemetery.

## VIEW POINTS

### ISOVIST



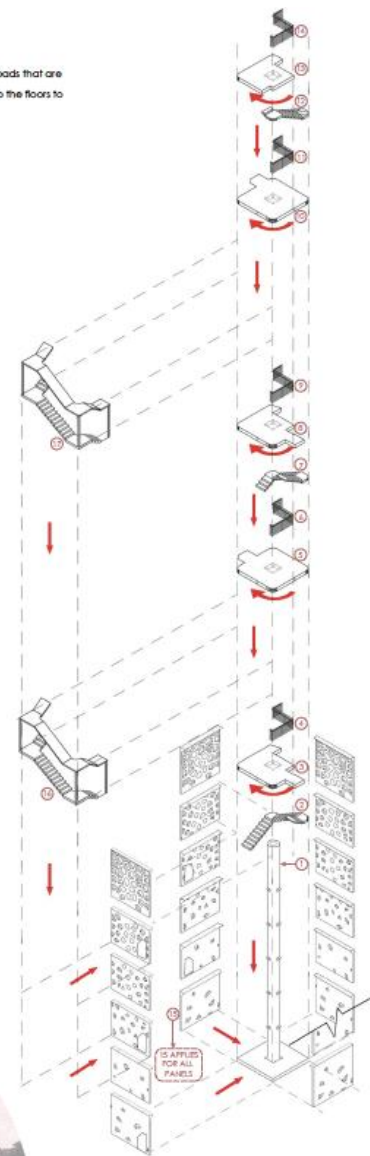
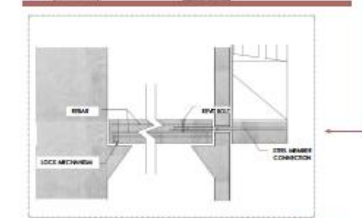
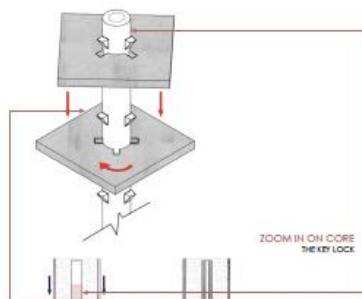
## STRUCTURAL MEMBERS

### Moment Resistance Frame:

- The portals are precast concrete members that are responsible for supporting the towers vertical loads.
- The portal and core support both the floor and stairs.

### Lateral Resistance:

- The core helps the lateral loads that are transferred from the walls to the floors to the core.



EXPLODED AXONOMETRIC WITH CONSTRUCTION SEQUENCE (1-17)



# Recommendations

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- Adopt-a-Building Policy
- Live/Work/Grow Initiative: *Think Urban Not Suburban*
- Sustainable Building Tax Credit Incentives
- Encourage adaptive reuse via Façade Renovation Fund
- Build affordable housing with policy incentives to avoid gentrification
- Supply neighborhood services
- Transit-oriented Development (TOD) to minimize cars

**Eco-District**

**Observation Lookout**

# Sweet Auburn Green Equitable (SAGE)

## SAGE Initiative Goals

The Sweet Auburn Green & Equitable District will be Atlanta's premier "equity-district," creating a socially impactful ecosystem for the transitional neighborhood. The development is organized around six core objectives.

### 1 Community Engagement

The residents, stakeholders and business owners will be an integral part of the development process.

### 2 Affordable Housing

The SAGE district will include a variety of affordable housing options and encourage a sustainable design approach.

### 3 Urban Agriculture

Prioritize the development of public open space utilized for urban farming to improve residents' access to fresh produce

### 4 Community Wealth Building

Job training programs will be developed to boost the local economy and help residents capitalize on the opportunities created by local development projects.

### 5 Green Economy

Foster an environment for the development of entrepreneurs in the renewable energy sector.

### 6 Energy Efficiency

Develop programs to educate residents on ways to use energy more efficiently to reduce utility bills and lessen their environmental impact.



The **Historic District Development Corporation (HDDC)** is an all volunteer, community-based organization co-founded by Coretta Scott King, Christine King Farris and John Cox in 1980. They are one of Atlanta's only non-profit real estate development organizations. They set the standard for strengthening, revitalizing and preserving the identity and history of our communities through equitable and inclusive development.

As an organization, HDDC is uniquely focused on maintaining neighborhood diversity and has pioneered various development strategies including the "block-by-block" initiative which sought to build new homes on vacant lots close to existing dilapidated structures to help drive revitalization across the neighborhood at large.

Since 2018, Cheneé Joseph has served as the Executive Director of HDDC and Vice Chair of the Beltline Affordable Housing Advisory Board (BAHAB). As the Real Estate Development Project Manager, Ron Kirkpatrick brings over 30 years of commercial and residential real estate development and business operations experience. Nasim Fluker works with HDDC to solidify internal communications infrastructure including brand, strategy, social media plan and launch, and completing their annual report. Rochelle AC Bent is a Special Projects Consultant assisting with program-focused community building with expertise working in housing, neighborhood revitalization, and process improvement. Working as a team, HDDC is committed to using their expertise and experience in real estate and construction to help revitalize the Martin Luther King, Jr. Historic District, block-by-block, to its former glory.

### > SAGE Eco-District Proposals (Main Gallery 1)

KSU Architecture students were challenged to create design proposals for the Sweet Auburn Green Equity (SAGE) initiative. While learning about community engagement, students first looked at rediscovering the vibrancy of the neighborhoods with the intent to create an eco-district by connecting and stitching together Sweet Auburn with its adjacent neighborhoods. Secondly, students individually designed on a particular site a building in order to bring a critical mass to the area as a way to reinforce community – *communities of place; communities of culture; communities of memory; a community of practice or similar interests*, in which people who may be strangers share a morally significant history looking towards a more optimistic and equitable future.

### > Observation + Freedom Tower (Gallery 2)

KSU Architecture students were challenged to design of an observation tower as a landmark for SAGE and also as an expression of freedom. The proposed site of the project is in Sweet Auburn neighborhood at the intersection of William Holmes Borders Senior Dr SE and Chamberlain St SE. A design where form, function and forces are integral and equivalently crucial to the design expression, and where the community can gather together to rediscover its identity.

**HDDC:** Rochelle Bent, Nasim Fluker and Cheneé Joseph

**ULI | CFL mTAP Team:** Alonzo Ford, Liz Martin-Malikian, Taylor Nester, Reid Scott and April Tann

**Faculty and Coordinators:** Giovanni Loreto, Jade Yang, and Liz Martin-Malikian Dept. of Architecture, Kennesaw State University

The projects were made possible by:



# SAGE

## eco-District Proposals

The Exhibit: Haugabrooks Funeral Home, 364 Auburn Ave NE, Atlanta, GA 30312

KSU Architecture students were challenged to create design proposals for the Sweet Auburn Green Equity (SAGE) initiative. While learning about community engagement, students first looked at rediscovering the vibrancy of the neighborhoods with the intent to create an eco-district by connecting and stitching together Sweet Auburn with its adjacent neighborhoods. Secondly, students individually designed on a particular site a building in order to bring a critical mass to the area as a way to reinforce community – *communities of place; communities of culture; communities of memory; a community of practice or similar interests*, in which people who may be strangers share a morally significant history looking towards a more optimistic and equitable future.

## Social Impact Metrics

We have researched a number of standard metrics written by research and evaluation organizations to find the metrics that will most accurately measure the goals of the SAGE district.



Energy Efficiency



Affordable Housing



Urban Agriculture



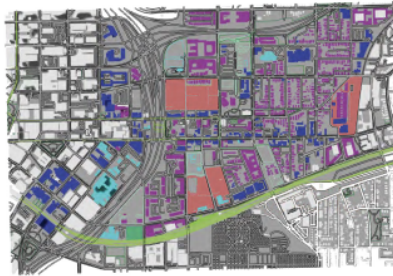
Community Wealth Building



Community Engagement

### KSU Architecture Students:

1. James Voorhees, Joseph Wiggins and Elijah Swift
2. Shaif Nibbs, Helen Dymek, and Joanna Waliuba
3. Vincent Ramos-Rojo and Citlali Rosas
4. John Goddard
5. Toyin Olurebi, Keilani Patton and Martin Salazar Leal



The projects were made possible by:



**Faculty and Coordinators:** Giovanni Loreto, Jade Yang, and Liz Martin-Malikian Dept. of Architecture, Kennesaw State University

**ULI | CFL mTAP Team:** Alonzo Ford, Liz Martin-Malikian, Taylor Nester, Reid Scott and April Tann

**HDDC:** Rochelle Bent, Nasim Fluker and Cheneé Joseph

# HDDC

Historic District Development Corporation

*Our grit and tenacity will help us walk through all minor obstacles that we might face on the way.*

## SAGE | Observation + Freedom Tower

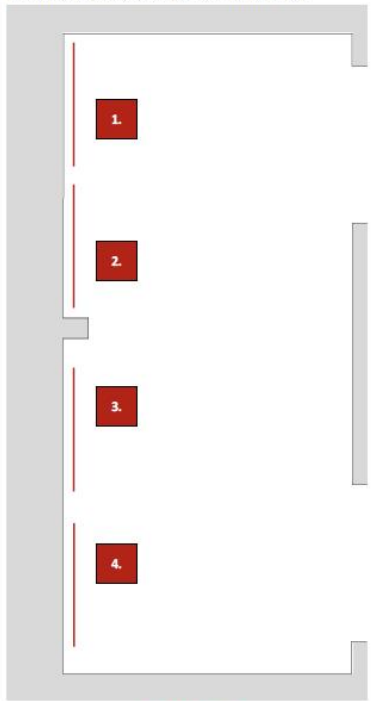
The Exhibit: Haugabrooks Funeral Home, 364 Auburn Ave NE, Atlanta, GA 30312

### Project

In its simplest definition, a tower is a place where you can keep watch or view the urban landscape. Lookout, watching tower, or architecture with viewpoints are synonymous with the same structure that encompasses three key elements: a path, a structure, and a view.

KSU Architecture students were challenged to design of an observation tower as a landmark for SAGE and also as an expression of freedom. The proposed site of the project is in Sweet Auburn neighborhood at the intersection of William Holmes Borders Senior Dr SE and Chamberlain St SE. A design where form, function and forces are integral and equivalently crucial to the design expression, and where the community can gather together to rediscover its identity.

In this exhibit, four designs are presented. Students use structural systems comprised of linear elements (skeleton structural systems) in materials as concrete (primary structure) or steel (secondary structure). In their projects, the students investigated the design of a total precast lookout, where both vertical and lateral loads are made of precast structural members. This approach, while helping with transferring loads, also created structures that could express lightness and materiality.



Map of the exhibition

**Faculty and Coordinators:** Giovanni Loreto, Jade Yang, and Liz Martin-Malikian Dept. of Architecture, Kennesaw State University

**ULI | CFL mTAP Team:** Alonzo Ford, Liz Martin-Malikian, Taylor Nester, Reid Scott and April Tann

**HDDC:** Rochelle Bent, Nasim Fluker and Cheneé Joseph



The projects were made possible by:





**Conclusions**

**Recommended Implementation  
Strategies**

# Recommended Implementation Strategies

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## 1 Short Term – Goals, Branding & Coalition Building

- Leverage existing Sweet Auburn brand
- Align Existing Stakeholder Programs
- Coalition Building through enlisting thought leaders to guide equitable development and establish volunteer base for future project support
- Research / outline / establish incentives that are meaningful to Sweet Auburn stakeholders and landowners
- Educate stakeholders and residents on benefits of sustainable and equitable development

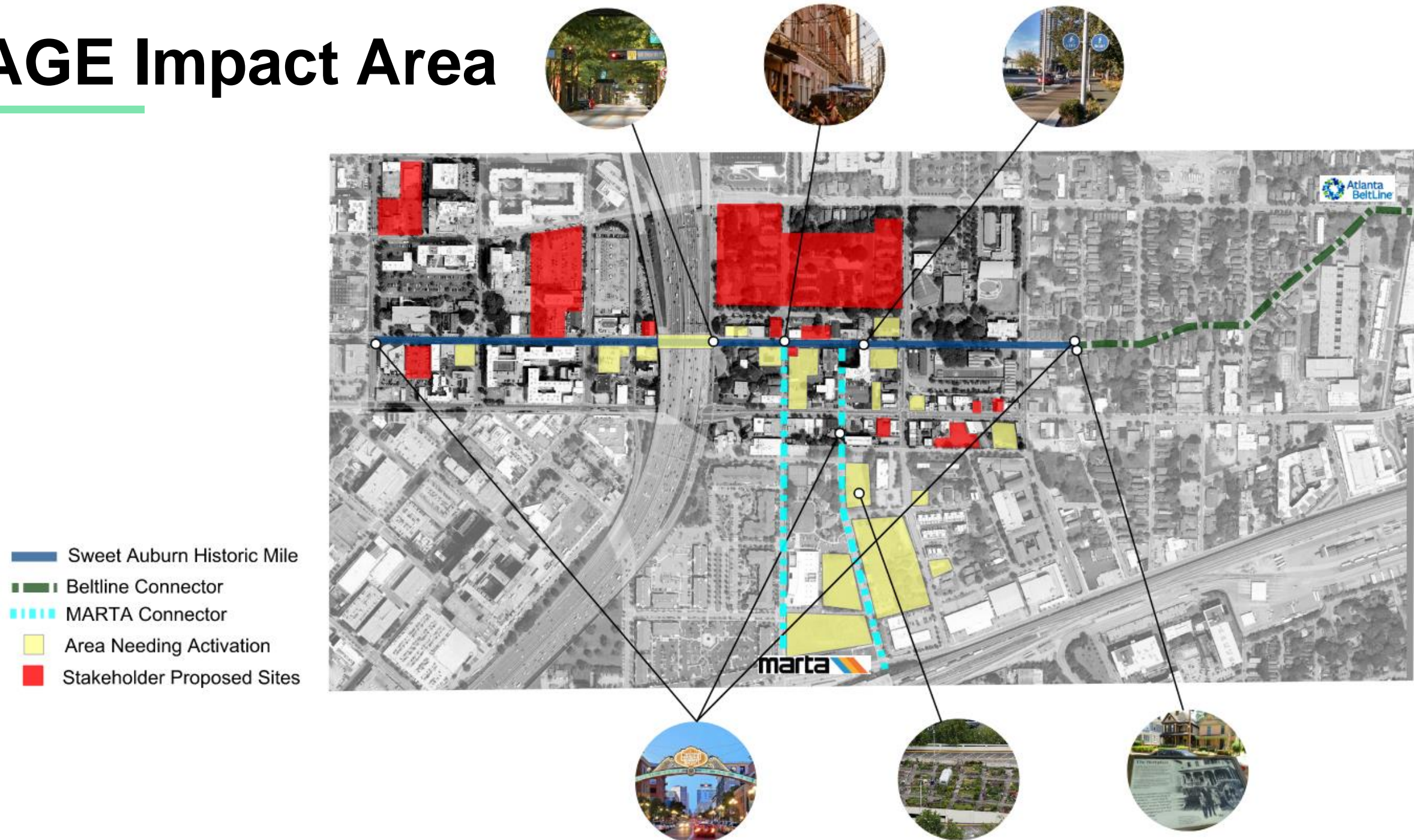
## 2 Mid-Term – Implement Green & Equitable Strategies

- Implement standards for affordable housing requirements
- Implement green infrastructure improvements and workforce training programs
- Implement streetscape development & historical mile informational plaques
- Implement transit-oriented development
- Create revolving loan fund with capacity to provide capital to improve homes environmental performance
- Implement Land Sharing program for pop-up Urban Agriculture

## 3 Long-Term – Model Equitable Development

- Explore benefits of Community Improvement District (CID) structure
- Adopt Sustainable Design Guidelines
- Implement City of Atlanta anti-displacement differential fund

# SAGE Impact Area



# END

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Thank you for your attention.