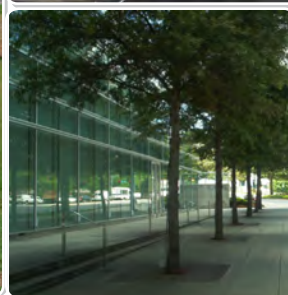


# PLAN 2040

## REGIONAL IMPLEMENTATION PARTNERS

2012 Update



and the fact that the curriculum is a social construct, it is not possible to have a curriculum that is not influenced by the values and beliefs of the society in which it is developed.

It is also important to note that the curriculum is not a static entity. It is constantly being revised and updated in response to changing social and cultural values. This is why it is important to have a curriculum that is flexible and adaptable to change.

In conclusion, the curriculum is a complex and multifaceted concept that is shaped by a variety of factors. It is important to understand the different perspectives on the curriculum in order to develop a more comprehensive and effective curriculum for our schools and society.

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# PLAN 2040

## REGIONAL IMPLEMENTATION PARTNERS

2012 Update



ATLANTA REGIONAL COMMISSION

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# PLAN 2040

## Implementation Partners

In developing the implementation program for PLAN 2040, it is important to recognize other organizations in the Atlanta area that may partner with ARC or even take the lead on certain local or regional initiatives. ARC recognizes that we are unable to achieve the regional goals and policies without our partners. This section is intended to identify those regional partners, outline their purpose or mission, and “identify recommended activities that they are implementing or may undertake to implement the regional plan.” As ARC and partnering organizations implement PLAN 2040 this document will continue to be updated with current goals and activities. Most recently, this document has been updated per ARC’s 2012 work program and the Department of Community Affairs requirements.

In October 2010, ARC held seven (7) meetings with non-governmental organizations and state agencies. Invited organizations included those focused on Aging and Human Services, Conservation, Economic Development, Housing and Community Development, Transportation, Community Improvement Districts (CIDs) and other organizations with a broad focus. The purpose of these meetings was to brief these organizations on the status of PLAN 2040 and determine how and where the work programs of ARC and those in attendance may or could overlap and therefore partnerships could be formed. The summaries of these meetings can be found in the Appendix.

In 2012, ARC requested partner organization to update work programs with their most current goals and activities. As ARC moves forward implementing PLAN 2040 we continue to strengthen and create new partnerships with regional leaders within a diversity of organizations. The 2012 update includes four (4) new organizations helping to push PLAN 2040 forward.

Below is a description of each organization that participated in the PLAN 2040 Regional Partners outreach meetings as well as those ARC sees the potential for additional collaboration. Following the list of organizations is a list of proposed work program items for each organization that relate to PLAN 2040’s five (5) board adopted objectives and will be pursued over the next 5 years. Estimated timing and costs associated with each line item are for information purposes only. If additional information is needed on any item in the Regional Partners work program, the associated organization should be contacted.

Neither the list of organizations nor the work program are exhaustive and therefore there may be some organizations not included, that could be added. It is expected that information in this section will continue to grow as ARC implements PLAN 2040 and new partnerships emerge.

### **Aging and Human Services**

**All About Developmental Disabilities:** Each year, All About Developmental Disabilities serves several thousand people through a variety of programs addressing comprehensive family support, legislative advocacy, employment training and support, community education, and information and referral services. Now in its sixth decade, AADD continues to build strong collaborative partnerships to increase public awareness of the substantial benefits of including persons with developmental disabilities in all aspects of life; and promote needed changes in systems that will ensure that people living with developmental disabilities are heard and respected at every level of society.

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**Center for Pan Asian Community Services:** The Center for Pan Asian Community Services, Inc. (CPACS) is a private non-profit organization. Its mission is to create and deliver culturally competent and comprehensive social and health services to counteract problems faced by immigrants, refugees, and racial-ethnic minorities.

**Center for the Visually Impaired:** The Center for the Visually Impaired is Georgia’s largest comprehensive, fully accredited, private facility providing rehabilitation services for individuals of all ages who are blind or visually impaired. Since 1962, the Center has grown to serve as a model of innovative services for people who have a wide range of vision impairments from low vision to total blindness. The mission of the Center for the Visually Impaired is to empower people impacted by vision loss to live with independence and dignity. One of the key programs offered by the Center provides orientation and mobility training to help visually impaired clients navigate the transit system, sidewalks, street crossings, route planning and airport travel.

**Disability Link:** People with disabilities have the right to be independent, make decisions for themselves, have access to their community, and to achieve goals in life like any other individual. disABILITY LINK is committed to promoting the rights of all people with disabilities.

**Fayette Senior Services:** Since 1978, Fayette Senior Services, Inc., a non-profit, 501(c)(3) organization, has been providing a broad scope of life-enhancing services to Fayette County residents age 50 and better. We are not a government agency; however, our Life Enrichment Center (senior center) and our services are provided on behalf of Fayette County government. At the heart of our organization are our social services that help older adults maintain their independence and improve their quality of life.

**Georgia Council on Aging:** The mission of the Council is to serve in an advisory capacity to the Governor, the General Assembly, and the Board of Human Resources, and all other state agencies on aging issues, and to advocate with and on behalf of aging Georgians and their families to improve quality of life.

**Senior Connections:** When it comes to serving seniors and providing them with dignity, care and choice and the ability to “age in place,” there’s no better place to turn than Senior Connections. From our roots as a small nonprofit agency in DeKalb County almost 40 years ago, we’ve grown to help thousands of metro Atlanta seniors annually: preparing and delivering 2,500 meals daily, providing 14,000 hours annually of in home care, providing home repairs for more than 400 homes, and operating six DeKalb County senior centers and providing classes and trips.

**Marcus Jewish Community Center:** The Marcus Community Jewish Center of Atlanta is committed to enhancing the quality of life here in Atlanta. It is recognized as the third largest JCC nationally and includes over 16,000 members. The center includes recreational amenities, such as a fitness center and group exercise classes; preschool, day care, and children’s day camp programs; a cultural arts theatre; and speakers and educational programs for all members.

**Senior Service North Fulton:** We care about older adults, their quality of life, independence and continuing potential; we build programs, services and relationships to meet the needs of this growing population; we serve the community by empowering seniors, assisting families and enhancing lives. At our three neighborhood senior centers, older adults participate in a wide variety of activities and outings that keep them socially involved and mentally stimulated. Our transportation programs facilitate access to doctors and therapy sessions so that a senior does not have to rely on family members.

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**South Fulton Senior Services:** The mission of South Fulton Senior Services, Inc. (SFSS) is to provide a range of services and activities which promote wellness, wholeness, and self-sufficiency for adults sixty (60) years of age and older who reside in South Fulton County. The service area includes all Fulton County communities south of the City of Atlanta.

**United Way of Metropolitan Atlanta:** United Way of Metropolitan Atlanta engages all segments of our community to drive sustainable change in education, income, health, and homelessness while continuing to address urgent and basic human care. Its vision for metro Atlanta is to be a place where all individuals and families thrive. United Way of Metropolitan Atlanta seeks to maximize external and internal contributions by valuing, utilizing and recognizing everyone's unique potential in order to more fully achieve the goal of building a safer and stronger community.

## **Community Improvement Districts (CID)**

**Atlanta Downtown Improvement District (Central Atlanta Progress):** The Atlanta Downtown Improvement District, founded in 1995 by Central Atlanta Progress, is a public-private partnership that strives to create a livable environment for Downtown Atlanta. With a board of directors of nine private- and public-sector leaders, ADID is funded through a community improvement district. The District currently contains 220 blocks within an area generally bounded by North Avenue on the north, Memorial Drive on the south, Piedmont Avenue and the Downtown Connector on the east, and the Norfolk-Southern rail line on the west. Working side by side, CAP and ADID are committed to creating a thriving Downtown Atlanta community for all of its property owners, employees, residents, students and visitors.

**Buckhead Community Improvement District:** The Buckhead CID is a taxation entity of local government created pursuant to the Georgia Constitution. The Buckhead CID is authorized to expend funds, incur debt and contract with public and private entities for the provision of the several governmental services and facilities. The objective of the Buckhead Community Improvement District (CID), working with the City of Atlanta and its community partners, is to meet the challenges resulting from Buckhead's rapid, primarily automobile-based growth.

**Cumberland CID:** The Cumberland Community Improvement District (CID), Georgia's first CID, was formed in 1988 by business leaders interested in improving access to the highways for Atlanta's emerging northwest market, known as Cumberland. Soon after its formation, the Cumberland CID's single wish evolved into a master road plan for the area. Over the years, that original plan expanded to include additional road and transit infrastructure improvements, streetscapes and beautification projects, bicycle and walking trails, alternate commute programs and services and community planning.

**Evermore CID:** The Evermore Community Improvement District is an association of property owners along U.S. 78 in Gwinnett County that voluntarily tax themselves in order to make our community a great place to live, work, and shop. The CID seeks to establish a vibrant, upscale destination area; improve business development opportunities; and enhance property values by developing and promoting coordinated transportation and community character improvements to benefit property owners, business owners, and residents along the Highway 78 corridor.

**Gwinnett Place CID:** The Gwinnett Place CID is a public-private partnership driven by the area's commercial property owners, whose mission is to enhance the economic vitality of Gwinnett's central business district by strengthening the area's role as the center of commercial activity.

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**Gwinnett Village CID:** The Gwinnett Village CID was originally formed in March 2006 and represents over 550 commercial property owners, 5000 businesses, 60,000 employees, and 100,000 residents, and is geographically the largest CID in the state. The Gwinnett Village CID is a special benefit district supported by commercial area property owners, which aims to improve southwest Gwinnett County’s infrastructure and property values.

**Lilburn Community Improvement District:** The Lilburn Community Improvement District (LCID) is committed to creating a Greater Lilburn that allows family and business to prosper. LCID was formed by a collaboration of concerned citizens, all of whom are actively involved in other community groups, committees, city and county government. The over-arching goal of the CID is to create a Hwy 29 Blvd of Opportunity. This corridor will extend along the current Hwy 29 route from Ronald Reagan to Harmony Grove Road.

**Midtown Improvement District (Midtown Alliance):** The Midtown Improvement District (MID) is a public improvement district created to offer enhanced safety, maintenance, and capital improvements in Midtown Atlanta. The MID enables commercial property owners to play a pivotal role in implementing the Blueprint, a master plan envisioned by the community and spearheaded by Midtown Alliance. With over four million dollars in annual revenues, the MID focuses on the following priorities: Midtown Blue (public safety program), Midtown Green (environmental maintenance program), streetscape enhancements, transit initiatives, and traffic improvements.

**North Fulton Community Improvement District:** The North Fulton Community Improvement District was formed in 2003 by a group of business leaders committed to maintaining and enhancing the North Fulton community. The CID is a self-taxing district that spans from Mansell Road north to McGinnis Ferry Road. The cities of Alpharetta, Milton and Roswell fall within the CID’s boundaries, and all three cities partner with the CID on projects, planning and initiatives. With the goal of investing in an even more vibrant and sustainable North Fulton, the CID serves as a catalyst for transportation planning, investment and improvement.

**Fulton & DeKalb Perimeter CID:** The Perimeter Community Improvement Districts (PCIDs), representing both the Central (DeKalb) and Fulton Perimeter CIDs, are self-taxing districts that use additional property taxes to help accelerate transportation and infrastructure improvement projects. The PCIDs are leading the charge to implement vital transportation enhancements coupled with land use and zoning strategies that will enhance mobility and improve access to the Perimeter activity center.

**South Fulton CID:** The South Fulton Community Improvement District (CID), formed in 1999, is a self-taxing group of property owners working together to facilitate business and community development. The South Fulton CID in partnership with government officials, business professionals and members of the surrounding community the CID is investing in area-wide access and mobility improvements.

**Stone Mountain CID:** The Stone Mountain Improvement District, formed in June 2011, was established with the primary goal of protecting the long term economic interests and viability of the Stone Mountain Industrial Park and adjoining comparable areas.

**Town Center CID:** The Town Center Area Community Improvement District (TCACID) was established in 1997 as a self-taxing district to promote infrastructure improvements. In 2000, a resolution was passed at the annual meeting to expand the purposes of the TCACID to provide for additional services and facilities for parks and recreation areas and facilities, as well as land use planning, development and improvement consistent with Cobb County’s coordinated and comprehensive planning.



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## Conservation and Preservation

**The Georgia Conservancy:** The Georgia Conservancy is a statewide, nonprofit organization that collaborates, advocates and educates to protect Georgia’s natural environment. The mission of the Georgia Conservancy is to protect Georgia’s resources for present and future generations by advocating sound environmental policies, advancing sustainable growth practices and facilitating common-ground solutions to environmental challenges.

**The Trust for Public Land:** The Trust for Public Land is a national, nonprofit, land conservation organization that conserves land for people to enjoy as parks, community gardens, historic sites, rural lands, and other natural places, ensuring livable communities for generations to come. Initiatives include Parks for People, Working Lands, Natural Lands, Heritage Lands and Land & Water and conservation services include Conservation Vision, Conservation Finance, Conservation Transactions, and Research & Education.

**Scenic Georgia:** Scenic Georgia is an affiliate of Scenic America and is dedicated to preserving and enhancing Georgia’s natural and built scenic values.

**Georgia Piedmont Land Trust:** The Georgia Piedmont Land Trust is a non-profit conservation organization committed to the preservation of open and green space in the Piedmont region of Georgia.

**Society for Georgia Archaeology:** The Society for Georgia Archaeology is a non-profit organization whose vision is that all Georgians understand the significance of their archaeological sites so that they will support archaeological preservation, education and research. SGA’s mission is to unite all persons interested in the archaeology of Georgia and to work actively to preserve, study and interpret Georgia’s historic and prehistoric remains.

**Georgia Land Conservation Program:** The Georgia Land Conservation Program works to preserve a statewide network of land and water resources for current and future generations to use and enjoy. The Georgia Land Conservation Program promotes partnerships between cities and counties in Georgia, state and federal agencies, landowners, and other private sector partners to protect the state’s valuable natural resources. The Georgia Land Conservation Program is a unit of the Georgia Environmental Finance Authority.

**Georgia Department of Natural Resources:** The Department of Natural Resources has statewide responsibilities for the management and conservation of Georgia’s natural and cultural resources. Operating divisions of Georgia DNR that work in the Atlanta Metro Area include

The **Environmental Protection Division** protects Georgia’s air, land, and water through authority granted by state and federal statutes.

The **Historic Preservation Division** promotes the preservation and use of historic places and administers a variety of state and federal programs.

The **Sustainability Division** is a non-regulatory division of DNR that provides free and confidential assistance to business in pollution prevention, waste reduction, and water and energy efficiency.

The **Parks, Recreation and Historic Sites Division** manages more than sixty properties that preserve the state’s environment and history.

The **Wildlife Resources Division** regulates hunting, fishing, and protects non-game and endangered wildlife among other responsibilities.

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## Economic Development

**Atlanta Development Authority:** The Atlanta Development Authority (ADA) is the official economic development agency for the City of Atlanta. ADA represents in-town Atlanta, a population of 500,000, and growing. A research-based economic development organization, they focus on residential, business and investment growth in the city. As an arm of city government, ADA is governed by a 9 member board of directors, chaired by the mayor of Atlanta. ADA's core competency is real estate finance. ADA has 50 employees and partners with over 55 economic development partner organizations regularly.

**Cobb Chamber of Commerce:** The Cobb Chamber of Commerce represents Cobb County's diverse, dynamic business community. The largest county-based chamber in the state, the Cobb Chamber provides members diverse business opportunities to positively impact their bottom line. The Cobb Chamber's mission is to strengthen the economy, promote the community, build solid relationships and promote quality service.

**DeKalb Chamber of Commerce:** With over 70 years of history, The DeKalb Chamber of Commerce is a membership based organization created to foster business development in DeKalb County, Georgia. The DeKalb Chamber of Commerce speaks on behalf of the stated interest of the business community located in DeKalb County, the City of Decatur, Metro Atlanta, and throughout Georgia. The mission of the DeKalb Chamber of Commerce is to support, promote, and sustain business development in DeKalb County through public policy, business advocacy, educational involvement, and community awareness.

**Gwinnett Chamber of Commerce:** As one of the largest and most successful chambers in the southeast, the Gwinnett Chamber's membership spans metro Atlanta, from Hartsfield-Jackson International Airport to the University of Georgia in Athens. The Gwinnett Chamber works in six areas: economic development, small business and entrepreneurial development, education, public policy, membership development and communications. Our community development efforts also promote the arts, revitalization, law enforcement and leadership development.

**Metro Atlanta Chamber of Commerce:** We mobilize and connect the business community to drive economic development and public policies that promote sustainable growth. Our board draws from Atlanta's top business leaders. We have a professional staff of 90 and serve 4,000 member companies who employ nearly 1 million workers. We create value in return for our members' time and investment by producing results on each issue we choose to tackle. In economic development, our project managers attract the best companies and jobs. In the last 10 years, we have recruited 475 companies creating 45,000 new jobs. We focus on recruiting headquarters and international business -- and companies in the supply chain, bioscience and technology sectors.

**Georgia Power (Economic Development):** Our Community Development team members, strategically located throughout the state, bring a wealth of experience for assisting local communities with expansion, retention and recruitment of jobs and investment. Well-versed in all aspects of the economic development process, they help communities marshal and direct resources needed to be successful.

At the state level, we work with government and public-private partnerships to develop policies that strengthen Georgia's economic, educational and scientific infrastructure. Our ultimate goal is to make Georgia the state of business today and in the future.

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**Georgia Tech Enterprise Innovation Institute:** We are the largest and most comprehensive university-based program of business and economic development assistance in the United States. Our overall goal is to help enterprises of all types and sizes use science, technology, and innovation to improve their competitiveness – and bottom lines.

**Georgia Department of Economic Development:** The Georgia Department of Economic Development (GDEcD) is the state’s sales and marketing arm and lead agency for attracting new business investment, encouraging the expansion of existing industry and small businesses, developing new domestic and international markets, attracting tourists to Georgia, and promoting the state as a location for film, video, music and digital entertainment projects, as well as planning and mobilizing state resources for economic development.

## **Housing and Community Development**

**Atlanta Apartment Association:** The Atlanta Apartment Association is the multi-family housing trade association for the Atlanta Metro area. Founded in 1975, AAA is an affiliate of the Georgia Apartment Association and the National Apartment Association. Currently, AAA represents over 1,600 member companies consisting of 400 companies managing 330,000+ apartment homes, and over 1,200 businesses that provide products and services to the industry. Atlanta Apartment Association members have an unwavering commitment to affordable and enjoyable apartment living.

**American Institute of Architects (AIA):** The American Institute of Architects has been the leading professional membership association for licensed architects, emerging professionals, and allied partners since 1857. Founded in 1906, the Atlanta Chapter of the AIA is a professional organization of approximately 2,000 members. AIA Atlanta provides advocacy and service to its members and community from grade school through retirement.

**Atlanta Board of REALTORS:** Founded in 1910, the Atlanta Board of REALTORS has been an instrumental factor in the growth of organized real estate in the state of Georgia for over a century. The Atlanta Board serves as a central source of information for its members and the Board’s main thrusts are real estate education, the promotion of professionalism in the industry and representing REALTOR members with legislative initiatives to create positive change for the real estate community.

**The Atlanta Commercial Board of REALTORS:** The Atlanta Commercial Board of REALTORS is a professional trade association which exists to enhance the business opportunities of its 2,800 members through access to pertinent real estate information, education, recognition, ethics, legislative advocacy and networking. The REALTOR® membership represents a cross section of the commercial real estate industry including brokers, appraisers, property managers, developers, owners and consultants.

**Atlanta Neighborhood Development Partnership, Inc. (ANDP):** Established in 1991, ANDP is a nonprofit, affordable housing advocacy organization that was created as a result of the merger of the Metropolitan Atlanta Chamber of Commerce’s Housing Resource Center and the Atlanta Economic Development Corporation’s Neighborhood Development Department. The impetus for ANDP’s creation was to address the diminishing supply of affordable housing in the Metropolitan Atlanta region as well as to help reclaim declining neighborhoods in its core. ANDP works with a dynamic network of businesses and organizations to invest in, advocate for and actually participate in the bricks and mortar building process of new affordable, mixed income housing and community revitalization. The organization’s primary focus since 2007 has been responding to the foreclosure crisis.

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**Atlanta Housing Association of Neighborhood-based Developers (AHAND):** The Atlanta Housing Association of Neighborhood-based Developers (AHAND) is a not-for-profit organization formed in 1988 as a network of inner-city Community Development Corporations committed to improving the quality of life in Atlanta’s disenfranchised neighborhoods. As a collaborative body, AHAND aims to strengthen the voice of neighborhoods and organizations dedicated to revitalizing and empowering neglected communities. AHAND currently have 37 members and affiliates that collectively have produced more than 5,000 units of affordable housing and reinvested nearly \$75 million in Atlanta’s most distressed neighborhoods.

**Center for Quality Growth and Regional Development:** The Center for Quality Growth and Regional Development (CQGRD) produces, disseminates, and helps implement new ideas and technologies that improve the theory and practice of quality growth. CQGRD is an applied research center, studying solutions that communities can implement in order to foster quality growth and development through sound planning, policy, and design. The Center serves communities—particularly those in the Southeast United States—through extensive public outreach efforts. The Center’s work focuses on five complementary programmatic areas: Air Quality & the Natural Environment, Community Design & Architecture, Healthy Places, Land Development & Regional Governance and Transportation & Infrastructure

**Congress for the New Urbanism – Atlanta Chapter:** The Congress for the New Urbanism (CNU) is a leading organization promoting walkable, mixed-use neighborhood development, sustainable communities and healthier living conditions. CNU takes a proactive, multi-disciplinary approach to restoring communities and its membership reflects this approach. CNU members are planners, developers, architects, engineers, public officials, investors, and community activists who create and influence the built environment, transforming growth patterns from the inside out, and making it easier for people to live healthy lives. The Atlanta chapter of the Congress for the New Urbanism was founded in 2006 to promote new urbanism in the greater Atlanta region and provide educational, social, and professional events and services for its members.

**GA Affordable Housing Coalition:** The Georgia Affordable Housing Coalition is a trade association representing the multi-family affordable rental housing industry in Georgia. Since its inception in 1996, the Coalition has provided a forum for information sharing, networking and advocacy for its member developers, lenders, syndicators and other related parties who participate in the low income housing tax credit program. The Coalition works to increase resources for affordable rental housing and monitors existing and pending legislation and public policy that affect the development and operation of affordable housing. The Coalition also actively participates in the review of the state’s annual Qualified Annual Plan and provides input to the GA Department of Community Affairs. The Coalition is a membership organization, supported by a host of sponsors committed to affordable housing.

**GA Apartment Association:** Founded in 1990, the Georgia Apartment Association (GAA) is made up of over 2,000 member companies from nine affiliated associations across Georgia. Members manage more than 400,000 apartment homes in the state, providing homes to more than 1.5 million Georgians, and represent 1500+ businesses that provide products and services to the apartment industry. The GAA’s mission is to support its members through legislative and industry representation, educational programs, information, and networking opportunities.

**Greater Atlanta Home Builders Association:** The Greater Atlanta Home Builders Association (HBA) is a not-for-profit professional trade association dedicated to promoting, protecting and preserving the homebuilding industry as a viable economic force in the Atlanta area. The Greater Atlanta HBA is one of more than 800 local homebuilders associations throughout the U.S. and is affiliated with the Home Builders Association of Georgia and the National Association of Home Builders. The HBA has approximately 1,200

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member companies (as of September 2010) and is the fifth largest local homebuilders association in the country. The Greater Atlanta Home Builders Association's vision is to lead the housing industry in the promotion of policies and practices that support free enterprise and the creation of desirable communities for all in a growing and sustainable region.

**Georgia State Trade Association of Nonprofit Developers (G-STAND):** The mission of G-STAND is to promote the development of quality, affordable housing by Georgia's not-for-profit housing developers. G-STAND represents the interests of experienced not-for-profit developers to address public policy, increase resources, and impact practices that affect their ability to provide housing for Georgia's low- and moderate-income households. The purpose of G-STAND is to significantly increase public awareness of the substantive role played by not-for-profit developers in addressing the housing needs of low- and moderate-income citizens so as to attract greater resources, obtain a more supportive regulatory environment, and identify government and private sector partners that are also committed to greater quality housing production.

**Progressive Redevelopment, Inc:** Progressive Redevelopment, Inc. (PRI) is a nonprofit developer of affordable housing in Georgia. With more than 15 years experience PRI, through key partnerships, has developed or currently has under development more than 4,000 units with total development costs of \$250 million. PRI's property management division, PRISM Realty Management, currently manages nearly 3,700 units. CaringWorks, Inc., PRI's resident services division, provides vital supportive services, both directly and through collaborating providers to over 1,000 households. Founded as a neighborhood-based nonprofit, PRI recognizes the importance of community linkages and context and, whenever feasible, seeks partnerships with community-based organizations. PRI also partners extensively with private sector firms and has strong relationships with government.

**Southface:** A nonprofit organization that for more than three decades has promoted sustainable homes, workplaces and communities throughout the Southeast. Driven by the Atlanta region's growing need to save energy and water, and to preserve natural resources, Southface has successfully fostered unique sustainability partnerships with business, government and other nonprofit organizations. Southface's educational programs, research and technical assistance reach design and construction professionals, building owners, homeowners, government officials and many others. Southface is a leader among organizations that demonstrate excellence in sustainability best practices.

**Urban Land Institute (ULI) – Atlanta Chapter:** The Urban Land Institute (ULI) is a nonprofit research and education group supported by its members. ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Atlanta is a District Council of the Urban Land Institute. With over 1,000 members throughout the Metropolitan Atlanta area, ULI Atlanta is one of the largest District Councils of the Urban Land Institute. ULI Atlanta brings together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs, and shares knowledge through education, applied research, publishing, and electronic media.

## **Transportation**

**Atlanta BeltLine Inc.:** The Atlanta BeltLine, Inc. is an experienced and determined team tasked with the implementation of the Atlanta BeltLine vision. Working closely with the Atlanta BeltLine Partnership, the City of Atlanta, and Partner organizations, the staff at ABI oversees all aspects of planning, developing, and execution of the Atlanta BeltLine project.

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**Atlanta Bicycle Coalition:** The Atlanta Bicycle Coalition’s mission is to make it safer and easier for people to ride bicycles across metro Atlanta. Through its education, advocacy and encouragement efforts, ABC aims to build a healthier, more sustainable region with a higher quality of life, improved public health, cleaner air, reduced congestion, and stronger communities. Program highlights include advocating better conditions for bicycling, educating cyclists and drivers to share the road safely, helping people overcome barriers to cycling and promoting bicycling as a viable means of transportation through various events and programs.

**Atlantic Station Access + Mobility Program:** ASAP+ is a TMA for Atlantic Station. They promote commuter alternatives for residents and employees of Atlantic Station.

**Buckhead Area Transportation Management Association (Buckhead CID):** BATMA is a partnership of private businesses, public agencies and residential and civic associations within the Buckhead community. Since its inception in 1997, BATMA’s mission has been to provide relief to commuters, residents, and visitors traveling to and within Buckhead. BATMA works cooperatively with community and regional partners to improve mobility, accessibility and air quality in Buckhead by sponsoring programs and providing incentives to encourage commuters to take transit, carpool, vanpool, telework, bike and walk to work. Programs include: cash incentives for commute alternatives (i.e. bike, walk, carpool, transit, telework), assistance with carpooling and vanpooling, and operation of a shuttle service.

**Clean Air Campaign:** The Clean Air Campaign is a not-for-profit organization that works with its partners, Georgia employers, commuters and schools to encourage actions that result in reduced traffic congestion and improved air quality. To accomplish this goal, The Clean Air Campaign and its partners offer assistance to more than 1,600 employers to design and implement commute options programs that make business sense; protect public health through the issuance of Smog Alert notifications; offer targeted incentives to commuters and employers; and work with elementary, middle and high schools to protect children from harmful pollution and empower children to take a positive role in reducing traffic and cleaning the air. Each day, these efforts help reduce traffic by more than 1.4 million vehicle miles and keep 700 tons of pollution out of the air. These options include shifting commutes from single occupancy vehicles to transit, school buses, vanpooling, carpooling, teleworking, walking and biking.

**Clifton Corridor TMA (Emory University):** The CCTMA provides services to approximately 26,000 employees along the Clifton Corridor. CCTMA helps mitigate congestion in the Clifton Corridor and Emory University area through promoting and incentivizing various Transportation Demand Management (TDM) options including vanpooling, carpooling, riding public transportation, biking and walking and encouraging alternative work arrangements. CCTMA also provides assistance with finding carpool partners and operates a free shuttle service from the Decatur MARTA station and park and ride lots to Emory Campus.

**Commuter Club (Cumberland CID):** In 1996, the Cumberland CID created Commuter Club, the first Transportation Management Association (TMA) in Georgia. Commuter Club provides a variety of cost-effective transportation options for commuters in the Cumberland area, including \$100 per month seats on vanpools, free carpool matching, discounted bus and rail passes and nationally-renowned telework expertise. Both individual commuters as well as employers can take advantage of many of Commuter Club’s free or discounted services. Over the past 13 years, the Cumberland area has benefited through a number of impressive milestones, including 37 million miles of car travel saved, 75 tons of harmful pollutants saved, \$5 million dollars in costs to commuters saved and an ongoing designation from the U.S. Environmental Protection Agency as a Best Workplaces for Commuters District.

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**Downtown TMA (Central Atlanta Progress):** Downtown TMA provides free assistance to Downtown employers who would like to implement transportation solutions at their companies. After an on-site analysis of the work-site, the TMA develops a customized strategy to meet the transportation needs of both the employer and employees. Downtown TMA provides incentives and programs to encourage commuters to use transportation modes alternative to driving alone. A sampling of programs include: discounted transit passes, cash incentives for carpooling, walking and biking, assistance with finding a carpool or vanpool, and teleworking incentives.

**Federal Highway Administration (FHWA):** FHWA is charged with the broad responsibility of ensuring that America's roads and highways continue to be the safest and most technologically up-to-date. Although State, local, and tribal governments own most of the Nation's highways, we provide financial and technical support to them for constructing, improving, and preserving America's highway system. Our annual budget of more than \$30 billion is funded by fuel and motor vehicle excise taxes. The budget is primarily divided between two programs: Federal-aid funding to State and local governments; and Federal Lands Highways funding for national parks, national forests, Indian lands, and other land under Federal stewardship.

**Georgia Department of Transportation:** The Georgia Department of Transportation is the state agency responsible for constructing and maintaining the state highway system and for overseeing federal and state motor fuel tax funds distributed to MPOs and local governments. GDOT also provides planning and financial support for transit, rail, airports, bicycle and pedestrian facilities, and is responsible for the inter-coastal waterways including the ports of Savannah and Brunswick. GDOT's mission is to provide "a safe, seamless and sustainable transportation system that supports Georgia's economy and is sensitive to its citizens and environment

**Georgians for Better Transportation:** Georgians for Better Transportation is a non-partisan, not-for-profit organization aimed at improving the transportation infrastructure throughout the state. We promote cost-effective solutions to Georgia's transportation needs on land, in the air with airports and the sea through our ports. We believe that the efficient movement of people and products through Georgia is the economic lifeblood of the state's economy. For the protection and comfort of our citizens, and to remain competitive in the national and international marketplace, we believe that Georgia must do more to improve its transportation systems.

**Georgians for Passenger Rail:** Georgians for Passenger Rail believes that a fully developed passenger rail system is critical to keep Georgia competitive. Representing community and business leaders statewide, we believe passenger rail is an economic development issue that benefits all parts of our state. It is truly an investment in each community. We are committed to marshaling resources, engaging citizens and community leaders and supporting the efforts of other organizations that support forward-thinking transportation planning.

**Metropolitan Atlanta Rapid Transit Authority:** The Metropolitan Atlanta Rapid Transit Authority (MARTA) is the largest transit system in the state of Georgia and one of the largest in the southeast United States. The mission of MARTA is to strengthen communities, advance economic competitiveness, and respect the environment by providing a safe and customer-focused regional transit system.

**Midtown Transportation Solution (Midtown Alliance):** An initiative of Midtown Alliance, Midtown Transportation Solutions (MTS) promotes a balanced transportation system to improve mobility. MTS works with Midtown employers and property managers, extending commute options and benefits programs to office building tenants. Funding comes from a federal transportation grant and the Midtown Improvement District,

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a self-taxing district created by Midtown commercial property owners and facilitated by Midtown Alliance. Since its inception in January 2001, MTS has worked to change commuter habits and provide transportation options that are convenient, safe and cost-effective.

**PATH Foundation:** PATH Foundation, a 501 (c) 3, nonprofit organization, was formed in 1991, with a mission to develop a system of interlinking greenway trails through metro Atlanta for commuting and recreating. PATH raises funds for construction and maintenance of paved multi-use paths, partners with government agencies, often providing the local match to federal grants, and provides planning, project management and design services for the construction of the path network. To date, PATH has built over 100 miles of multi-use paths throughout Atlanta, and is currently working on raising funds and constructing the Beltline 22-mile loop around Atlanta.

**PEDS:** A nonprofit, member-based advocacy organization dedicated to making metro Atlanta safe and accessible for all pedestrians. PEDS works to improve engineering of the pedestrian environment, increase enforcement of pedestrian safety and educate drivers about their responsibilities to pedestrians. Through its advocacy, education and outreach efforts, PEDS promotes walkable neighborhoods, healthy communities, transportation choices, and safer walking environments.

**Perimeter Transportation Coalition (Perimeter CID):** The Perimeter Transportation Coalition (PTC) is a Transportation Management Association (TMA) charged with relieving traffic congestion and improving air quality in the Central Perimeter business district in Sandy Springs and Dunwoody, and helping businesses and employees find easier, cheaper and less stressful ways of getting to and from work. The PTC leverages relationships with large employers and property management companies in the market. PTC does this through various events, programs, incentives, and campaigns, such as providing cash incentives to carpool, vanpool, walk or bike, offering discounted transit passes, supporting employee shuttles and promoting teleworking.

**Sierra Club Georgia:** The Sierra Club of Georgia is the largest grassroots environmental organization in Georgia with more than 8,400 members. The organization's mission is to promote responsible use of the earth's resources and to protect and restore the environment through education, advocacy and legal means. It supports mass transit and rail as a means to reduce carbon emissions. Currently, Sierra Club is embarking on a commuter rail campaign and supports projects such as the Atlanta BeltLine transit and trail corridor, Macon to Athens rail line and expanded statewide support for transit including operating funds in addition to capital funds.

## General Organizations

**Association County Commissioners of Georgia:** The Association County Commissioners of Georgia (ACCG) is a nonprofit instrumentality of Georgia's county governments. Formed in 1914 with 19 charter county members, today ACCG serves as the consensus building, training, and legislative organization for all 159 county governments in the state. With this primary charge, ACCG works to ensure that the counties can provide the necessary leadership, services and programs to meet the health, safety and welfare needs of their citizens.

**Atlanta Community Food Bank:** Founded in 1979, the Atlanta Community Food Bank (ACFB) currently distributes nearly two million pounds of food and other donated grocery items each month to more than 700 nonprofit partner agencies in 38 counties in Metro Atlanta and North Georgia. ACFB supports a wide range of people in need, from children to the working poor. Food pantries, community kitchens, childcare centers,



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night shelters and senior centers are among the agencies that receive product from the Food Bank and provide food and other critical resources for low-income Georgians who suffer from hunger and food insecurity. The Food Bank also operates several community projects to aid our agencies in community building, technical assistance and advocacy efforts.

**Civic League for Regional Atlanta:** The Civic League for Regional Atlanta exists to make the Atlanta region a better place by building consensus, advocating for the greater public interest, and developing social capital in the Atlanta region. As an independent, non-partisan, 501(c)(3) organization it works over a ten county, Metro Atlanta region.

**The Community Foundation for Greater Atlanta:** Since 1951 The Community Foundation for Greater Atlanta has been connecting community members, nonprofits and other partners to strengthen the 23-county Atlanta region through philanthropy. The Community Foundation is guided by a philanthropic framework, which strengthens the region in four key ways: engaging philanthropists, strengthening the region’s nonprofits, advancing public will, and practicing organizational excellence.

**Council for Quality Growth:** The Council for Quality Growth (CQG) is a not-for-profit trade association comprised of a diverse membership of developers, contractors, engineers, architects, planners, law firms, and bankers – anyone with an interest in growth and development. The Council works to ensure continued growth and economic success for generations to come by providing advocacy, information and education to its members.

**Georgia Chapter of APA:** The Georgia Planning Association (GPA) is an official Chapter of the American Planning Association (APA). GPA is a 1,100-plus member organization of professional planners and planning officials who serve Georgia’s communities in many ways, at all levels of government, the private sector and not-for-profit organizations. GPA has provided resources and services to planners and communities for more than three decades. Popular programs include the Planners Lunch speaker series, legislation tracking, state and multi-state conferences, and professional development programs.

**Georgia Municipal Association:** Created in 1933, the Georgia Municipal Association (GMA) is the only state organization that represents municipal governments in Georgia. Based in Atlanta, GMA is a voluntary, non-profit organization that provides legislative advocacy, educational, employee benefit and technical consulting services to its members. GMA’s membership currently totals 512 municipal governments, accounting for more than 99% of the state’s municipal population.

**Georgia State University – Andrew Young School of Public Policy:** The Andrew Young School mission is to create and disseminate knowledge and analytical methods that are highly valued by policy makers and leaders in the public, nonprofit, and business worlds; and to educate students who are highly qualified and sought after as policy analysts, program evaluators, and designers of administrative systems. This mission is focused on economic and social development policy issues and problems, and on the design, implementation, management, and evaluation of policies that address issues of economic and social development on the local, regional, national and global levels.

**Georgia Tech School of City and Regional Planning:** Georgia Tech’s School of City and Regional Planning (SCaRP) is a global leader in the creation of sustainable cities and regions aiming for the highest levels of international learning and professional engagement. A research-led and highly interdisciplinary community of scholars, the School faculty includes four Fellows of the American Institute of Certified Planners, the editor of the Journal of the American Planning Association, and former chief operating officers of the Atlanta Regional

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Commission, the Georgia Regional Transportation Authority, and the Atlanta City Planning Department. They are responsible for an average of more \$2 million per year of externally funded research, serve on sixteen editorial boards, and are widely sought after to frame and advise on local, state, federal, and international human settlements policy, research foundations, private developers, and learned societies.

**Livable Communities Coalition:** The Livable Communities Coalition works to improve the quality of life in metropolitan Atlanta by sharing and promoting smart growth principles, advocating public policy that promotes smart growth, and supporting projects that accelerate smart growth. Formed in 2005, the Livable Communities Coalition unites over 50 organizations working to change the way metro Atlanta grows by focusing on land use, transportation, housing, and conservation of open green space and natural resources. Member organizations include regional leaders in the areas of aging, building and development, business, urban and landscape design, government, housing, planning, sustainable development, the environment, and transit and transportation alternatives.

**Sustainable Atlanta:** Sustainable Atlanta was founded in 2007 out of the City's commitment to long-term economic and environmental sustainability for Atlanta. Sustainable Atlanta serves as a catalyst and facilitator for sustainable progress in Atlanta. Its core focus lies in convening leaders from business, non-profits, academic, civic and governmental sectors to develop sustainable policy and programs for those who live, work and play in Atlanta.

# Activities of Regional Partners

*Note on Text: Information for this section was provided directly from each organization identified herein. Projects may not reflect an exhaustive list of undertakings, and variations may exist among the data. Cost estimates may be identified as either annual expenditures or total allocations. Funding sources may include both allocated and anticipated resources. ARC did not verify the information within this section and makes no guarantee as to its accuracy. Questions should be directed to the individual organization.*

## Atlanta Downtown Improvement District (Central Atlanta Progress)

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Build a Multimodal Passenger Terminal to centrally and efficiently interconnect all transit modes	GDOT, City of Atlanta, GRTA, MARTA and others	\$530 million	GDOT, City of Atlanta, GRTA, MARTA and others	X	X	X	X	X
Invest in 'last mile' transit circulator service - namely the Atlanta Streetcar - to connect to the existing heavy rail system	City of Atlanta, Atlanta Downtown Improvement District and MARTA	\$80 million	City of Atlanta, Atlanta Downtown Improvement District and State Road and Tollway Authority	X	X	X	X	X
Invest in downtown traffic improvements for cars and pedestrians - Signalization and Sidewalk improvements	City of Atlanta and Atlanta Downtown Improvement District	\$6 million; and \$500,000 annually	City of Atlanta, Atlanta Downtown Improvement District and State Road and Tollway Authority	X	X	X	X	X

Objective: Foster a healthy, educated, well trained, safe and secure population.								
Invest in public safety programs to improve the quality of life for Downtown residents, workers and visitors.	Atlanta Downtown Improvement District			X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Encourage transit oriented development investment at existing MARTA stations through supportive financial incentives and land use policies.	City of Atlanta, Atlanta Downtown Improvement District and MARTA			X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Advance the Downtown GreenSource program	Atlanta Downtown Improvement District and partners							
Lead the City of Atlanta's Better Building Challenge to reduce energy use 20% by 2020	City of Atlanta, Atlanta Downtown Improvement District and others							
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Foster public private partnership relationships to implement key projects.	City of Atlanta, Atlanta Downtown Improvement District			X	X	X	X	X
Advance an economic development strategy for the State of Georgia as a whole.	Georgia Forward and Georgia Department of Economic Development			X	X	X	X	X
Creation of and expansion of Georgia DCA Opportunity Zone(s)	Invest Atlanta, Central Atlanta Progress			X	X	X	X	X

## Gwinnett Place CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	Gwinnett DOT, GPCID	\$10.3 million	GPCID, SPLOST, Other	X	X	X	X	X
Pleasant Hill Road at I-85 Diverging Diamond Interchange	Gwinnett DOT, GPCID	\$7.5 million	GPCID, SPLOST, SRTA, Federal	X				
Venture Drive Improvements	Gwinnett DOT, GPCID	\$9.6 million	GPCID, SPLOST, Other	X	X	X		
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Security Patrols/Ambassadors	GPCID	\$350,000	GPCID	X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Construct multiple capital projects to support multi-modal mobility and accessibility	GPCID/Local Stakeholders		Various	X	X	X	X	X
Redevelopment Mixed-Use Ordinance and Tax Allocation District implementation	GPCID/Local Stakeholders		Various	X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Implement Gwinnett LCI study recommendations	GPCID/ Local Stakeholders		Various	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Support Partnership Gwinnett	GPCID/ Local Stakeholders		Various	X	X	X	X	X
Develop economic development incentives	GPCID/ Local Stakeholders		Various	X	X	X	X	X

## Gwinnett Village CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
I -85 Light Rail Transit (Doraville to Gwinnett Arena)	Gwinnett Village and Gwinnett Place CIDs, Gwinnett County, State	\$950 million	Gwinnett Village and Gwinnett Place CIDs, Federal Funds	X	X	X	X	X
Construct multiple capital projects to support multi-modal mobility and accessibility	Gwinnett Village CID, Gwinnett County, Norcross	\$19.6 million	GVCID, Gwinnett County, Norcross, LCI, State/Federal Funds	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Security Patrols	Gwinnett Village CID	\$400,000/year	Gwinnett Village CID	X	X	X	X	X
Gwinnett Village Alliance Financial Services Center	Gwinnett Village Alliance		Gwinnett Village Alliance, United Way, other grant funding	X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
OFS Transit Oriented Development Master Plan and Implementation	Gwinnett Village CID, Gwinnett County		Gwinnett Village CID, private	X	X	X	X	X
Redevelopment Ordinance and TAD Implementation	Gwinnett Village CID, Gwinnett County, Gwinnett Chamber		Gwinnett Village CID, Gwinnett County	X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Green Building Incentives in redevelopment overlay	Gwinnett Village CID, Gwinnett County, Norcross		Gwinnett Village CID, Gwinnett County, Norcross	X	X	X	X	X
Promotion of transit, TOD, mixed use development	Gwinnett Village CID, Gwinnett County, Norcross		Gwinnett Village CID, Gwinnett County, Norcross	X	X	X	X	X

Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Opportunity Zone (New Job Incentives) Implementation	Gwinnett Village CID, Gwinnett County, Norcross		Gwinnett Village CID, Gwinnett County, Norcross	X	X	X	X	X

## Midtown Alliance CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	Midtown Alliance	\$82 million	MID/ Stimulus/ LCI/ GO Bond	X	X	X	X	
Midtown Transportation Solutions - TMA	Midtown Alliance	\$416,000 annually	MID/ARC	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Midtown Blue - 24/7 Public Safety Initiative	Midtown Alliance	\$1.4 million annually	MID	X	X	X	X	X
Midtown Green - Maintenance Support	Midtown Alliance	\$550,000 annually	MID	X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Market Midtown - marketing initiative to promote Midtown as a livable community through targeted local and national media, social media, and events that attract visitors and improve the quality of life for residents.	Midtown Alliance	\$150,000 annually	Midtown Alliance/ MID/ Event Sponsors	X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Greenprint Midtown	Midtown Alliance	\$391,000	MID/ TBD	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Midtown Retail Market Research Study (2010-2011)	Midtown Alliance	\$29,000	Midtown Alliance	X				

## South Fulton CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	GDOT, City of Fairburn, CID, SFCID	\$8.6 million	Federal, State, local, CID, GTIB/ SRTA, City of Fairburn, Peachtree City, Fayette County	X	X			
Explore connectivity opportunities in CID area	CID		CID, Fairburn, Union City, City of Palmetto, Fulton County			X	X	
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
City of Fairburn Economic Development Plan and Enterprise Zone Status	CID, City of Fairburn		CID	X				

## Cumberland CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	CID/ Local/ GDOT	\$250 million	Federal, State, Local	X	X	X	X	X



## Buckhead CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	GDOT, local, CID, MARTA	\$38,000,000	Federal, State, CID, PATH, SRTA, MARTA	X	X	X	X	X
Study with recommendations for cost-effective multi-modal improvements on Peachtree between Brookwood and Phase 3 of current Peachtree project.	CID, local, GDOT	TBD	CID	X				
Objective: Improve energy efficiency while preserving the region's environment.								
Develop a greenspace action plan, including identification of sources of funding, governance structure, and priorities.	CID, local	TBD	CID, local		X	X	X	X

## Town Center CID and Local Zoom

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility	TCACID	\$976 million	Local, State & Federal	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Construct multiple capital projects to support multi-modal mobility and accessibility	TCACID	\$34.7 million	Local, State & Federal	X	X	X	X	X

Objective: Promote places to live with easy access to jobs and services.						
LCI: Implement the LCI study (ensure design standards for pedestrian facilities, bicycle facilities, building site design, and parking that promotes a pedestrian environment and redevelopment around the TC Mall	TCACID	TBD	Local & State	X		
LCI 10-year Update	TCACID	\$100,000	Local	X		
Transit: Work with appropriate agencies to encourage development of the mixed use transit village from the LCI	TCACID	TBD	Local, State & Federal	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.						
Land use Policies, Standards & Regulations	TCACID	\$80,000	Local	X		
TDM: Promote LEED, Energy Efficiencies, Recycling programs	TCACID	See TDM Line above	Local, State & Federal	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.						
Construct multiple capital projects to support multi-modal mobility and accessibility	TCACID	TBD	Local, State & Federal	X	X	X

## Atlantic Station Access and Mobility Program

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Atlantic Station Access and Mobility Program (ASAP+)	Local ESO and the Atlantic Station Masters Owners Association	1.25 million: (\$250K per year)	Local and Federal funding	X	X	X	X	X

## Georgia DNR - Sustainability Division

Objective: Improve energy efficiency while preserving the region's environment.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Partnership for a Sustainable Georgia: Industrial and institutional Partners are assisted in improving environmental performance, including increasing energy efficiency.	Georgia DNR, Sustainability Division	\$0.6 million/ year	Georgia Hazardous Waste Trust Fund	X	X	X	X	X
Georgia Environmental Partnership: Businesses and institutions receive training and technical assistance in energy efficiency improvements for buildings and equipment.	Georgia DNR, Sustainability Division	\$0.5 million/ year	Georgia Hazardous Waste Trust Fund	X	X	X	X	X

Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Partnership for a Sustainable Georgia: Through implementation of environmental management systems, Partners pursue sustainable business practices that improve their triple bottom line in environmental, economic and social performance.	Georgia DNR, Sustainability Division	\$1.3 million/ year (includes costs of energy efficiency cited above)	Georgia Hazardous Waste Trust Fund	X	X	X	X	X

## Georgia Conservancy

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Provide educational outreach on the value of a network of connected streets and provide educational outreach on the economic development need for robust public transit through Good Urbanism courses.	Georgia Conservancy Staff	TBD	Foundation support and course registration fees	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
To promote public health, Georgia Conservancy will undertake a Public Recreation Accessibility Study (pilot study + future phases); To promote education, Georgia Conservancy will promote community centered schools through school siting advocacy and educate local leaders and decision makers with the School Siting Training Curriculum created in 2012	Georgia Conservancy Staff	TBD	Foundation Support and member support	X	X	X	X	X

**Objective: Promote places to live with easy access to jobs and services.**

Promote a greater mix of appropriate land uses through Blueprints for a Successful Community.	Georgia Conservancy Staff	TBD	Foundation support	X	X	X	X	X
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**Objective: Improve energy efficiency while preserving the region's environment.**

Foster greater coordination between Georgia Conservancy's Blueprints and Land Conservation program areas.	Georgia Conservancy Staff	TBD		X	X	X	X	X
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Promote stormwater management in the city of Atlanta with urban design strategies.	Georgia Conservancy Staff	TBD		X	X	X	X	X
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**Objective: Identify innovative approaches to economic recovery and long term prosperity.**

Promote greater emphasis on supporting Blueprints communities with recommendation implementation to increase quality of community and economic competitiveness.	Georgia Conservancy Staff	TBD	Foundation Support and member support	X	X	X	X	X
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**Livable Communities Coalition**

**Objective: Promote places to live with easy access to jobs and services.**

Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Co-convening and providing TOD expertise to Atlanta TOD Collaborative. Work as liaison with government-related entities including MARTA, City of Atlanta and CAP. Work as liaison with real estate/business community through LOCUS-Georgia and ULI Atlanta.	Livable Communities Coalition staff, possible contract services	Undetermined	multiple sources including foundations, board members, others		X	X	X	X

Providing support for MARTA for general advancement of transit capacity in metro Atlanta	Livable Communities Coalition staff, possible contract services	Undetermined	multiple sources including foundations, board members, others		X	X	X	X
Work with ARC on transit coordination and with General Assembly on any transit governance legislation	Livable Communities Coalition staff, possible contract services	Undetermined	multiple sources including foundations, board members, others		X	X	X	X
Work with member organizations, metro area non-governmental organizations and others to develop successful funding strategies for transit	Livable Communities Coalition staff, possible contract services	Undetermined	multiple sources including foundations, board members, others		X	X	X	X

## Atlanta Neighborhood Development Partnership

Objective: Promote places to live with easy access to jobs and services.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Foreclosure Redevelopment Program	ANDP and private sector	\$25 million	NSP, HOME, AHP, Debt, Bank Donanted REO properties	X	X	X	X	
Objective: Improve energy efficiency while preserving the region's environment.								
Provide up to \$7 mill to hsg dev/units mtg Earthcraft/Enterprise green and other energy eff. standards, Provide loan discount for hsg units meeting Green standards.	ANDP's CRLIF loan fund	\$4 million - revolving	US Treasury, Banks, Charitable and program related investments	X	X	X	X	X

Energy retrofit 250 foreclosed homes (included in promote places to live)	ANDP	\$2.5 million	US Treasury, Banks, Charitable and program related investments	X	X	X	X	X
<b>Objective: Identify innovative approaches to economic recovery and long term prosperity.</b>								
Develop policies and advance lending which rebuilds neighborhoods	Mixed Income Communities Initiative (ANDP)	TBD	Charitable sources					

## Congress for New Urbanism

<b>Objective: Increase mobility options for people and goods.</b>								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Tactical Urbanism Installations/ Complete Streets	CNU Atlanta	TBD	CNU Atlanta	X	X	X	X	X
<b>Objective: Foster a healthy, educated, well trained, safe and secure population.</b>								
Promote community design principles through on-going lectures, project critiques, and social events.	CNU Atlanta	TBD	CNU Atlanta, Private sponsors	X	X	X	X	X
Establish a presentation and speakers bureau for members to talk about design issues to the region.	CNU Atlanta	\$0	CNU Atlanta, Private sponsors	X	X	X	X	X

## Southface Institute

Objective: Improve energy efficiency while preserving the region's environment.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Support and increase capacity and demand for residential energy efficient retrofits and weatherization at all price points and incomes through the State Weatherization Training Program Provider	Southface Institute	\$650,000	Various includes DOE, Private and Corporate	X				
Support and increase capacity and demand for the Better Buildings Challenge through assessments, training, technical assistance and communications.	Southface Institute	\$250,000	Private Foundation, Private and Corporate Participation Funds	X				
Provide assessments and technical assistance to not-for-profits who own their own facilities or have long term leases through Grants for Green Program	Southface Institute	>\$300,000	Private Foundation	X	X			
Administration of Earthcraft Family of Programs	Southface Institute	>\$750,000	Program Fees, Private Sponsorships	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Provide general technical assistance and support on specific projects and communicate the synergy of low income housing tax credits with transit oriented development through the Atlanta Initiative	Southface Institute	>\$200,000	Corporate Foundation	X	X			



## Council for Quality Growth

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Working together with other stakeholders for the passage of HB 277. Investigating and supporting solutions for legislative solutions to transit governance in 2011.	Staff, Council Members and other Stakeholders		n/a					
Objective: Foster a healthy, educated, well trained, safe and secure population.								
The CQG mission is to promote balanced and responsible growth. We do this through advocacy, education and information in conjunction with several other stakeholders.	Staff and Council Members		Membership Dues and Sponsorships					
Objective: Promote places to live with easy access to jobs and services.								
The majority of our members have a vested interest in economic development so most of the content of our programs is directed at this objective.	Staff and Council Members		Membership Dues and Sponsorships					
Objective: Improve energy efficiency while preserving the region's environment.								
The Quality Growth Institute is a U.S. Green Building Council Education Provider. We offer USGBC approved courses in the LEED and Sustainable Technologies disciplines that help businesses improve energy efficiency.	Quality Growth Institute		Membership Dues, Sponsorships, and Education Revenue					

Objective: Identify innovative approaches to economic recovery and long-term prosperity.						
The CQG works with state and local governments to encourage balanced and responsible economic development. We encourage investment in the communities and the development of incentives for development to occur.	Staff and Council Members		Membership Dues and Sponsorships			

## Urban Land Institute

Objective: Promote places to live with easy access to jobs and services.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Coordinate Breakfast Tour Series of unique development projects	ULI	\$5,000 annually		X	X			
Coordinate Luncheon Speaker series	ULI	\$1,800 annually		X	X			
Coordinate Technical Assistance Panels	ULI			X	X			
Continue to facilitate the UrbanPlan program with local schools and universities	ULI			X	X			
Sponsor the Center for Leadership program	ULI			X	X			

## The Community Foundation for Greater Atlanta

Objective: Foster a healthy, educated, well trained, safe, and secure population.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Atlanta AIDS Fund - Supports metro Atlanta's HIV/AIDS advocacy, prevention, education, and service efforts through funding and leadership.	The Community Foundation for Greater Atlanta			X	X	X	X	X
Atlanta AIDS Partnership - The partnership is leading the movement to create A Community Without AIDS: No New Cases. To achieve this goal, the Atlanta AIDS Partnership focuses the region's leadership attention and resources, human and financial, on HIV/AIDS.	The Community Foundation for Greater Atlanta/ United Way of Metropolitan Atlanta/ National AIDS Fund/ Elton John AIDS Foundation			X	X	X	X	X
Champions for Children -- Champions for Children with Exceptional Needs provides support services for Georgia's medically fragile and special needs children and their families.	The Community Foundation for Greater Atlanta			X	X			
Healthy Belvedere - This program promotes healthy eating and active living through community-based and community driven strategies.	The Community Foundation for Greater Atlanta			X	X	X		

Philanthropic Collaborative for a Healthy Georgia - The Community Foundation, along with private philanthropies, and other funders from across the region and state, have embarked upon a nine-month learning agenda to study the complexities of the health and mental health safety net.	The Community Foundation for Greater Atlanta								
Marshall Memorial Fellowship - This program offers emerging leaders ages 28-40 the opportunity to explore societies, institutions and people on the other side of the Atlantic.	The Community Foundation for Greater Atlanta/ Civic League			X	X	X	X	X	
Georgia Youth Opportunities Initiative - Works to create better outcomes for youth transitioning out of foster care in Georgia.	The Community Foundation for Atlanta/ Multi-Agency Alliance for Children, Inc.			X	X	X			
<b>Objective: Promote places to live with easy access to jobs and services.</b>									
Neighborhood Funds -- Empowers community members to positively impact neighborhoods at the local level.	The Community Foundation for Greater Atlanta			X	X	X	X	X	
Local Funds - Each local fund (in Clayton, Fayette, Newton and Morgan Counties) is run by an advisory board that lives and works in that area and is committed to developing local philanthropy and responding to the needs of the community.				X	X	X	X	X	

Objective: Improve energy efficiency while preserving the region’s environment.							
Grants to Green - This program provides environmentally focused knowledge and funding to strengthen nonprofits. Through this initiative, metro Atlanta nonprofits have the opportunity to renovate or build healthier work places that are energy and water efficient and environmentally efficient.	The Community Foundation for Greater Atlanta/ Southface/ Kendeda Fund				X	X	
Objective: Identify innovative approaches to economic recovery and long term prosperity.							
Neighborhood Nexus - A comprehensive information resource that empowers community leaders to enhance the quality of life in the Atlanta region.	The Community Foundation for Greater Atlanta/ Atlanta Regional Commission				X	X	X
					X	X	X

## United Way of Metropolitan Atlanta

Objective: Foster a healthy, educated, well trained, safe, and secure population.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Build and support an insulated pipeline of in-school and out-of-school services that prepare children and youth to be ready for college, work and life. Identify and commit resources and supports for parents, improve quality of early learning and out-of-school programs, increase leadership and career planning activities for older youth, support efforts to increase high school graduation and increase number of adults with at least an associates degree	United Way			X	X	X	X	X
Reduce dependence on emergency rooms for primary health care by increasing access to free and reduced cost services. Strengthen the health safety net in metro Atlanta by providing low income (uninsured and underinsured) families with the services, tools and information needed to become healthy and maintain good health. Advocate for an increase community awareness of the need to expand the health care professional capacity in the metro region.	United Way			X	X	X	X	X

**Objective: Promote places to live with easy access to jobs and services.**

Affordable Housing - increase and maintain the supply of a continuum of affordable housing throughout the region.	United Way			X	X	X	X	X
End chronic homelessness and ensure the most effective utilization of resources and services for the homeless and those “at risk” of becoming homeless.	United Way			X	X	X	X	X

**Objective: Identify innovative approaches to economic recovery and long term prosperity.**

Workforce Development - Ensure individuals and families have a means of obtaining earned income by supporting cross sector (public, private, non-profit) partnerships and cultivating strategies such as sector-based workforce development, transitional employment, career pathways and self employment.	United Way			X	X	X	X	X
Income Supports - Promote easy access connections for low-income working families to income supports for which they are eligible. Work with community based organizations to bundle services and help families move up the career ladder, build assets and manage their credit.	United Way			X	X	X	X	X
Savings and Asset Building - Asset Building and Preservation to support low- to moderate-income working families with targeted services to build assets such as a home, education or savings for retirement. Program also help keep families from losing valuable assets.	United Way			X	X	X	X	X

## Georgia Department of Transportation

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Participate in TCC, TAQC, and ARC Bike/Ped Task Force	GDOT							
Conduct transportation planning studies, such as corridor studies and access management plans	GDOT, Local Jurisdiction, ARC, GRTA							
Work with ARC to improve project delivery	GDOT, ARC							
Implement Statewide Transportation Plan (2005-2035)	GDOT, Local Jurisdiction, ARC, GRTA, etc							
Implement Statewide Freight Plan (2005-2035)	GDOT, Local Jurisdiction, ARC, etc							
Implement the State Rail Plan	GDOT							
Implement “routine accommodation” policy for bicycles and pedestrians (2010)	GDOT, Local Jurisdiction, etc							
Objective: Promote places to live with easy access to jobs and services.								
Implement Safe Routes to School Program	GDOT, Local Jurisdiction, etc							
Implement State Bicycle and Pedestrian Safety Action Plan	GDOT							



## MARTA

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Improve MARTA rail and bus service	MARTA	\$400,000 operating budget annually	MARTA, Federal Funding, Fares	X	X	X	X	X
Adopt and implement Transit Oriented Development (TOD) Guidelines	MARTA	\$150,000 annually	MARTA, Federal Funding, Fares	X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Pursue development of underutilized property at or near MARTA stations	MARTA	\$850,000	MARTA (CIP 31940), private sector and other public support	X	X	X	X	X

## PEDS

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Safe Routes to Transit	PEDS	\$260,000	Governor's Office of Highway Safety, FHWA, foundations, local governments	X	X	X	X	X

Campaign for Safe Sidewalks	PEDS	\$100,000	Governors Office of Highway Safety, corporate and individual donations	X	X	X		
Training workshops on designing streets for pedestrian safety, temporary access routes, pedestrian-friendly law enforcement, and designing pedestrian facilities for accessibility	PEDS	\$25,000	Registration fees, corporate sponsorships	X	X	X	X	X
Safe Streets for Seniors	PEDS	\$150,000	Atlanta Regional Commission (not confirmed)			X	X	X
<b>Objective: Foster a healthy, educated, well trained, safe and secure population.</b>								
Safe Routes to Transit	PEDS	\$250,000	Governor's Office of Highway Safety, Corporate Sponsors	X	X	X	X	X
Campaign for Safe Sidewalks	PEDS	\$100,000	Governor's Office of Highway Safety, individual and corporate sponsorships	X	X	X	X	X
Educating Drivers on Safety	PEDS	\$50,000	Governor's Office on Highway Safety	X	X	X	X	X
Safe Streets for Seniors		\$140,000	Atlanta Regional Commission (not confirmed), corporate sponsors			X	X	X

Objective: Promote places to live that provide easy access to jobs and services.							
Training workshop on pedestrian-friendly site design	PEDS	\$10,000	Registration fees, corporate sponsorships	X	X		
Objective: Improve energy efficiency while preserving the region's environment.							
Campaign for Walkable Communities and involvement in other transportation planning projects	PEDS	\$75,000	Governor's Office of Highway Safety, individual and corporate donations; foundations	X	X	X	X

## Atlanta Bicycle Coalition

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Bicycle Friendly Community - Atlanta (national designation)	ABC	\$25,000	Membership contributions, foundation support, sponsorships, Governor's Office of Highway Safety	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Share the Road: public education and awareness campaigns to reduce bicycle/car crashes	ABC	\$200,000	Governor's Office of Highway Safety	X	X	X	X	X

Atlanta Streets Alive	ABC	\$200,000	Sponsorships, Foundations, Individual donations	X	X	X	X	X
Bicycle Education: Confident City Cycling and Learn to Ride at Any Age	ABC	\$25,000	User fees, Transportation Management Associations, Governor's Office of Highway Safety	X	X	X	X	X
<b>Objective: Promote places to live that provide easy access to jobs and services.</b>								
Bicycle Friendly Community - Atlanta (national designation): neighborhood partnerships	ABC	\$25,000	Membership contributions, foundation support, sponsorships, Governor's Office of Highway Safety	X	X	X	X	X
Bicycle Suitability Mapping	ABC and partners including City of Atlanta and ARC	\$15,000	Membership contributions, user fees, volunteers	X	X	X	X	X
<b>Objective: Improve energy efficiency while preserving the region's environment.</b>								
Try a Bike & Bike to Work Day	ABC and planning partners including DTMA/CAP/ADID, CDC, ARC	\$15,000	Membership contributions, foundation support, sponsorships, Governor's Office of Highway Safety	X	X	X	X	X
Bike Buddies: creating new bicyclists	ABC	\$2,500	Membership contributions	X	X	X	X	X

Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Starter Bikes	ABC, GT Students Organizing for Sustainability	\$18,000	User fees, individual donations, volunteers	X	X	X	X	X
Bicycle Traffic Counts	ABC	\$5,000	Membership contributions	X	X	X	X	X

## Greater Atlanta Home Builders Association

Objective: Promote places to live with easy access to jobs and services.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Educate our members on housing options that promote and include smart growth principles	Greater Atlanta Home Builders Association	\$0	Membership Dues	X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Grow and promote the EarthCraft House program	Greater Atlanta Home Builders Association	\$0	Membership Dues	X	X	X	X	X

## Atlanta Apartment Association

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2012	2013	2014	2015	2016
The Atlanta Apartment Association will be active in helping pass the 2012 Regional Transportation Referendum.	MAC and Citizens for Transportation Mobility			X				

Objective: Foster a healthy, educated, well trained, safe and secure population.					
The Atlanta Apartment Association will continue to educate and train industry professionals.	Atlanta Apartment Association			X	X X X X X
The Atlanta Apartment Association supports the development of career training for new industry professionals.	Georgia Apartment Industry Education Foundation			X	X X X X X
Objective: Promote places to live with easy access to jobs and services.					
The Atlanta Apartment Association and its members will continue to promote housing with accessibility to jobs and services.				X	X X X X X
Objective: Improve energy efficiency while preserving the region's environment.					
The Atlanta Apartment Association actively participated in the development of the new International Energy Conservation Codes. Apartments by definition have a smaller carbon footprint than other housing options and our industry will continue to support energy efficiency.	Department of Community Affairs and Atlanta Apartment Association			X	X X X X X

## Lilburn CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Hwy 29 Access Management Improvements	Lilburn CID		Lilburn CID, Gwinnett County, Lilburn, GDOT, FHWA, TE, LCI	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Build 16 miles of Multi-use Trails	Lilburn CID	\$14,704,000	Federal Funds, State Funds, County, SRTA,	X	X	X	X	X
Security Patrols	Lilburn CID	\$25,000/year	CID,City		X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Lilburn Community Partnership	Lilburn CID			X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Promotion of transit, TOD, Mixed-use development	Lilburn CID, Gwinnett County, Lilburn		Lilburn CID, Gwinnett County, Lilburn	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Implement Opportunity Zone	Lilburn CID			X	X	X	X	X
Create Tax Allocation District	City of Lilburn			X	X	X	X	X

## Stone Mountain CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Enhance freight mobility, safety and access to industrial and manufacturing within the CID District through improvements to highway lighting, traffic signals and signage and roadway geometric improvements	Stone Mountain CID, DeKalb County Board of Commissioners	\$2.5 million (contingent on Freight Mobility federal L230 funding - October 1st announcement)	CID, State Road and Tollway Authority, ARC	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Secured services of off duty DeKalb County officers and a private security firm to patrol within the Stone Mountain CID boundaries to minimize criminal activity, enhance public safety and decrease blight.	Stone Mountain CID	\$40,000 Annually	Stone Mountain CID	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Develop an implementable Economic Development Plan Tto reinvigorate manufacturing	Stone Mountain CID	\$100,000	ARC, DeKalb County, Stone Mountain CID	X				
Developed zoning overlay district to decrease incompatible commercial enterprises within the CID	Stone Mountain CID	\$5,000	DeKalb County, Stone Mountain CID	X				



## Sustainable Atlanta

Objective: Foster a healthy, educated, well trained, safe and secure population.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Atlanta EcoDistrict Initiative	Sustainable Atlanta		private sector, philanthropy	X	X	X	X	X
Objective: Improve energy efficiency while preserving the region's environment.								
Atlanta Sustainability Portal	Sustainable Atlanta		private sector, philanthropy	X	X	X	X	X

## Atlanta Beltline Inc.

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Design and build multi-use trails along the 22-mile corridor, including the Eastside Trail	Atlanta BeltLine, PATH, City of Atlanta		BeltLine TAD, Private and philanthropic donations	X	X	X	X	X
Advance transit through planning, design, and the federal environmental process	Atlanta BeltLine, City of Atlanta, MARTA, ARC		BeltLine TAD, ARC	X	X	X	X	X
Objective: Promote places to live with easy access to jobs and services.								
Incentivize and build affordable housing	Atlanta BeltLine, Invest Atlanta, City of Atlanta		BeltLine TAD	X	X	X	X	X
Facilitate quality transit oriented development through technical assistance and entitlement updates.	Atlanta BeltLine, City of Atlanta		BeltLine TAD	X	X	X	X	X

Objective: Improve energy efficiency while preserving the region's environment.								
Design and build small urban spaces and new parks along the Atlanta BeltLine	Atlanta BeltLine, City of Atlanta		BeltLine TAD, Private and philanthropic donations	X	X	X	X	X

## Clean Air Campaign

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Coordinate and participate in transportation demand management programs to provide travel options for employees to and from work	The Clean Air Campaign and local TDM partners		CMAQ Federal Funds	X	X	X	X	X
Objective: Foster a healthy, educated, well trained, safe and secure population.								
Participate in Clean Air Schools programs for Georgia K-12 schools and school districts educating students about the importance of healthy air quality and their individual role in improving the region's air quality.				X	X	X	X	X
Establish communication channels to inform local residents and community networks about current and forecasted air quality conditions, sources of air pollution and relevant actions to reduce air pollution.	The Clean Air Campaign through their Clean Air Schools program		CMAQ Federal Funds and private sector donations	X	X	X	X	X

Objective: Improve energy efficiency while preserving the region's environment.								
Encourage employers to work with The Clean Air Campaign to establish a formal idling reduction program.	The Clean Air Campaign		Private sector donations/ foundation money	X	X	X	X	X
Objective: Identify innovative approaches to economic recovery and long term prosperity.								
Work with employers, local governments and economic development community to utilize clean commute options such as carpool, vanpool and transit trips to support a vibrant workforce and increased accessibility to jobs.	The Clean Air Campaign and local TDM partners		CMAQ Federal Funds	X	X	X	X	X

## Perimeter CID

Objective: Increase mobility options for people and goods.								
Activity	Responsible Party	Cost Estimate	Funding Source	Year				
				2013	2014	2015	2016	2017
Construct multiple capital projects to support multi-modal mobility and accessibility.	PCIDs	\$23.9 million	PCIDs, GDOT, GTIB, ARC	X	X	X	X	X
LCI Lifelong Communities study	PCIDs	\$80,000	PCIDs, ARC	X	X	X	X	X
Perimeter Shuttle	PCIDs	\$92,000 annually	PCIDs, 6 major companies in PCIDs' area	X	X	X	X	X

Continue to explore connectivity opportunities in PCIDs' area such as inter-Perimeter circulator, commuter trails, bike strategy and Dunwoody MARTA Station accessibility improvements.	PCIDs	TBD	TBD	X	X	X	X	X
<b>Objective: Foster a healthy, educated, well trained, safe and secure population.</b>								
Improve traffic flow and matinance and improvements of transportation infrustructure	PCIDs	\$780,000; plus \$412,000 annually	PCIDs, GDOT	X	X	X	X	X
<b>Objective: Promote places to live with easy access to jobs and services.</b>								
Marketing/public relations initiatives to promote Perimeter as a livable community through targeted local, state and national outreach.	PCIDs	\$150,000 annually	PCIDs	X	X	X	X	X
<b>Objective: Improve energy efficiency while preserving the region's environment.</b>								
Identify potential green space areas	PCIDs			X	X	X	X	X
<b>Objective: Identify innovative approaches to economic recovery and long term prosperity.</b>								
LCI 15-year update	PCIDs	TBD					X	X
Develop PCIDs special zoning overlay district to reflect LCI.	PCIDs	\$10,000	PCIDS, cities of Dunwoody & Sandy Springs, DeKalb County	X	X			

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# Appendix

## NGO Meeting Summary: Aging and Human Services Groups – 10.28.2010

Attendees: Center for the Visually Impaired, Marcus Jewish Community Center of Atlanta

### Coordination

- There is a need for better coordination between transit operators.
- Difficult for MUCCA to reach out to other counties; Rockdale, Cherokee, and Forsyth as examples.
- ARC RideShare and MUCCA home share have some similarities and are innovative approaches to solving problems.
- ARC starting up a carpool for seniors that can be coordinated with these organizations.

### Aging and Human Services Issues

- Center for Visually Impaired's (CVI) goal is to help people keep their independence, transportation is a major issue/hurdle.
- Funding cutbacks have negatively impacted CVI's programs and services.
- Approximately 250,000 Georgians have some type of visual impairment.
- MUCCA has depended on fair amount of government funding (Atlanta, Fulton, DeKalb, Cobb, ARC).
- Elevate Human Services Transportation Plan to a major component of PLAN 2040.

### Other

- CVI provides training on and off site; i.e. Low Vision Clinic.
- Marcus Jewish Community Center of Atlanta (MUCCA) is one of the largest adult daycare providers in Atlanta.
- MUCCA is beginning a home share program in which older adults are paired with roommates to allow them to continue living in their home, there is a desire to expand this program.
- MUCCA struggles with marketing other services offered.
- Is there an ability to utilize a Zipcar type service for senior transportation?

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## NGO Meeting Summary: Community Improvement Districts – 10.26.2010

**Attendees:** South Fulton CID, Gwinnett Village CID, CAP/ADHD, Buckhead CID, Georgia DNR, Midtown Alliance

### Coordination

- How do priorities of CIDs get manifested in ARC's work program?
- How does PLAN 2040 relate to local comprehensive plans? Gwinnett as an example just completed theirs.
- Need to formalize process to get CIDs more involved.
- Can CIDs be represented on ARC committees?
- CIDs have been a reliable partner; have a history of delivering projects in a timely manner.
- There is an informal CID Alliance that has been intentionally informal.

### CID Priorities

- Gwinnett Place and Gwinnett Village have interchange improvements as one of their top priorities.

## NGO/ State Agencies Meeting Summary: Preservation and Conservation Groups – 10.26.2010

Attendees: Georgia Conservancy; Georgia DNR – Wildlife Resources Division; Georgia DNR – State Parks and Recreation; Georgia DNR – Environmental Protection Division; Georgia DNR – Historic Preservation Division; Scenic Georgia; Trust for Public Land

### Water

- How is PLAN 2040 addressing long-range water needs?
- Is there a need to address perceptions/ misconceptions about regional water issues to those individuals outside of the region?
- How does environmental contamination originating in the Atlanta area affect downstream areas?
  - *Potential Work Program Activities*
  - Work to create a higher level of awareness about the role of the MRGWPD and other agencies that have a more direct role in resolving long range water issues
  - Continue to reinforce the work of the MRGWPD through long range planning efforts, such as the Regional Resource Plan
  - Create opportunities for dialogue between MRGWPD and regional conservation organizations
  - Promote awareness of multiple ways that groups can be supportive of improving regional water quality, and find opportunities for different groups to focus on specific targets and avoid duplicative efforts, i.e. stormwater management

### Funding Opportunities

- Land and Water Conservation Fund – future funding may focus on urban areas, particularly with the goal of improving public health related to obesity, etc
- GEFA's role in funding land acquisition to further green infrastructure goals; improve water quality
- Livable Centers Initiative as a model for targeted master planning studies that could enhance preservation and conservation efforts
  - *Potential Work Program Activities*
  - Identify opportunities to work collaboratively to pursue funding for regional projects
  - Identify specific areas/issues that need funding and seek out resources to benefit those
  - Work to cultivate better applicants for existing funding mechanisms

### Enhance Redevelopment Efforts

- Consider redevelopment opportunities outside of the core of the region, particularly in suburban areas
- Scan of LCI programs and other targeted master planning studies – work to connect the dots between recommendations of master plan studies and larger infrastructure plans (i.e. trails, greenways, transit, etc)
- What are the opportunities for working with non-profit partners to identify opportunities for land acquisition, conservation, connectivity, etc within LCI areas? Work to leverage investments that we have already made and pull together regional partners and resources to help bring plans to fruition
  - *Potential Work Program Activities*
  - Scan LCI studies/ areas to identify conservation/ greenspace opportunities

- o Provide a forum for numerous groups to come together to discuss conservation opportunities on a regular basis
- o Identify overlap in various programs that could be leveraged to attain regional goals and be more aggressive in connecting program activities to end users – link a variety of regional priorities (i.e. “No Child Left Inside” benefits conservation goals, eco-tourism goals, public health goals, etc)

#### Need for a Message

- Preservation and conservation initiatives often serve similar ends, and there is opportunity to find common goals and share resources
- Need to develop a consistent vision and message for how conservation and preservation goals are related
  - o *Potential Work Program Activities*
  - o Provide a forum for groups to come together and discuss their mission and activities and work toward the goal of refining a regional preservation/ conservation message
  - o Look at what other groups are doing, i.e. “green table” and “green chamber of commerce” – find good examples without duplicating efforts

#### Scenic Resources

- Need to preserve areas of scenic beauty, cultural interest, aesthetic quality throughout the region
- Lack of sign control can be a problem for preserving and enhancing aesthetic qualities of the region
  - o *Potential Work Program Activities*
  - o Work with local governments to develop better sign control measures and debunk myths about sign regulation
  - o Develop toolkits about sign regulation in conjunction with Community Choices program
  - o Develop toolkits on other areas related to resource conservation, i.e. urban gardening
  - o Promote audits of local codes and ordinances to identify potential obstacles to conservation efforts
  - o Update existing Community Choices toolkits, as needed, to reflect current regional priorities



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## NGO Meeting Summary: Economic Development Groups – 10.28.2010

**Attendees:** DeKalb Chamber of Commerce, Cobb Chamber of Commerce, Gwinnett Chamber of Commerce, Metro Atlanta Chamber of Commerce

### Coordination

- Better connections of core plans to economic development to create synergy. These plans need to communicate how they are connected to economic development
- ARC is an outside, objective party on economic development, land use and other issues.
- ARC should focus on being an outside advocate of policies and policies that support economic development.
- ARC should align economic needs with workforce needs
- Have a statement within PLAN 2040 about cooperation in Economic Development
- Make sure that the economic future is in plans.

### Regional Economic Issues

- Peer review of other Regional Agencies and their role in economic development
- ARC's role should be policy and research and not to duplicate efforts
- Identify prime industrial zones and work to protect them from unsuited development.
- There is no regional governmental voice about economic development and to keep existing industry here.
- Develop a task force to develop an economic development model for the Atlanta region.

### Other

- Develop something the group can respond to

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## NGO Meeting Summary: General Groups – 10.28.2010

Attendees: Georgia Tech SCARP program; The Civic League; Georgia DNR, Sustainability Division; LCC; Leon Eplan

### Coordination in Planning:

- How do you truly coordinate jobs, transportation and land use decisions with the needs of the aging population?
  - In short term, focus on implementation of Human Services Transportation Plan is important.
- UAGPM is an important tool. How has the buy-in been with fringe counties who are largely classified as rural and developing rural? What tools or programs can ARC influence or implement to help protect these areas from undesirable development and land use patterns?
- Fifty Forward was an important visioning process — the results from this initiative should continually be included in the PLAN 2040 discussion.
- How can ARC coordinate better with the state?
- In addition to our regional peers, what could ARC learn from our international peers? Particularly in regard to communities with limited financial resources (i.e. BRT in India)
- Continue to promote opportunities for partnerships and projects with our regional university system.

### Economic Development:

- What are actionable items as far as job creation goes? How can ARC play a role in this?
- Industrial land availability is going to be a big issue. Someone needs to identify what sites are available for large industrial employers.
- New investments will not come until there is more certainty in our economic future.

### Focus on Existing Communities

- How do you retrofit existing subdivisions to make them more livable?
- Future growth does not depend on money. A lot of the needed infrastructure is already in place, but there may need to be change to the regulatory systems that govern development.

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## NGO Meeting Summary: Housing and Development Groups – 10.28.2010

**Attendees:** Atlanta Board of Realtors; Georgia and Atlanta Apartment Association; GAHC; Southface; Council for Quality Growth; GSTAND; PRB; ANDP; AHAND; Atlanta Homebuilders

### Coordination

- How does PLAN 2040 fit with local comprehensive plans?
- Is there a political complement to the regional planning you all are undertaking?
- We need to be able to hold our elective officials responsible at the regional level. The problem is that we don't elect regional representatives, so it is hard for them to think regionally when their county holds them responsible for the decisions they make.
- Could ARC consider having NGO representatives on committees, instead of citizenry members? Or is there some way NGOs could have a more formal influence.
- People have approached Southface about establishing a sort of accreditation program elected officials could take to demonstrate their commitment and knowledge about smart and responsible development. A sort of Responsible Growth or Smart Growth accreditation program.
- There needs to be more coordination between economic development and job growth (specifically the increase in low paying jobs in the region) and housing plans. Right now there is a big jobs-housing mismatch.
- There is no forum at the state level that deals with housing issues, and there is no state support.

### Regional Housing Issues

- Severe shortage of housing for households that are at 50% or less of AML
- Suburbanization of Poverty, and what this means for access to services, employment and transit.
- The only job growth in the region is low paying jobs, yet the housing does not match this. The region is creating more need and no supply.
- TOD with an affordable or workforce component is very important moving forward. All data points that this is the way to go and this sort of development and access can greatly help a low income family by eliminating one of their biggest costs.
- Data shows that rental is what is being demanded now and moving forward, yet people are still very hesitant to allow this. ARC could offer support through the PLAN 2040 framework for rental multifamily.

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## Plan 2040 NGO Outreach

### Transportation NGO Meeting Summary – October 26, 2010

#### Meeting Attendees:

Dan Reuter	ARC, Land Use Division Chief
Amy Goodwin	ARC, Land Use Division
Jan Tuley	ARC, Land Use Division
Sally Flocks	PEDS
Liz Coyle	PEDS
Harvey Clark	Center for Visually Impaired
Tom Boland	Cumberland CID
Kevin Green	Clean Air Campaign
Jim Dexter	Sierra Club
Jane Hayse	ARC, Transportation Division Chief

#### Meeting Summary:

Dan Reuter presented an overview of the Plan 2040 planning process and status. He told the group that the purpose of these meetings with non-governmental organizations (NGOs) was to understand their priorities over the next 5 years and to see where they align with the goals and objectives of Plan 2040, and potential work program activities that come out of the plan.

Kevin Green asked what this document will look like – will it identify specific organizations to take specific actions? Mr. Reuter responded that it will list who will carry out certain strategies, but will be an informal document and is not meant to hold NGOs accountable for conducting certain activities. He added that it will let ARC staff know what organizations they should be working with on certain strategies and objectives laid out in Plan 2040.

Sally Flocks stated the priorities for PEDS over the next 5 years:

- Pedestrian access to transit
- Working with local governments to maintain sidewalks
- Encourage walking (e.g. Atlantic Station is only ¾ mile from Ansley Park but no one walks there) and make walking more attractive and safer option in order to impact mode share
- Ongoing trainings for planning and engineering professionals on how to design streets for pedestrians
- If more funding were available, PEDS would add the following to its work program
  - Implement a "Safe Routes for Seniors" program
  - Assist local governments with developing ADA Transition Plans
  - Conduct Safety Audits

Jane Hayse noted that activities can be listed in Plan 2040 without saying where the funding will come from – that can be determined later.

Harvey Clark said that his organization focuses on teaching blind and visually impaired people how to use transportation infrastructure (e.g. boarding MARTA, crossing streets safely), but aren't involved with building it. Another problem for his constituency is the lack of employment opportunities and the discrimination that blind and visually impaired job seekers face. This is one of the reasons the organization is opening a new service center of its own near the North Ave MARTA

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station – to employ more blind and visually impaired people. It would be beneficial for the Center to understand how they fit into the transportation planning process.

Mr. Green said that the ARC should let them know where they can add value to the planning process, and how they can support the regional plan. Mr. Reuter responded that ARC will be outlining ideas and a draft work program in the coming weeks and will better define how NGOs fit in and/or help implement.

Mr. Reuter said that he would like to hear back from all the NGOs by November 19<sup>th</sup> regarding what their work program priorities are for the next 5 years.

Mr. Green commented that people tend to focus on new transit or new roadway infrastructure, but the region needs to focus on maintenance and operations of what we have. Jane Hayse responded that of the \$64 Billion available for transportation projects in Plan 2040, all but \$8 Billion of it will need to go to maintenance and operations. Jim Dexter added that Sierra Club's biggest challenge is finding money – that people think that HB277 (regional transportation sales tax) is the panacea and will solve all problems, but it won't. Ms. Hayse agreed, noting that the tax will only provide \$6 Billion over 10 years.

Mr. Green said that the Plan should focus on what can be done quickly and cheaply that is meaningful to people. Ms. Hayse said that ARC could use help with the messaging. Mr. Green responded that the focus should be leveraging existing infrastructure and helping people make better travel decisions, which is what the Clean Air Campaign does. The priority should be to focus on the demand side, and that it's not realistic to expect a large-scale new highway or transit project in the foreseeable future.

Ms. Flocks pointed out the recent study by the Center for Neighborhood Technology that illustrates the combined cost of housing and transportation and knowing that combined cost may impact decisions people make on where to locate their residence or business. Livable Communities Coalition and the Civic League could also help with the messaging. Mr. Dexter added that managed lanes will also make it clearer to commuters the real cost of a trip, i.e. the cost of building and maintaining roads.

Mr. Dexter said that the top priority for the Sierra Club is building commuter rail. The suburbs need to be a part of the transit system, and buses and BRT are not going to have the impact on mode shift that commuter rail would. The region needs a permanent solution to funding transit.

Ms. Flocks added that any complete streets policies should include retrofitting existing streets, not just new streets since we are not going to be building that many new streets (especially in Atlanta and the urban core).

Tom Boland said that his agency's priority was to bring transit to the northwest corridor, make it safer for pedestrians, and to connect to the trail adjacent to the Chattahoochee River. The CID would like to narrow the roadways (if county or GDOT allowed) and link housing to transit.

Mr. Green said that it was difficult to stay plugged into what the ARC is doing, there are so many meetings and publications to sift through, he'd prefer that staff give him a call if a particular initiative or meeting could benefit from CAC's involvement. Ms. Flocks added that the ARC should consider us allies and we can sometimes do things you can't because of the political or funding structures of governmental agencies and CIDs.

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