

Upstream Engagement Techniques

Community-Sourced Planning on Atlanta's Westside

Today's Agenda

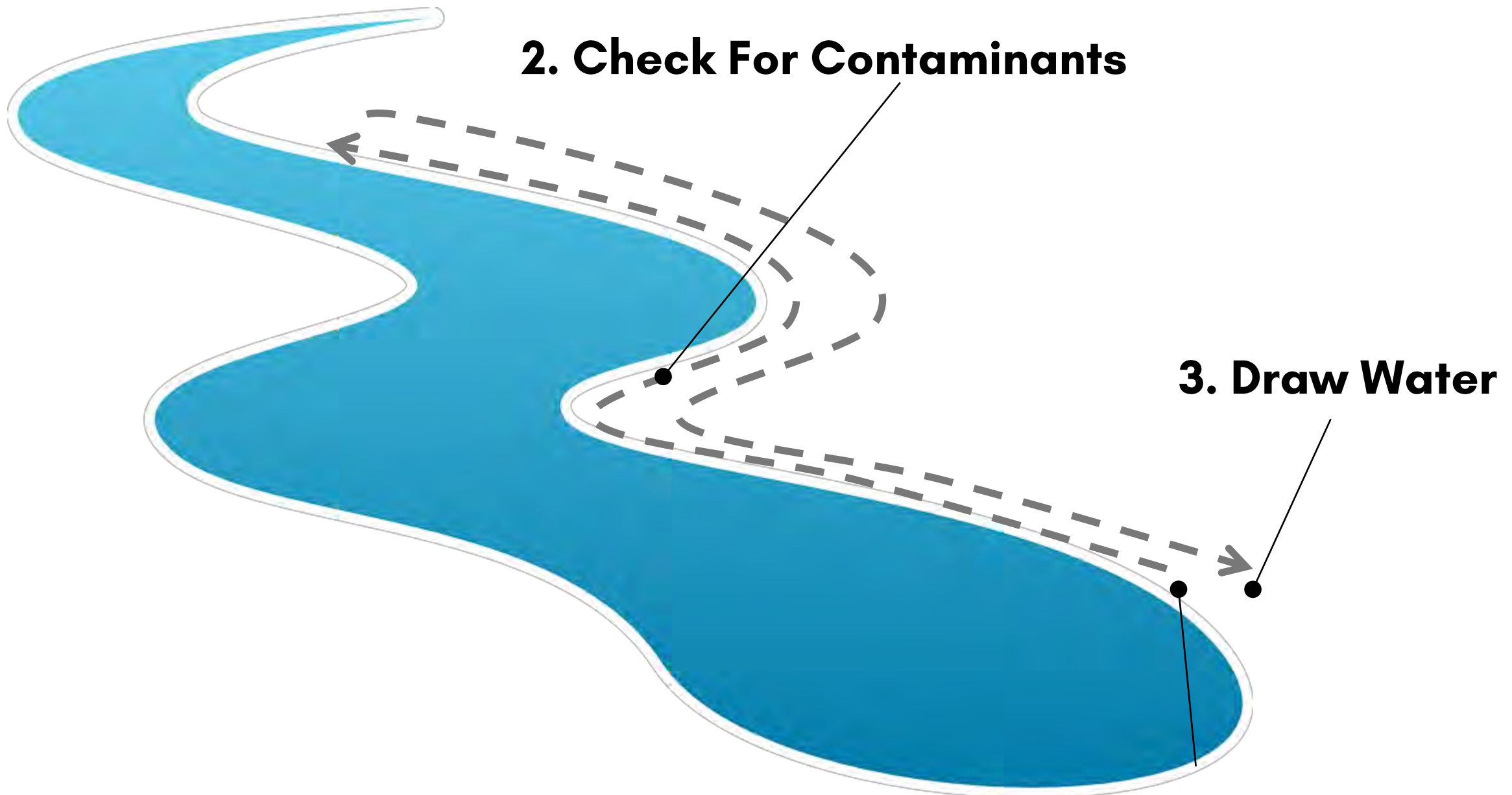
1. What is Upstream Engagement?
2. Why Does it Matter for Planning?
3. What is Happening on Atlanta's Westside?
4. How Was Upstream Engagement Incorporated?
5. Benefits of Upstream Engagement and Shared Ethics

30 years

OF URBAN PLANNING EXPERIENCE

- **APD-U established in 1990**
- **Minority-owned firm with offices in Atlanta, GA and Jacksonville, FL**
- Over 30 years of national expertise on neighborhood planning, housing development, affordability policies, and community development
- Proven track record of success in management of acquisition, housing strategies, neighborhood redevelopment projects with a focus on quality affordable housing
- Perspective of a developer and knowledge of community based organizations
- Community capacity building training and expertise

What is Upstream Engagement?



2. Check For Contaminants

3. Draw Water

1. Identify Water Source ⁵



Upstream Engagement

- Developed in life science industries around genetically modified crops
- Public participation before significant research and development occurs
- Creating trust between:
 1. Public
 2. Funders
 3. Scientists

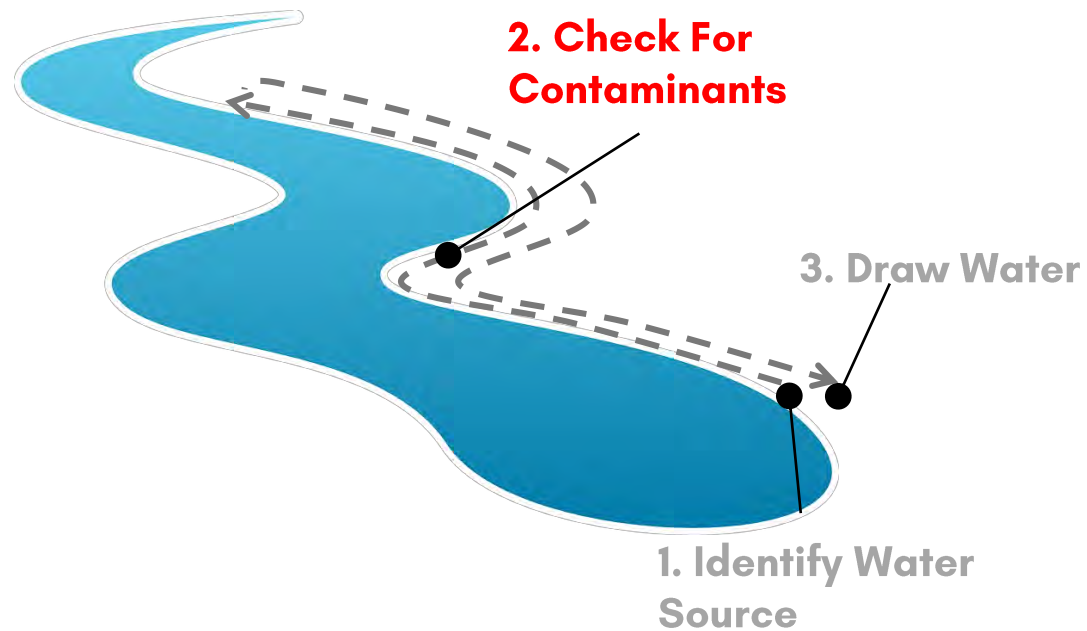
“The task is to make visible the invisible, to expose to public scrutiny the **assumptions**, **values** and **visions** that drive science”

**What does
Upstream
Engagement mean
for planning?**

Shared Ethics + Democratic Participation

=

Community Ownership + Empowerment









“Democracy must be built through open societies that share information. When there is information, there is enlightenment. When there is debate, there are solutions.”

–Atifete Jahjaga, Former President of Kosovo

Democracy Requires a
Shared Ethical Framework.

Otherwise, the process
fails.

Creating an Ethical Framework

- “Why?” vs. “How?”
- Helps form local conception of **justice** within recommendations
- Recommendations to be measured against

Impacts of Planning

- All communities are unique – but underinvested communities see planning as a moral undertaking
- Communities that have been left behind, suffering from long-term disinvestment
- Communities likely to gentrify
- Planners as educators, communicators, and public servants

Mission

Why we are here

Vision

How we want to be perceived

Values

What are our beliefs

Goals

How we get there

Objectives

Strategies

Values: **What is Important?**

Ethics: **What is Right?**

How is this different than Goals + Vision?

- Ethical component precedes vision and goals
- Requires an understanding of power relations and history
- Requires significant time investment
- Planner as facilitator

**What is
happening on
Atlanta's
Westside?**





BOOKER T. WASHINGTON

1856 1915

HE LIFTED THE VEIL OF IGNORANCE



MAYS





Westside's History

- A decline in occupancy and an increase in poverty since the 1980s
- Hope for revitalization in the early 2000s dashed by the Great Recession
- Collapse in property prices and many homes became dilapidated



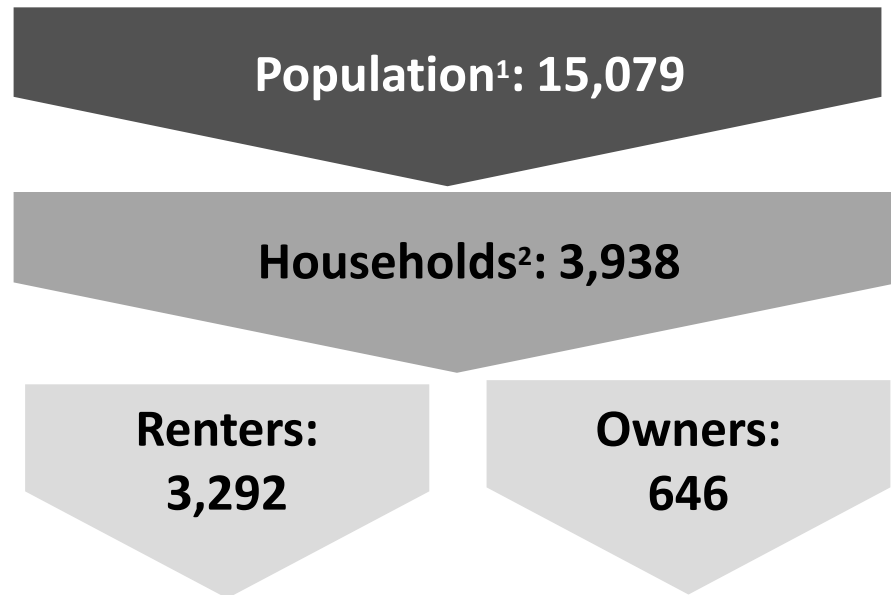
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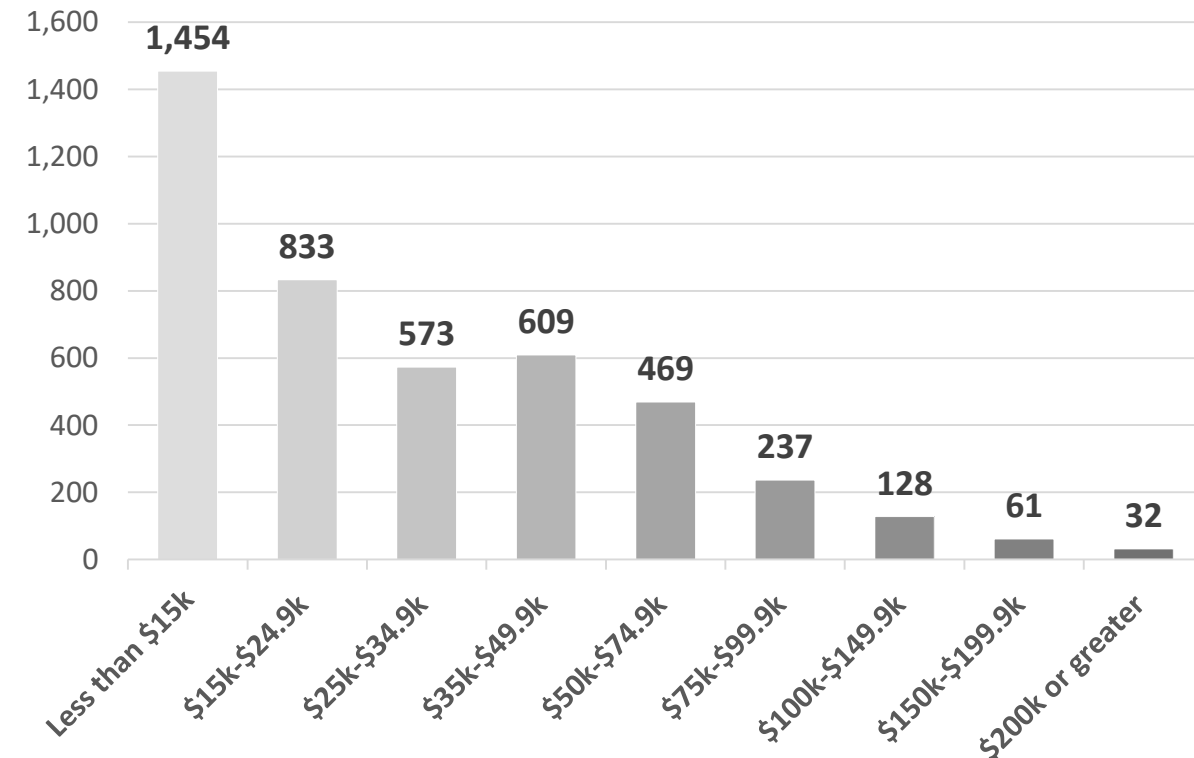
Westside Demographics

Low levels of homeownership and low incomes contribute to a population susceptible to displacement without intervention and resources.

Housing Tenure:

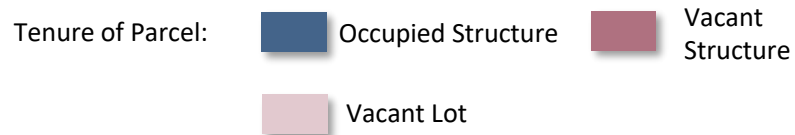
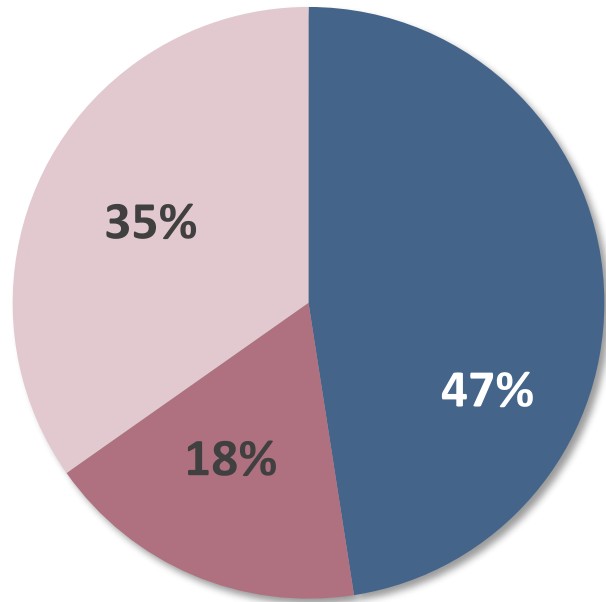


Income Distribution

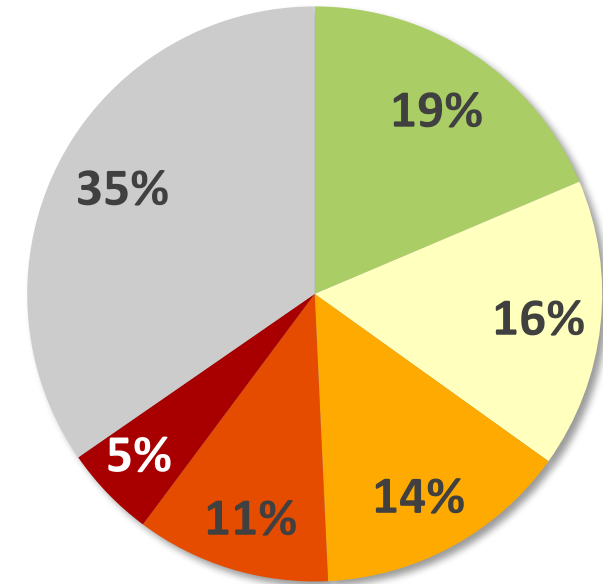


Westside Housing Conditions

Parcel Tenure

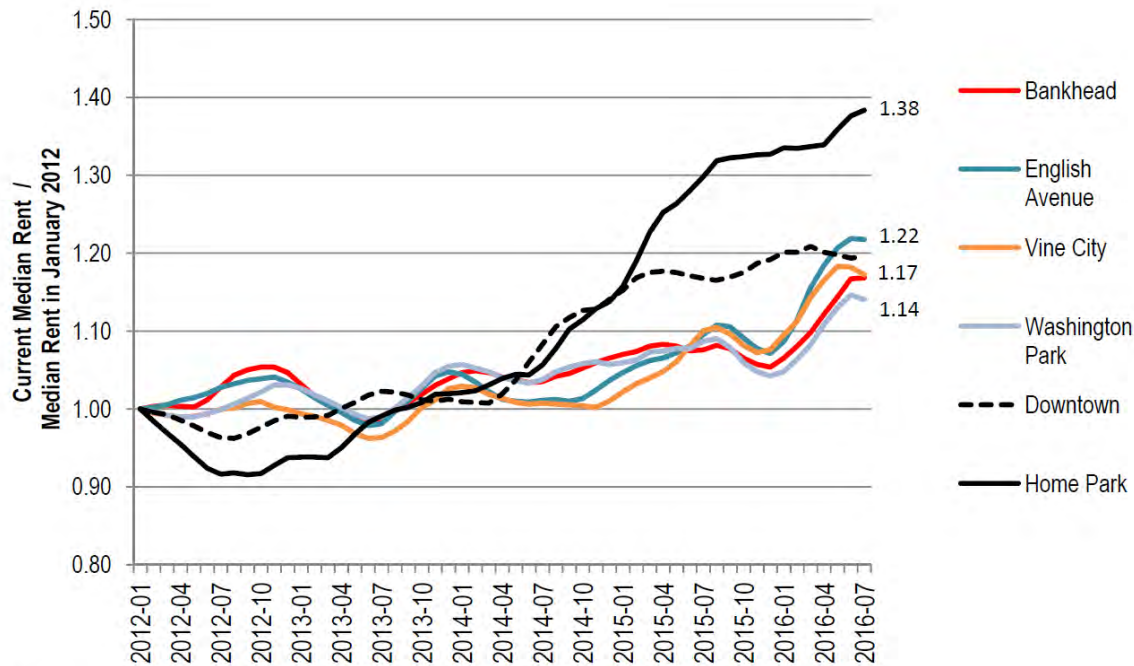


Parcel Condition



Growing Price Pressure

Change in Median Rents for Select Westside and Comparison Neighborhoods 2012-2016

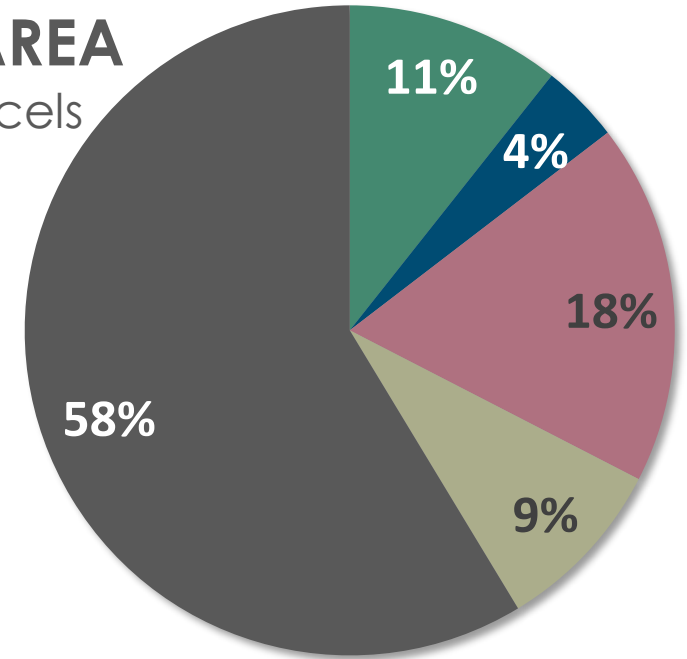


Data source: Zillow Rent Index (<http://www.zillow.com/research/data/#rental-data>)

Source: Immergluck, Dan

STUDY AREA

3844 Parcels



Ownership Type: ■ Investor (3+ Owned Properties) ■ Non-profit
■ Institutional ■ City ■ Other







Atlanta
BeltLine®

Where Atlanta Comes Together





Westside's History

- Planning Fatigue – 18 plans over 20 years
- Broken funding promises
- Widespread distrust of government

A New Planning Approach (2013 – Ongoing)

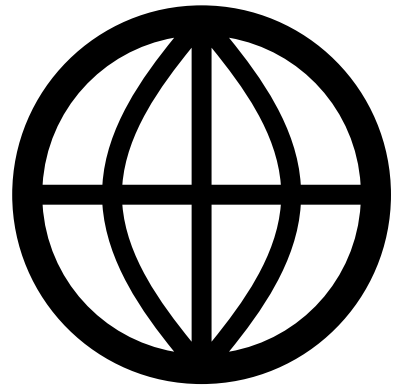
- Westside TAD Strategic Implementation Plan
- Westside Implementation
- Land Use Action Plan
- Community Retention Plan
- Land Use Framework Plan
- Land Use Zoning Work







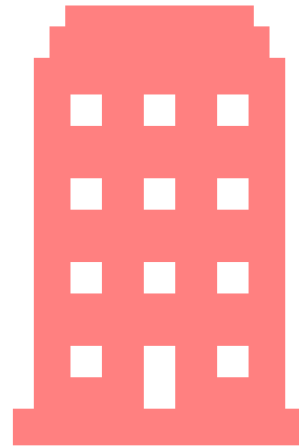
Community Retention Plan



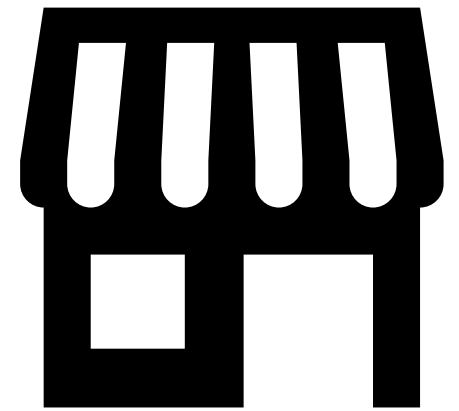
**Overall
Strategies**



**Homeowner
Strategies**



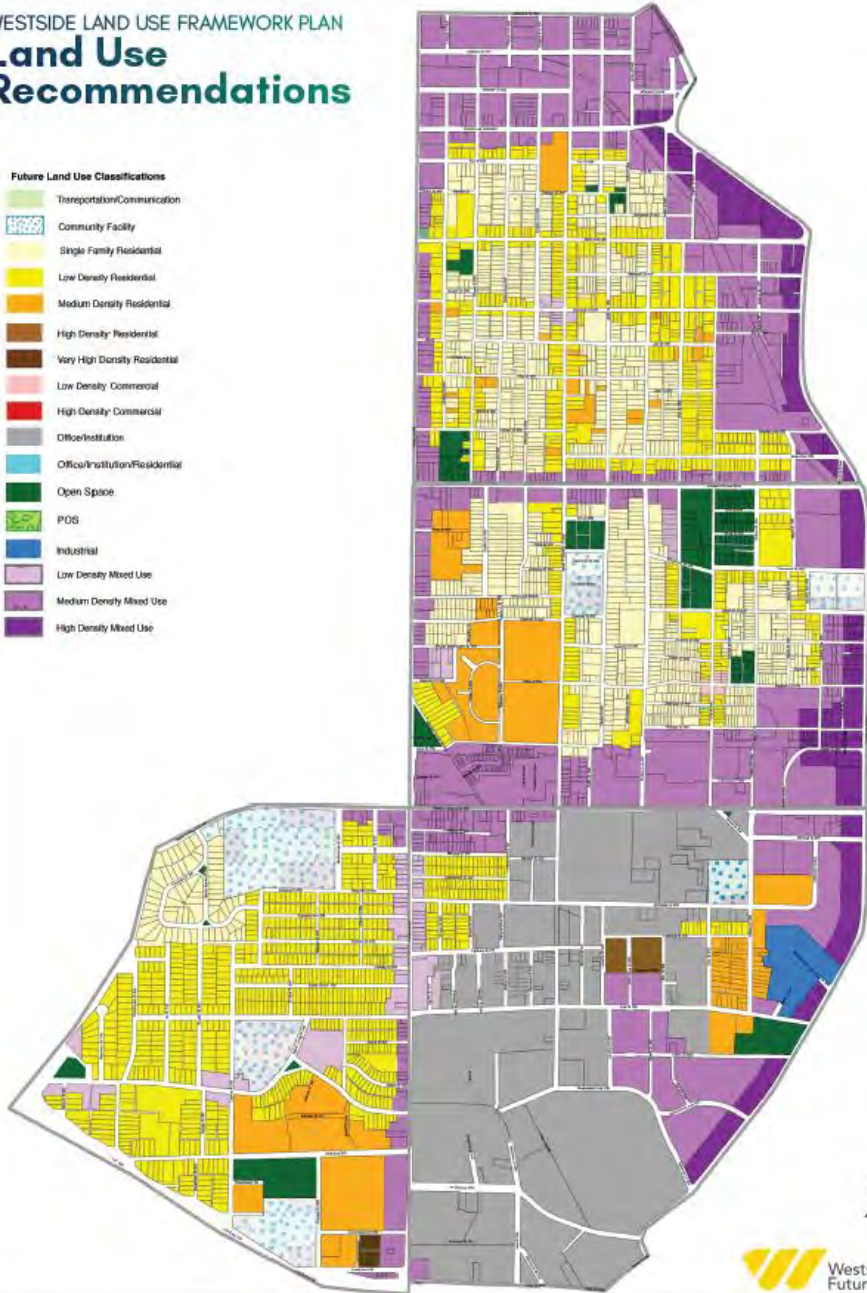
**Renter
Strategies**



**Business
Strategies**

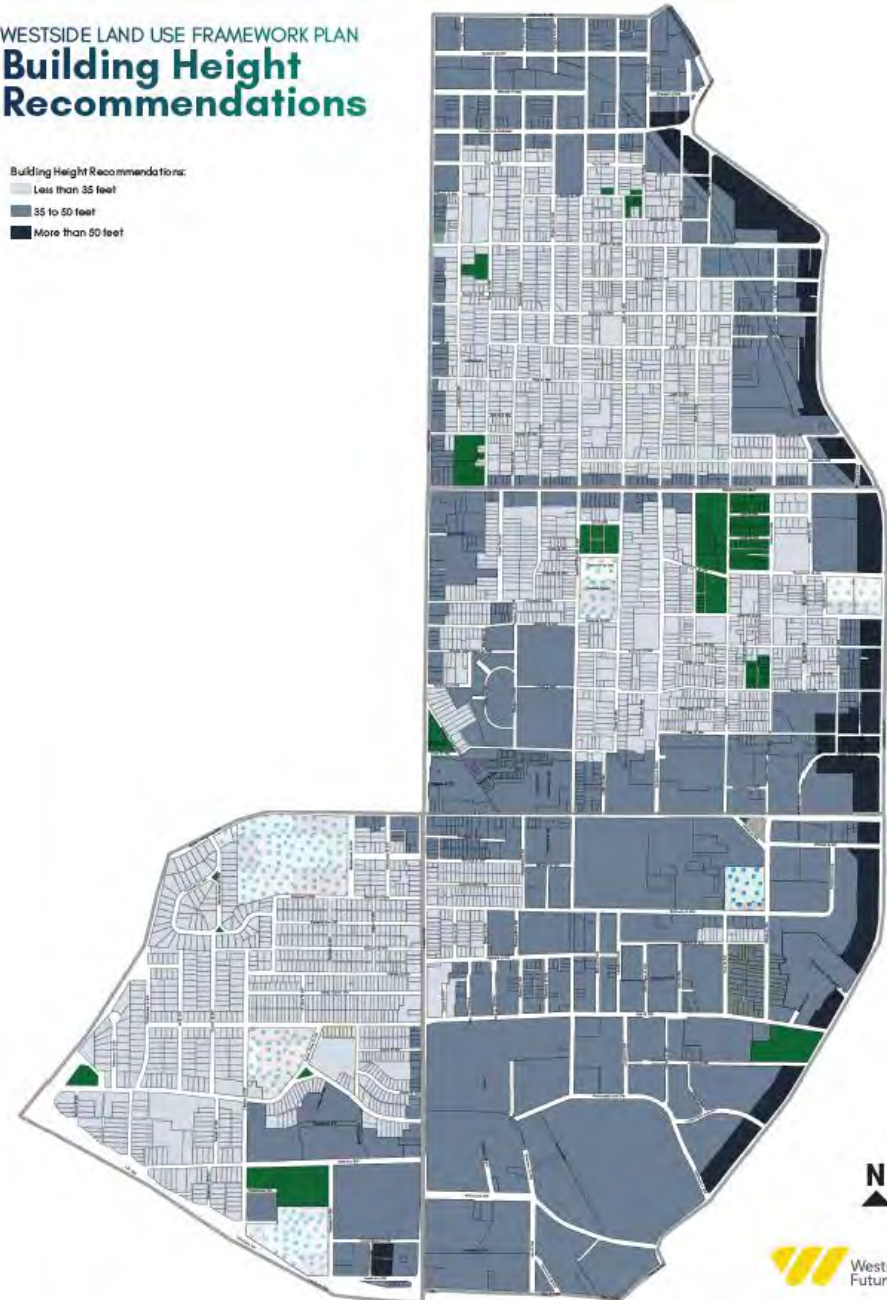
WESTSIDE LAND USE FRAMEWORK PLAN
Land Use Recommendations

- Future Land Use Classifications**
- Transportation/Communication
 - Community Facility
 - Single Family Residential
 - Low Density Residential
 - Medium Density Residential
 - High Density Residential
 - Very High Density Residential
 - Low Density Commercial
 - High Density Commercial
 - Office/Institution
 - Office/Institution/Residential
 - Open Space
 - POS
 - Industrial
 - Low Density Mixed Use
 - Medium Density Mixed Use
 - High Density Mixed Use



WESTSIDE LAND USE FRAMEWORK PLAN
Building Height Recommendations

- Building Height Recommendations:**
- Less than 35 feet
 - 35 to 50 feet
 - More than 50 feet



Difficulties Encountered



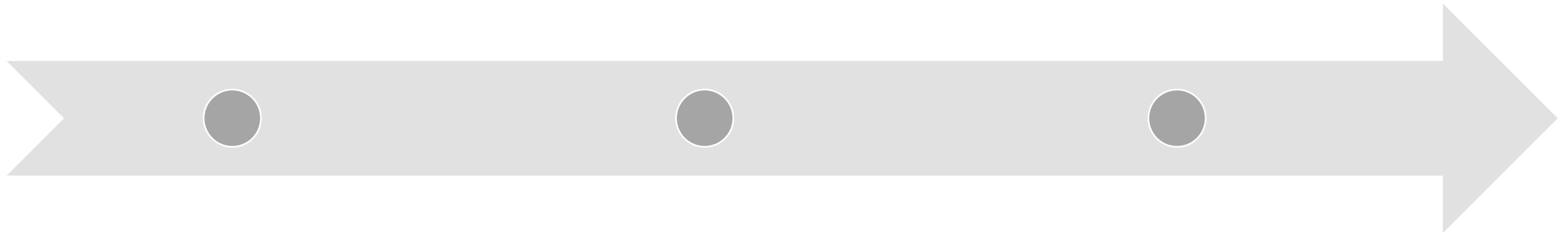
- 1. Traditional Community Engagement Processes Not Effective**
- 2. Shift in Neighborhood Leadership**
- 3. Large, Difficult to Reach Renter, Homeowner, Investor Population**
- 4. Trust Deficit**
- 5. Competing Ethical Visions**

**How was
Upstream
Engagement
incorporated?**

1. Establish a System of Ethics Upfront

Ethics

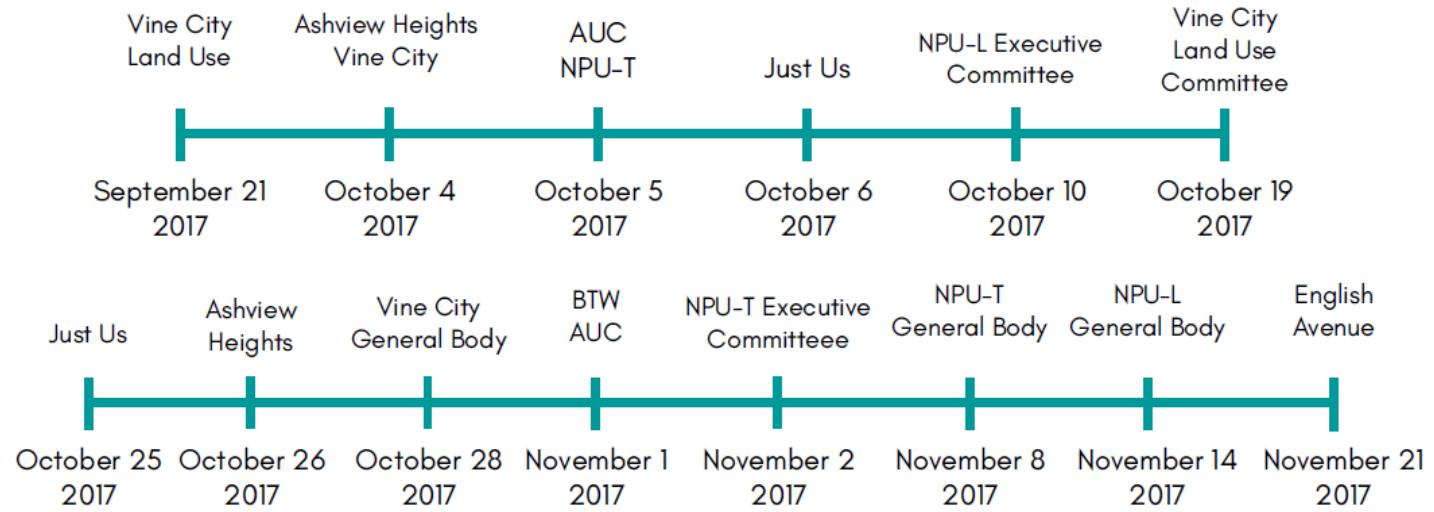
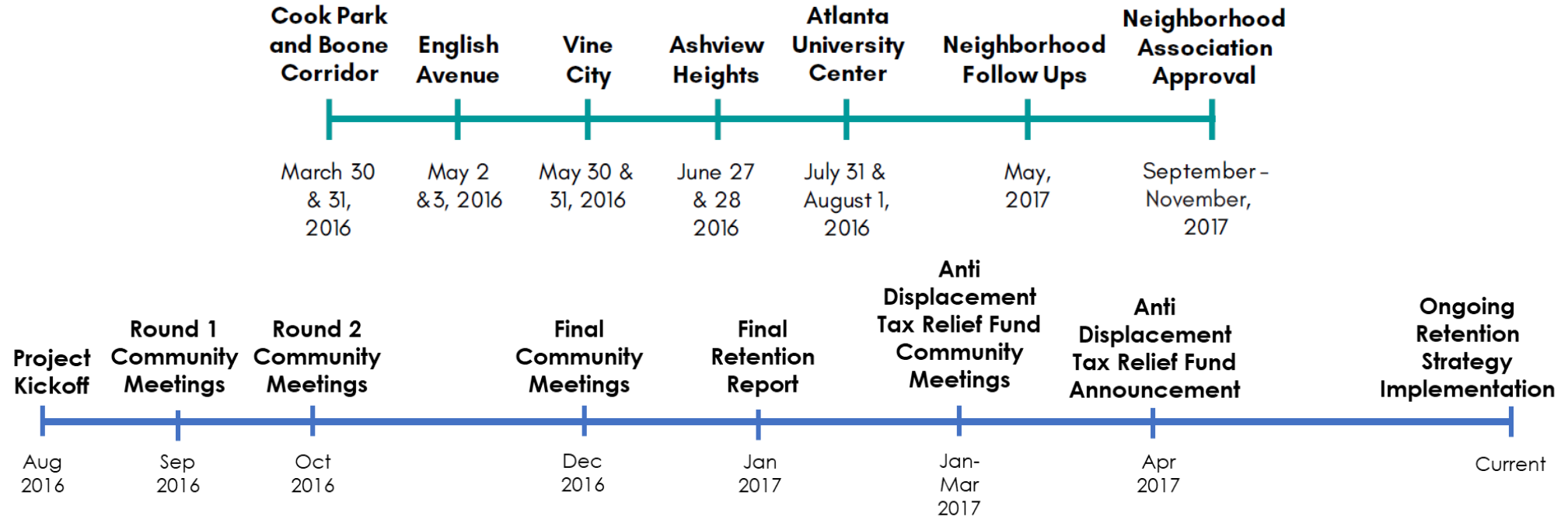
Politics



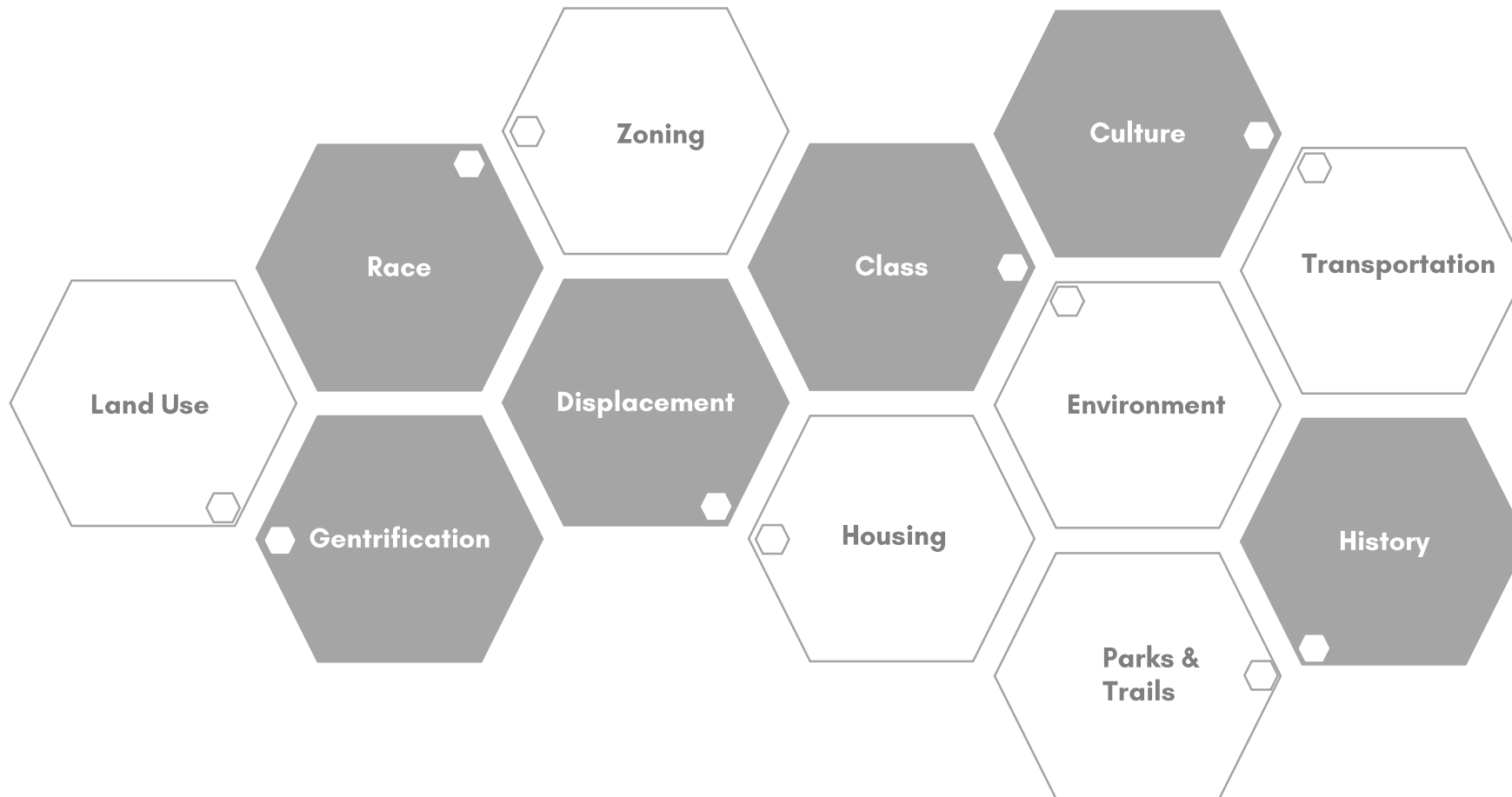
Vision

2. Trust Requires Time

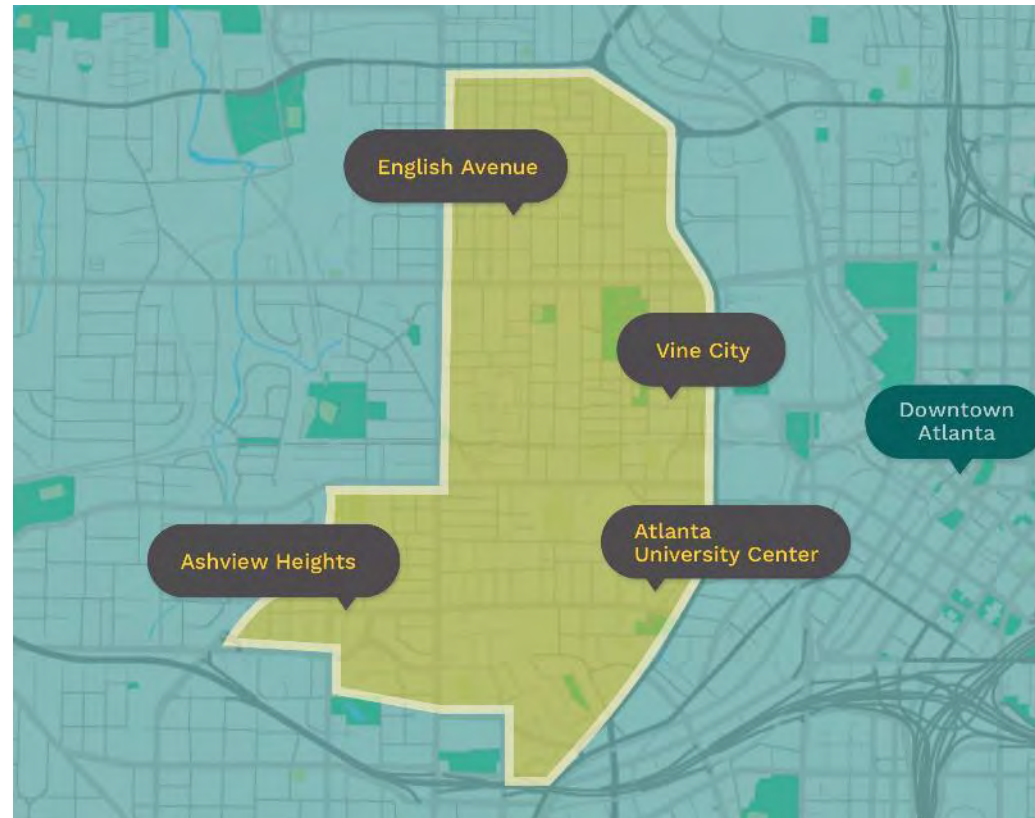




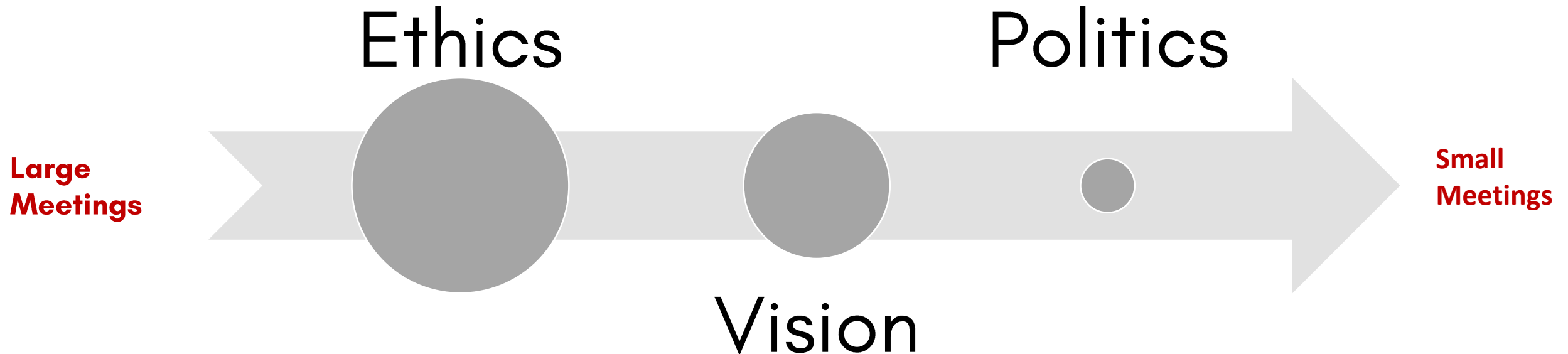
3. Keep Major Ethical Dilemmas in Sight



4. Big Geographies Benefit Ethical Discussions



5. Variety of Meeting Types



6. Focus on Individual Attention and Needs



7. Empower Leadership

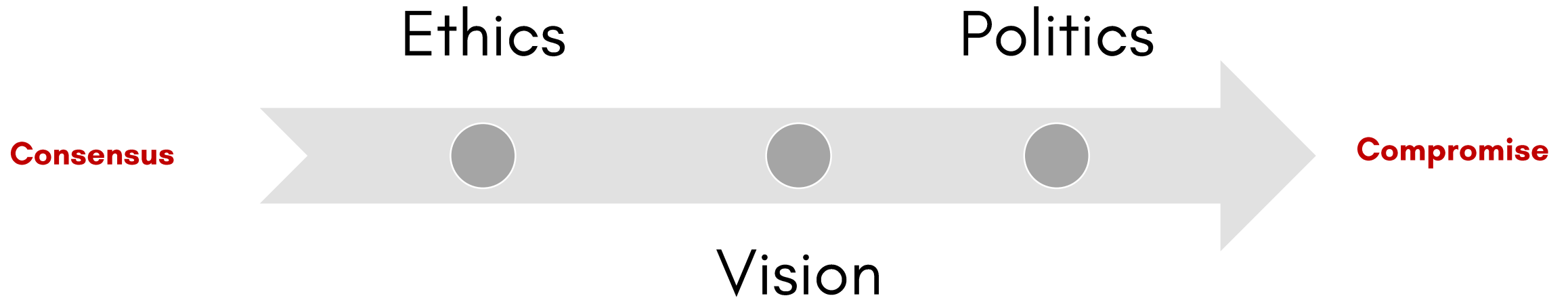


8. Acknowledge the Rabble

Rousers



9. Pursue Both Consensus and Compromise



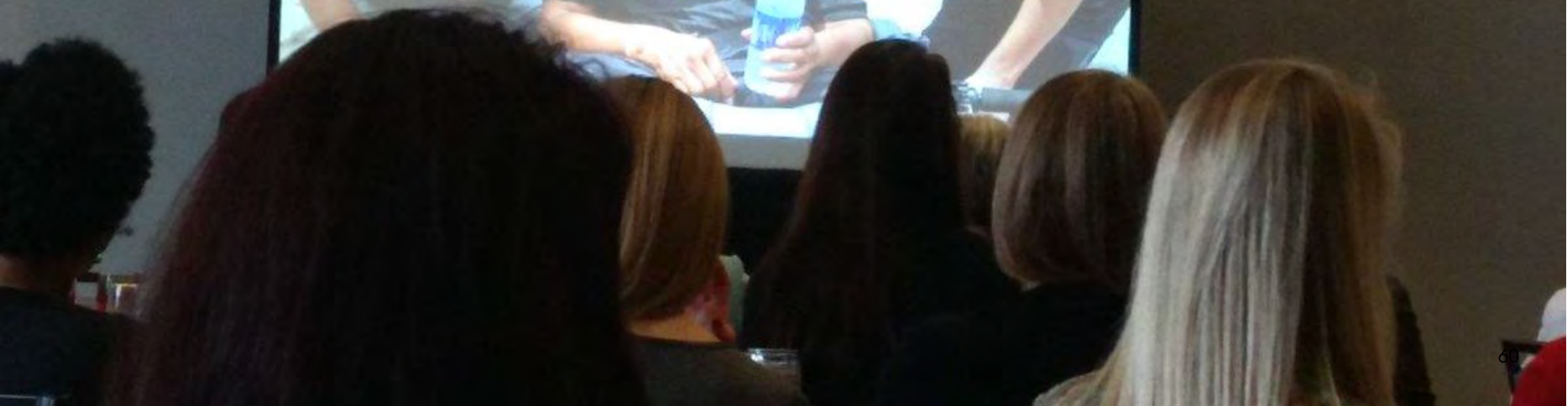


IN GOD WE TRUST

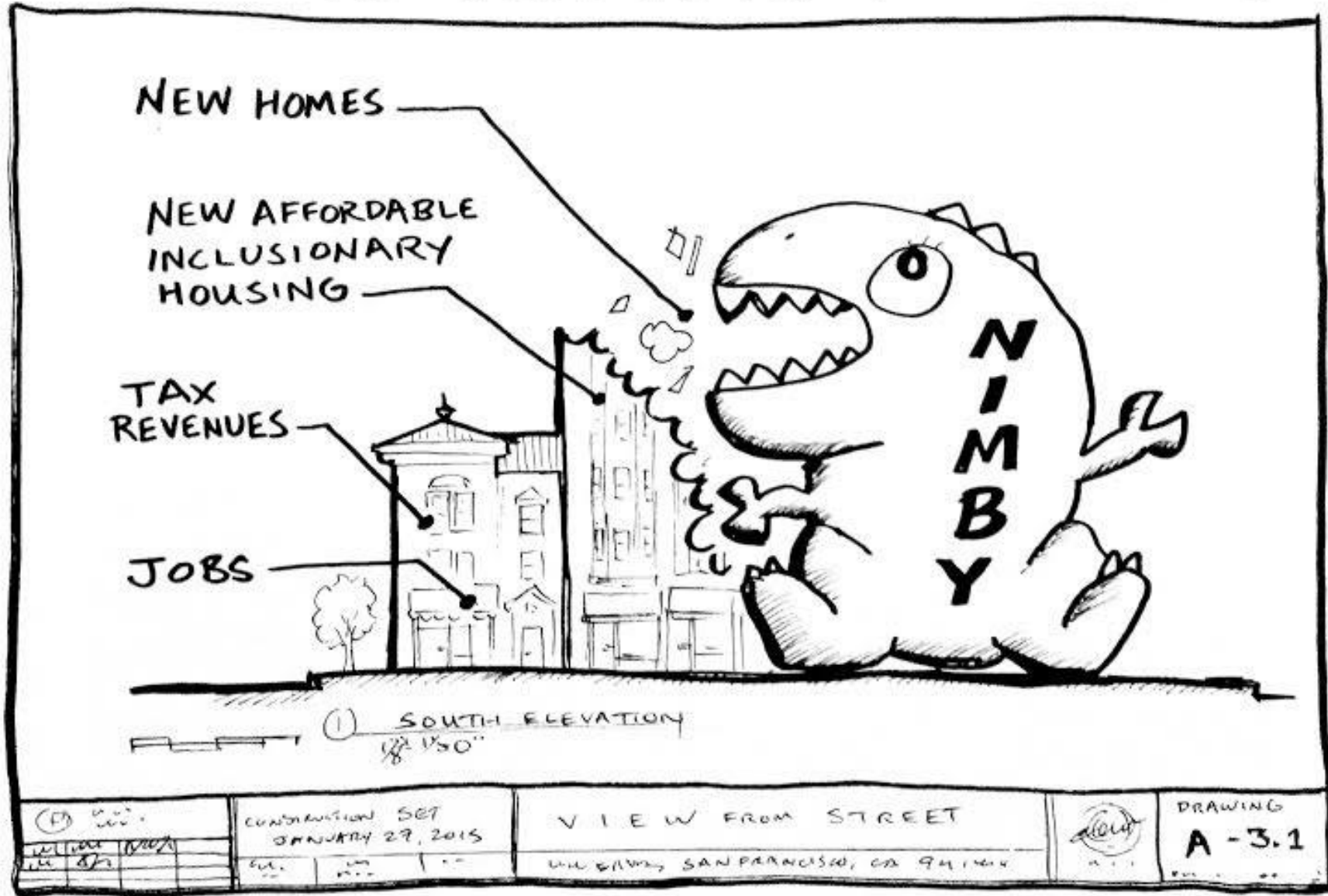
10. Action Breeds Trust

- Westside TAD Strategic Implementation Plan
- Westside Implementation
- Land Use Action Plan
- Community Retention Plan
- Land Use Framework Plan
- Land Use Zoning Work

Benefits of Upstream Engagement and Shared Ethics



THE REAL HOUSING MONSTER





**BLACK PEOPLE ARE BEING
PUSHED OUT OF ATLANTA**

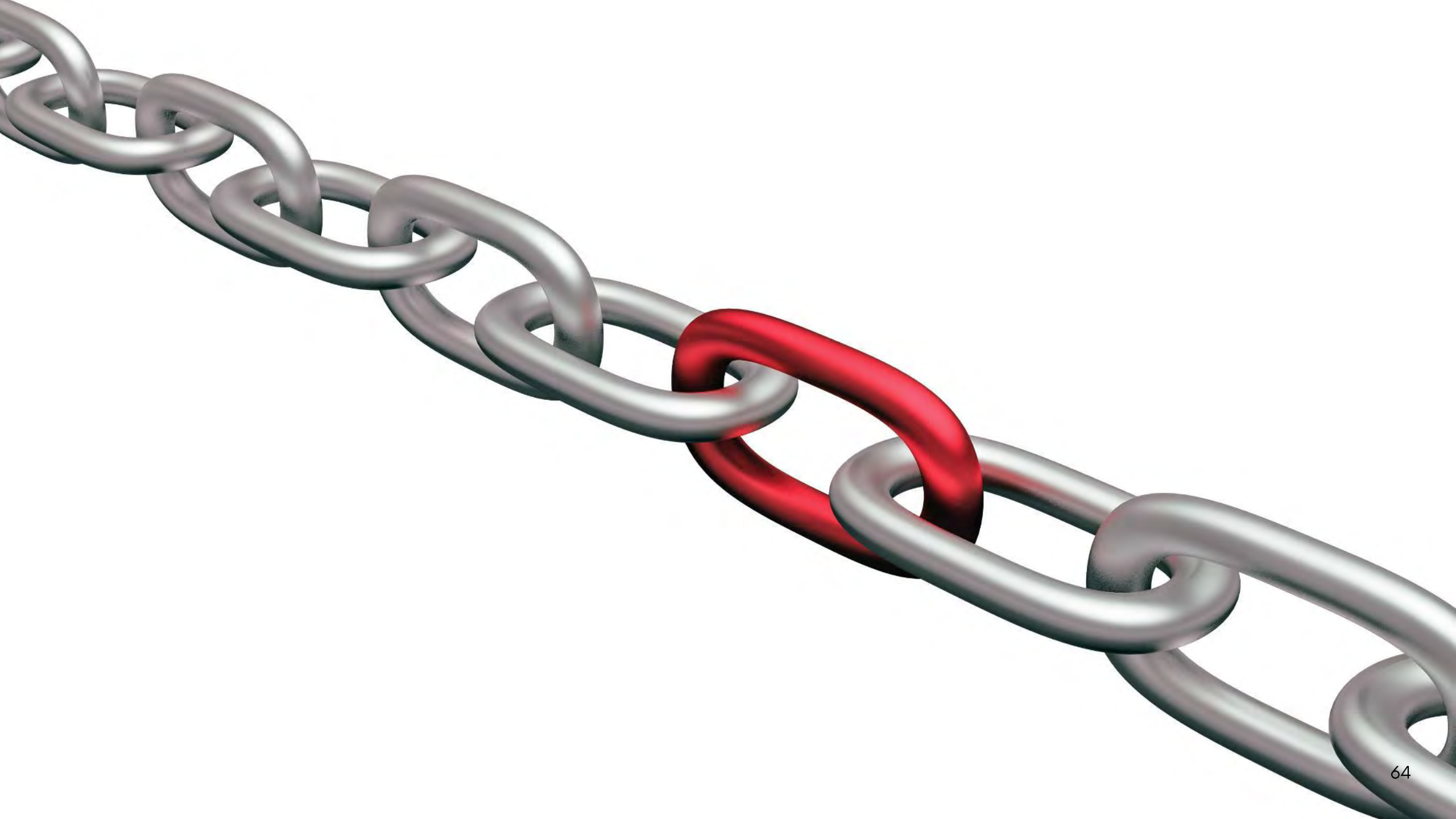
FEB 18TH

WWW.YOUWILLBEMOVED.ORG

PAID FOR BY BLACK CHANNEL FILMS

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LAMAR



Recap

- Examines, evaluates, and proposes a new community ethical framework
- Compatible with neighborhoods with development issues
- Requires a lot of upfront work, over multiple years

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