

RESILIENT ATLANTA

Actions to Build an Equitable Future



100 RESILIENT CITIES



RESILIENT ATLANTA

Actions to Build an Equitable Future

TABLE OF CONTENTS

04	Letter from Michael Berkowitz, 100 Resilient Cities
05	Letter from Mayor Kasim Reed
06	Letter from Chief Resilience Officer Stephanie Stuckey
08	Executive Summary
10	Introduction
	10. 100 Resilient Cities Overview
	12. Developing <i>Resilient Atlanta</i>
	16. Leveraging Atlanta's Existing Plans
	20. Atlanta's Resilience Challenges
	28. Organizing Vision for <i>Resilient Atlanta</i>
	29. A Guide to the Strategy
	30. City Resilience Framework
32	Vision 1: Preserve and Celebrate Who We Are
	34. Overview of Targets
	38. Target 1.1: Become a national leader by 2022 in addressing structural racism, reconciling historic racism, and promoting racial equity
	40. Target 1.2: Document and share the stories of Atlanta's 242 neighborhoods and Metro Atlanta's 29 counties
	42. Target 1.3: Build Atlanta's arts and culture sector to become one of the city's fastest growing industries by 2025
46	Vision 2: Enable All Metro Atlantans to Prosper
	48. Overview of Targets
	52. Target 2.1: Prepare 100 percent of Metro Atlanta's children for kindergarten
	54. Target 2.2: Connect 10,000 Metro Atlantans to at least 10,000 new livable wage jobs by 2020
	58. Target 2.3: Ensure career choice in Metro Atlanta
	60. Partner Feature: BeltLine Initiatives

66 Vision 3: Build Our Future City Today

68. Overview of Targets

72. **Target 3.1:** Improve quality, access, and distribution of affordable housing in Metro Atlanta

77. **Target 3.2:** Improve access to transportation across Metro Atlanta

78. **Partner Feature:** MARTA Initiatives

82. **Target 3.3:** Ensure every Atlantan lives within one-half mile of fresh food by 2025

84. **Target 3.4:** Create 500 new acres of publicly accessible greenspace by 2022

87. **Target 3.5:** Install sustainable energy- and water-efficient infrastructure improvements in public spaces as well as around 500 homes and businesses each year

94 Vision 4: Design Our Systems to Reflect Our Values

96. Overview of Targets

100. **Target 4.1:** Adapt and expand City systems to promote resilience planning by 2022

106. **Target 4.2:** Support policies and systems to increase civic participation from Metro Atlantans

110. **Target 4.3:** Achieve 100 percent use of clean energy citywide by 2035

112. **Target 4.4:** Improve public safety and community preparedness by strengthening community cohesion and program evaluation

116. **Target 4.5:** Promote Hartsfield-Jackson Atlanta International Airport into a national model for resilience, sustainability, and workforce development by 2025

118. **Partner Feature:** Hartsfield-Jackson Atlanta International Airport Initiatives

122 Platform Partner Spotlight

124 Call to Action

126 Appendices

126. Summary of Actions

142. Sources/Citations

144. Acknowledgments



On behalf of the entire 100 Resilient Cities team, I want to congratulate Mayor Kasim Reed, Chief Resilience Officer Stephanie Stuckey, and the City of Atlanta on the release of *Resilient Atlanta*, a major milestone for the city and for our partnership. This document lays out an extraordinary vision of urban resilience that can serve as a model to all and further burnish Atlanta’s role as a pioneer in urban innovation and “first to the future.” This is the 10th Resilience Strategy released in the United States, our 36th globally, and we are excited about the lessons learned to date reflected in this innovative document, as well as what Atlanta is poised to teach our global network and the world by developing a Strategy with keen focus on implementation.

Atlanta has modeled strength and ingenuity and is a valuable addition to a network of cities that are redefining what urban resilience means. Under the leadership of Mayor Reed, the city has already begun making great strides towards securing a vibrant future. It has done so by embracing its diversity; breathing new life into its communities; investing in its own local talent, as well as attracting new talent from across the U.S. and abroad; and, importantly, creating powerful partnerships with different stakeholders to create the kinds of lasting institutions that can anchor the city’s potential. Recent major civic projects such as the BeltLine, and investment in the city’s infrastructure that looks ahead several generations, reflect this energy and commitment and the feeling of

shared purpose that can realize the visions of this ambitious Strategy.

Resilient Atlanta builds on both the challenges and opportunities the city faces in order to ensure its resilience as it continues to grow as a national and global leader. Several themes guide its goals: equity, regional partnerships, and accountability to measure progress. These principles are broken down into concrete Targets and Actions, such as: creating a system to ensure equity and resilience in public investment, completing construction of the first segment of the Proctor Creek Greenway by January 2018, and eliminating the waiting lists for Pre-K for all 4-year-olds. Many other initiatives abound that directly address the city’s shocks and stresses, such as economic inequity, inadequate urban mobility, and destructive storms that can upend years of hard work. The Strategy also, importantly, reckons with the specter of structural racism and builds on Atlanta’s long history of civil rights to do so.

This Strategy reflects months of effort and tireless leadership, but in many ways the hard work is just beginning. We are excited to continue the next stage of our partnership and collaborate in the implementation of this groundbreaking Strategy that will help ensure a resilient future for Atlanta and propel the resilience effort worldwide.

— Michael Berkowitz
President, 100 Resilient Cities



“
This Strategy is a cohesive roadmap with ambitious, yet practical, initiatives that position Atlanta to be a global leader in the urban resilience movement.
”

Since our founding nearly 200 years ago, Atlanta’s progress has been ever-upward because we have responded to each crisis as an opportunity to be reborn stronger, safer, and better connected than before.

From being reduced to ashes during the Civil War to becoming the economic hub of the Southeastern United States, from segregation and Jim Crow to the cradle of the Civil Rights Movement, from a railroad terminus to the most-traveled airport in the world – our progress has been hard-fought but always strongest when built together.

Today Atlanta is stronger than ever, but not without its vulnerabilities: flooding, infrastructure collapse, and cybersecurity threats are sudden and painful shocks we must prepare for and protect against; while lack of affordable housing and public transit, income and opportunity disparities, and continued racial tensions represent chronic stresses we must address head-on and united.

Resilient Atlanta represents more than just the input of thousands of community members, business owners, students, entrepreneurs, faith leaders, and local activists. It is a cohesive roadmap with ambitious, yet practical, initiatives that position Atlanta to be a global leader in the urban resilience movement.

In fact, we know progress cannot wait, and we have already begun to implement some of the solutions outlined in our Strategy, including AgLanta Grows-a-Lot program, committing to 100 percent clean energy by 2035, and working with public and private partners to provide funding and resources to incentivize affordable housing development.

Being Mayor of Atlanta is the fulfillment of my lifelong dream. It has truly been an honor to serve as the 59th Mayor of Atlanta, especially during such a pivotal time in our city’s history as we emerge as a world-class leader in innovation, technology, and sustainability.

Most importantly, I sincerely appreciate the people of Atlanta who have been and will always be the key to making Atlanta a more resilient and equitable city for all who call it home.

— Kasim Reed
Mayor



I am proud to present *Resilient Atlanta*, a forward-thinking strategy that is action-oriented and reflects a year of tireless effort and collaboration.

Atlanta is a city of contrasts. We are home to some of the largest corporations in the world and some of the most progressive philanthropic institutions, yet we rank among the top cities for income disparities. We have world-class colleges and universities, yet our K-12 system needs improvement. We are the cradle of the Civil Rights Movement – the birthplace of Martin Luther King, Jr. – yet we still struggle with racism and inequality. Only by preparing Atlanta’s individuals, communities, institutions, businesses, and systems to survive, adapt, and grow no matter what chronic stresses and acute shocks we experience can we bring our city closer to our vision of resilience.

Resilient Atlanta is framed by four visions, 16 measurable targets, and nearly 60 concrete and deliverable actions. It seeks to:

- Preserve and Celebrate Who We Are;
- Enable All Metro Atlantans to Prosper;
- Build Our Future City Today; and
- Design Our Systems to Reflect Our Values.

It is a holistic roadmap with initiatives that maximize the city’s assets, like strengthening Atlanta’s arts and culture sectors to promote economic development, connecting Metro Atlantans to new careers and skill development opportunities, as well as revamping city policies and systems to encourage civic participation from all residents. Other such comprehensive projects abound, many of which leverage the good work already being done by our partners in the public and private sectors.

Atlanta’s Strategy is drafted with verbs. This is intentional, as we are laser-focused on implementation. In fact, several initiatives are already underway, including Atlanta’s first food forest, an affordable housing assessment, and improved access to non-automobile transportation methods. We know that our success will not be measured only by how well we plan but also by how well we act to positively impact the lives of all Metro Atlantans. While the Strategy is aimed at long-term visions, the Actions have time frames for completion. We are committed to annual updates to keep us honest and accountable as well as full strategy refreshes every four years to adapt to our ever-changing landscape.

Resilience starts with all of us. I want to acknowledge and sincerely thank the generosity of time and talent from stakeholders, volunteers, and citizens in creating this vision of our city that is open, diverse, and proactive. Most importantly, my heartfelt thanks goes out to the neighbors and residents who shared with us your aspirations for a more resilient Atlanta. This Strategy belongs to all of you. I hope it will inspire us to work together to create a world-class city of the future.

As the city and region continue to transform, the resilient city envisioned in this Strategy will only be achieved with the support of Atlanta’s stakeholders. Your input is important and will continue to shape the Strategy and Actions in the years ahead. If you would like to partner on any initiatives, please contact resilient@atlantaga.gov or 404-865-8715.

— **Stephanie Stuckey**
Chief Resilience Officer



SCADpad.
Photo Credit: City of Atlanta

EXECUTIVE SUMMARY

Atlanta’s city symbol is the phoenix – a mythical bird that is cyclically reborn from the ashes of its past. This symbol was adopted in the period after the Civil War when, after being burned to the ground during General Sherman’s March to the Sea, Atlanta reemerged from the ashes and completely rebuilt itself. The symbol took on renewed meaning in the 1960s when the city became the birthplace of the Civil Rights Movement. Throughout the mid-20th century, the city served as a beacon of economic opportunity for all races, particularly among the Black population, with a robust industrial sector from the railroads and a burgeoning business sector.

In the late 20th century, however, much of the city’s population, especially White residents, moved to the suburbs. Suburban sprawl, in part, prompted large-scale development of the region’s highway network. This geographic shift in population from the city’s downtown core to its outer suburbs occurred as the city experienced a decline in industry and a waning economy. Despite the city’s history as a leader in Civil Rights, Atlanta’s Black population was disproportionately impacted by the city’s rapid de-urbanization and economic decline, which is a reality that remains in place today. Now, Atlanta has the opportunity to emerge from the past 40 years and embrace its current tidal wave of growth to become the Beloved Community that Martin Luther King, Jr., and countless Atlantans of all races, envisioned so many decades ago. To become the city we desire, we must strengthen Atlanta’s resilience.

But it is important to remember that Atlanta is more than a city; it sits within an expansive Metro region. Metro Atlanta is comprised of 29 vibrant counties, home to 5.6 million people today, and projected to grow to 8 million people by 2040. One factor attracting regional

population and job growth is Atlanta’s position as a transportation hub, not just for the country but for the world. Hartsfield-Jackson Atlanta International Airport is the most traveled airport in the world for daily passenger flights. Additionally, Atlanta’s ability to attract and retain major corporations, including 15 Fortune 500 companies, is a strength to build upon. These corporations not only serve as major economic drivers but as key contributors to the civic, social, and philanthropic vitality of the Metro region. While this Strategy originates with the city, it is meant to encompass and benefit the region as a whole, just as shocks and stresses affect the region as a whole – for we are greater together as a unified region than as siloed jurisdictions.

Resilient Atlanta includes a comprehensive and actionable set of Visions, Targets, and Actions that addresses the region’s most pressing stresses and seeks to build capacity among residents and city systems alike to better withstand future shocks. The Strategy is organized into four leading Visions which reflect residents’ and stakeholders’ aspirations for Atlanta’s future. We have set Targets supported by Actions that detail specific programs and policies to realize each Vision:

Vision 1: Preserve and Celebrate Who We Are.

Preserve and enhance Metro Atlanta’s culture, shared identity, and history to build social cohesion and cultivate the creative economy. The Targets and Actions under this Vision aim to increase community cohesion, address racial inequity, and strengthen Atlanta’s culture and creative economy.

Vision 2: Enable all Metro Atlantans to Prosper.

Reduce the barriers preventing Atlantans from achieving economic stability and security to increase access to opportunity and move Atlanta out of the nation’s top 10 cities ranked for income inequality. The Targets and Actions under this Vision support improving economic mobility and inter-generational wealth building by focusing on early childhood education and workforce development opportunities for all.

Vision 3: Build Our Future City Today.

Facilitate the development of an equitable and inclusive city while preserving and expanding Atlanta’s natural environment. The Targets and Actions under this Vision foster vibrant, healthy, and equitable neighborhoods that will improve the quality of life for all Atlantans through expansion of affordable housing, diversification of transportation modes, increased access to fresh food, improved proximity to greenspace for recreational use, as well as investments in sustainable and resilient infrastructure improvements.

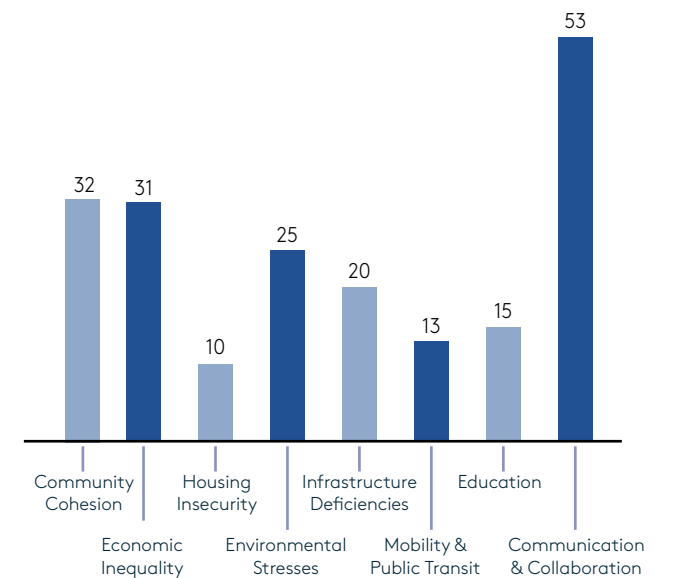
Vision 4: Design Our Systems to Reflect Our Values.

Adapt Atlanta’s civic systems to enable the City to become a leader in equity, sustainability, and resilience. The Targets and Actions under this Vision seek to improve the efficiency and usability of city systems to encourage greater civic engagement and institutionalize use of the resilience lens among decision makers across Atlanta.

Public, private, and nonprofit partners across the city are already engaged in this process and have taken the lead on the nearly 60 strategic Actions outlined in the Strategy. Together, this resilience framework sets the foundation for a stronger, cross-collaborative regional approach to problem solving and resilience building.

Resilient Atlanta is an aspirational strategy which builds on the strengths of regional growth, diversity, and integration, while addressing key challenges that face the region. The Visions, Targets, and Actions included in the Strategy were developed with input from over 7,000 Metro Atlantans, including 1,000 online survey respondents, more than 100 stakeholder interviews, 40 public events, and over 100 Working Group members comprised of public, private, nonprofit, and community experts as well as everyday residents. It builds on existing plans, expands strategic initiatives already underway, and develops innovative Actions to create a more resilient and equitable Atlanta. The result is a collaborative, action driven plan which will serve as a blueprint of how Atlanta can rise up from the ashes regardless of the shocks and stresses encountered.

As a living document, we will work closely with the new Mayor, set to assume office in 2018, to adapt the Strategy to align with the new administration’s priorities. In addition, we will conduct full updates to the Strategy every four years, supplemented by report cards assessing our progress which will be released at the beginning of each fiscal year, starting in July 2019. Please visit www.resilientatlanta.com for the latest on updates, events, and opportunities to get involved.



Number of Resilient Atlanta Actions Addressing the City’s Resilience Challenges

100 RESILIENT CITIES OVERVIEW

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) helps cities around the world become more resilient to the physical, social, and economic challenges that are a growing part of the 21st century. 100RC provides this assistance through: funding for a Chief Resilience Officer in each member city who will lead the resilience efforts; resources for drafting a resilience strategy; access to private sector, public sector, academic, and non-governmental (NGO) resilience tools; and membership in a global network of peer cities to share best practices and challenges.

Atlanta joined the 100RC network as part of the third wave of cities selected in 2016, and through its participation, is committed to demonstrating global leadership in resilience and taking advantage of membership resources and opportunities.

100RC supports the adoption and incorporation of a view of resilience that includes not just **shocks** – such as floods, infrastructure failure, and other acute events – but also **stresses** that weaken the fabric of a city on a day-to-day or cyclical basis, such as economic hardship or social inequality. By addressing both shocks and stresses in a holistic manner, a city becomes more able to respond to adverse events and is better able to deliver basic functions in both good times and bad.

What is Resilience?

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and thrive no matter what kinds of chronic stresses and acute shocks they experience.

Resilient Cities Demonstrate Seven Qualities:

Reflectiveness and resourcefulness are about the ability to learn from the past and act in times of crisis. Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviors accordingly.

Resourceful people and institutions are able to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals.

Robustness, redundancy, and flexibility are qualities that help to conceive systems and assets that can withstand shocks and stresses as well as the willingness to use alternative strategies to facilitate rapid recovery. Robust design is well-conceived, constructed, and managed and includes making provisions to ensure failure is predictable, safe, and not disproportionate to the cause. For example, protective infrastructure that is robust will not fail catastrophically when design thresholds are exceeded.

Redundancy refers to spare capacity purposively created to accommodate disruption due to extreme pressures, surges in demand, or an external event. It includes diversity where there are multiple ways to achieve a given need. For example, energy systems that incorporate redundancy provide multiple delivery pathways that can accommodate surges in demand or disruption to supply networks.

Flexibility refers to the willingness and ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible through introducing new technologies or knowledge, including recognizing traditional practices.

Inclusive and integrated relate to the processes of good governance and effective leadership that ensure investments and actions are appropriate, address the needs of the most vulnerable, and collectively create a resilient city – for everyone.

Inclusive processes emphasize the need for broad consultation and ‘many seats at the table’ to create a sense of shared ownership or a joint vision to build city resilience.

Integrated processes bring together systems and institutions and can also catalyze additional benefits as resources are shared and actors are enabled to work together to achieve greater ends. For example, integrated city plans enable a city to deal with multidisciplinary issues like climate change, disaster risk reduction, and emergency response through coordination.

The Resilience Dividend

By investing in resilience-building actions and initiatives, cities stand to reduce the impact of acute shocks and chronic stresses – including those which cannot easily be predicted today. As cities continue to invest in resilience and implement integrated resilience-building actions, they will improve outcomes for individuals, the physical environment, and the economy for future residents to enjoy.

Building Resilience

*Building resilience starts by **identifying our most important problems first** and figuring out the best ways to tackle them together. For example, solutions that make **healthcare** more accessible can also keep our communities safer from **crime** and better prepared to handle **emergencies**. By considering how one policy can benefit the most people, resilience **helps everyone in the city, not just the wealthy and powerful**, and ensures our city **grows stronger, not just bigger**.*

The Atlanta Ferris Wheel at sunset in Downtown Atlanta.
Photo Credit: Mr.Carmichael1

DEVELOPING RESILIENT ATLANTA

On September 19, 2016, the City of Atlanta hosted an Agenda Setting Workshop at The Carter Center. It was well attended by a diverse cross section of Atlanta stakeholders and was the initial kick-off of the *Resilient Atlanta* effort. In November 2016, the City of Atlanta hired its first Chief Resilience Officer (CRO) and expanded, restructured, and renamed the Mayor's Office of Sustainability to become the Mayor's Office of Resilience. The CRO is an innovative position in city government that serves on the Mayor's Cabinet and coordinates resilience efforts across the City.

From November 2016 to October 2017, Atlanta's CRO and her team worked with over 7,000 Metro Atlantans to develop a clear actionable set of initiatives that articulate their aspirations for the city's future. Diversity is a cornerstone of Atlanta's rich history and culture, so the process was designed to ensure a broad range of participants representing Metro Atlanta's communities, neighborhoods, and perspectives.

The process was conducted in two phases. The first phase included a comprehensive campaign to engage Metro Atlanta residents and stakeholders in discussions about their perceptions of the city's strengths and

weaknesses - including an online public survey, extensive community meetings, and public outreach - and internal City coordination across agencies and plans. The findings from this outreach informed Atlanta's "Preliminary Resilience Assessment," which identified key priority areas that Atlantans agreed need to be addressed in order to build the city's resilience.

Residents and stakeholders who engaged in the process consistently expressed shared concerns that shaped and reinforced Atlanta's identified shocks and stresses. Atlantans focused on the need to address poverty and socio-economic inequity in the city and thus improving racial, economic, and social equity is paramount. Many Atlantans identified housing and housing insecurity as a primary concern, especially in the context of increasing gentrification and risk of displacement. Lack of affordable housing and displacement challenges are compounded by some Atlantans' inability to access and secure employment, which in turn is exacerbated by the city's limited transportation networks and workforce development. Furthermore, residents are not confident in the ability of the region's stakeholders to improve critical services, such as public transportation and stormwater management. Finally, residents feel that there

Atlanta Resilience Strengths & Weaknesses

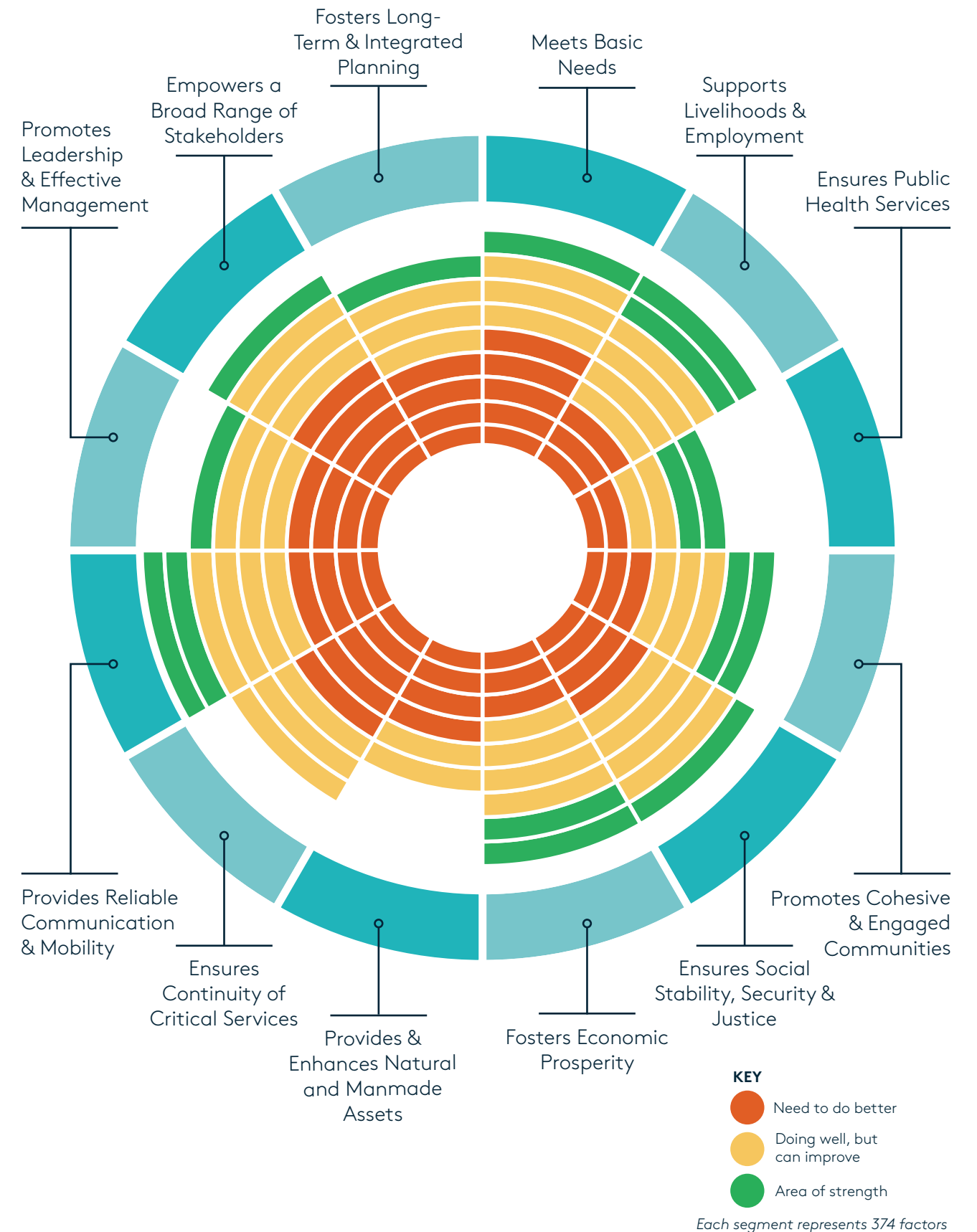
Overall Strengths:

Local identity and culture, medical facilities and healthcare, local business development and innovation, robust and diverse local economy, higher education

Overall Weaknesses:

Housing, land use development, infrastructure deficiencies, public transportation and mobility, education (K-12), communication and collaboration among stakeholders

Atlantans' Perceptions Based on Community Engagement



is a need to improve communication and collaboration between the government and the public to foster an environment of true community engagement.

In the second phase, the CRO and her team led five working groups to further explore key priority areas: civic engagement and transparent governance, housing and neighborhood development, economic and social mobility, transit accessibility, and resilient infrastructure. To ensure full transparency and that all of the working groups reflected the diversity of Metro Atlanta, working group members included representatives from academic, faith-based, non-profit, philanthropic, and business communities. Additionally, consistent with our commitment to inclusion, Atlanta was the first city in the 100RC network to use an open nomination process for residents to become members of the working groups. This facilitated open participation from the start and ensured community voices were an integral part of the Strategy process. The working groups researched opportunities and identified specific initiatives for the city to improve each priority area. At the

conclusion of this engagement in July 2017, the Mayor's Office of Resilience held a public open house to share the working groups' findings with the broader Atlanta community, which over 100 residents and stakeholders attended.

The Visions, Targets, and Actions that are the bedrock of *Resilient Atlanta* are informed by feedback from residents and stakeholders, and are grounded in Atlanta's vision of realizing a socially, economically, and racially equitable city. To achieve the goals outlined in this Strategy, the responsibility for the implementation of these initiatives must be shared by all stakeholders, including City government, community partners, institutions, and individual residents. Furthermore, to ensure our Strategy adapts as we evolve, it will be a living document. The Strategy as it stands has been vetted by the 2018 City of Atlanta Mayoral candidates, and we will work closely with the new Mayor to update the Strategy as needed to align priorities. To that end, we will conduct full updates to the Strategy every four years, and we commit to providing a report card of our process and updates each fiscal year, starting in July 2019.

Resilient Atlanta Development Timeline



STRATEGY ENGAGEMENT FACTS AND FIGURES

From September 2016 to October 2017, the City of Atlanta Mayor's Office of Resilience engaged a broad range of stakeholders in the Strategy development process. These individuals expressed shared concerns that shaped and reinforced Atlanta's identified shocks and stresses. Input spanned the Metro region and allowed the CoA team to gain a holistic picture of the city's needs.

7,000 Including engagement in 111 unique zip codes

Metro Atlantans were engaged throughout the development of *Resilient Atlanta*

Community Outreach	Depth of Feedback	Working Group Scope
1,000 Respondents answered a public survey	40 Public Events	100+ Individuals were recruited by the Mayor's Office of Resilience to become working group members in charge of developing the Visions, Targets, and Actions you see in this Strategy today
100 Unique stakeholder interviews	25 Neighborhood Planning Units	
	29 Georgia counties	

LEVERAGING ATLANTA'S EXISTING PLANS

Over the last decade, agencies and organizations across Atlanta have produced a range of reports and frameworks establishing a vision for the future of the city. *Resilient Atlanta* builds on these efforts by bringing together decades of planning and applying a resilience lens to projects previously identified or already underway. This Strategy sets specific Visions, Targets, and Actions in order to ensure that our future Atlanta is a more equitable, connected, transparent, and sustainable city.

Atlanta Housing Authority Vision 2022: Live. Work. Thrive. (2017)

a comprehensive five year strategic plan that renews the organization's focus on being the frontrunner of affordable housing in the City of Atlanta.

City for All Platform (2017)

an advocacy platform geared at ensuring new City of Atlanta leadership will take urgent action on housing affordability and accessibility.

City of Atlanta, Atlanta City Design (2017)

provides a design framework for the City of Atlanta around values of equity, progress, ambition, access, and nature, to create an inclusive future city for all.

City of Atlanta Capital Improvement Program (2017)

provides an implementation plan for the construction, maintenance, and renovation of public facilities and infrastructure over the next five years.

Our Future Atlanta Agenda (2017)

outlines an agenda for new City of Atlanta leadership to increase government transparency, strengthen civil society, ensure equitable growth, and create safer and healthier communities.

Partners for HOME ClearPath (2017)

provides a five-year public-private partnership strategy to make homelessness in Atlanta rare, brief, and non-recurring. ClearPath challenges the City to end veteran homelessness by 2017, end chronic homelessness by 2019, and end both youth homelessness and family homelessness by 2020.

Atlanta Regional Commission Atlanta Region's Plan (2016)

a long-range blueprint that details the investments that will be made over the next 20 years to provide world-class infrastructure, build a competitive economy, and ensure the region is comprised of healthy, livable communities. Its goals include: improving mobility by investing over \$93 billion in the region's transportation infrastructure; creating more vibrant, walkable communities; meeting the needs of the region's fast-growing population of older adults; and ensuring a supply of clean, abundant water.

City of Atlanta Comprehensive Development Plan (2016)

a guide for the growth and development of the City, which identifies present and planned physical, social, and economic development.

The plan includes goals, policies, and objectives around population, housing, economic development, natural resources, historic resources, community facilities, transportation, land use, and urban design.

City of Atlanta Green Infrastructure Strategic Action Plan (2016)

developed by the Department of Watershed Management with an interdepartmental Green Infrastructure Task Force, the plan incorporates environmentally sound engineering best practices into stormwater management with the goal of reducing City water runoff by 225 million gallons annually.

City of Atlanta Capital Improvement Program (2015)

is a planning and budgeting tool for the Department of Watershed Management that organizes system needs and prospective funding requirements for a five-year period. It identifies requirements for sustaining, restoring, and modernizing the facilities and infrastructure that support the water system, wastewater system, combined sewer control facilities, and general maintenance and repair priorities in the Atlanta service area.

City of Atlanta Climate Action Plan (2015)

challenges the City to reduce greenhouse gas emissions by 20 percent below 2009 levels by 2020, and by 40 percent below 2009 levels by 2030.

Hartsfield-Jackson Atlanta International Airport Master Plan (2015)

guides facility development to accommodate future aviation needs of the Atlanta region throughout a 20-year planning period, focusing on improvements to airfield, terminal/gate, landside, and support facilities.

City of Atlanta Creating Linkages and Eliminating Barriers: The Strategic Community Investment

Report (2013)

calls for focusing investments and resources in neighborhoods that are currently in transition or vulnerable to decline in order to pursue equitable growth.

TransFormation Alliance Strategic Plan (2013)

works to ensure that opportunities and benefits provided by investment in transit communities are made available to ALL residents. The work is underpinned by racial equity that is responsive to people within impacted communities by incorporating arts and culture-based community engagement, and by shaping better health and climate outcomes through housing, transit, and job access.

Atlanta BeltLine Equitable Development Plan (2009)

established the BeltLine's commitment to principles of equitable and sustainable development that will achieve lasting economic, environmental, and social benefits for everyone.

City of Atlanta Project Greenspace (2009)

provides a framework and strategy for creating a world-class greenspace system in Atlanta by 2030.

City of Atlanta Connect Atlanta (2008, 2015 appendices)

the first comprehensive transportation plan for the City, complete with a list of projects to guide major public investments in transportation for the next quarter century. These investments will expand mobility, accessibility, and mode share options; support continued economic growth; and enhance quality of life for residents, workers, and visitors alike.

Atlanta Regional Commission's Livable Centers Initiative (2007)

encourages local jurisdictions to carry out neighborhood-level planning studies that will link transportation infrastructure with land use plans to create more livable, walkable communities.

Existing Plan Alignment with Resilient Atlanta Visions

	Vision 01 Preserve and Celebrate Who We Are	Vision 02 Enable All Metro Atlantans to Prosper	Vision 03 Build Our Future City Today	Vision 04 Design Our Systems to Reflect Our Values
Atlanta Housing Authority Vision 2022 (2017)		●	●	
City for All Platform (2017)			●	●
City of Atlanta, Atlanta City Design (2017)	●	●	●	●
City of Atlanta Capital Improvement Program (2017)	●	●	●	●
Our Future Atlanta Agenda (2017)	●	●	●	●
Partners for HOME ClearPath (2017)			●	●
Atlanta Regional Commission Atlanta Region's Plan (2016)	●	●	●	●
City of Atlanta Comprehensive Development Plan (2016)	●	●	●	●
City of Atlanta Green Infrastructure Strategic Action Plan (2016)			●	●
City of Atlanta Capital Improvement Program (2015)			●	●
City of Atlanta Climate Action Plan (2015)		●	●	●

Existing Plan Alignment with Resilient Atlanta Visions

	Vision 01 Preserve and Celebrate Who We Are	Vision 02 Enable All Metro Atlantans to Prosper	Vision 03 Build Our Future City Today	Vision 04 Design Our Systems to Reflect Our Values
Hartsfield-Jackson Atlanta International Airport Master Plan (2015)			●	●
City of Atlanta Creating Linkages and Eliminating Barriers: The Strategic Community Investment Report (2013)			●	●
TransFormation Alliance Strategic Plan (2013)	●	●	●	●
Atlanta BeltLine Equitable Development Plan (2009)	●	●	●	
City of Atlanta Project Greenspace (2009)			●	●
City of Atlanta Connect Atlanta Plan (2008, 2015 appendices)			●	●
Atlanta Regional Commission's Livable Centers Initiative (2007)		●	●	

ATLANTA'S RESILIENCE CHALLENGES

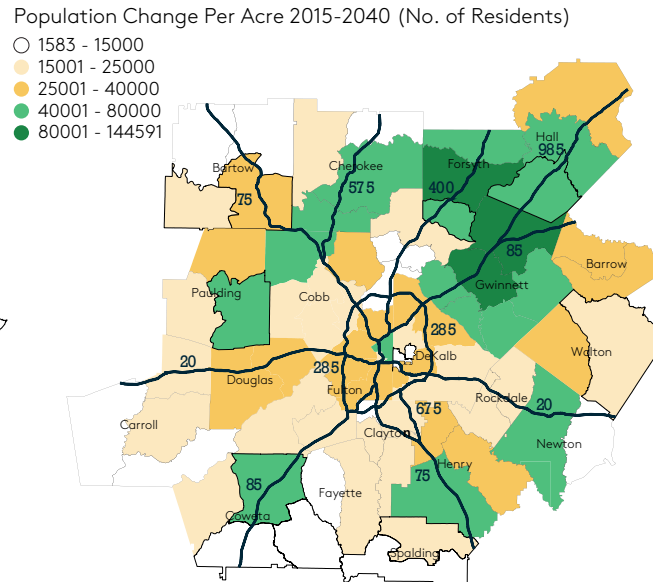
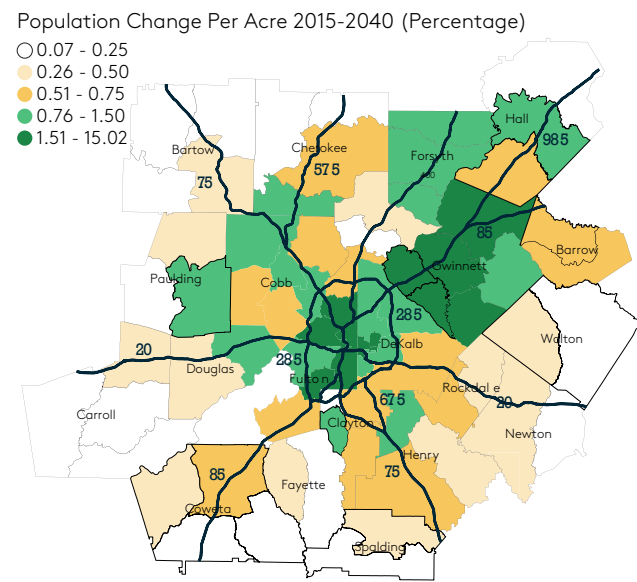
Atlanta, both the city and metro region, has experienced explosive growth over the last few decades. While residents and new businesses alike are increasingly attracted to the region, a history of growth, intertwined with periods of suburban sprawl, segregation, and lack of investment in infrastructure and affordable housing, has left some residents behind. To become the city we envision, we must address Atlanta's resilience challenges.

Community Cohesion

Both the City and region have experienced significant growth over the last decade. The city's population increased by 12 percent from

2010 to 2016, reaching 473,000 in 2016. This increase is slightly higher than that of the 29-county Metropolitan Statistical Area (MSA), which grew 10 percent over the same time period.¹ Net domestic in-migration has played a major role in the City's population growth as more millennials and middle income Americans move to lower cost Sun Belt cities like Atlanta.² The Atlanta Regional Commission estimates that by 2040 the wider 20-county Atlanta region will add 2.5 million people and 1 million jobs, increasing from 5.6 million to 8.0 million people and from 2.9 million to 3.9 million jobs.³

Atlanta is among the most ethnically integrated cities in the U.S. Data released by the Pew Research Center indicates that 78 counties nationwide experienced a switch in majority-minority population since 2000 and four of these counties are located in the Atlanta region.⁴ The city's recent population growth, however, has spurred changing demographic changes. From 2000-2016 the percentage of city residents

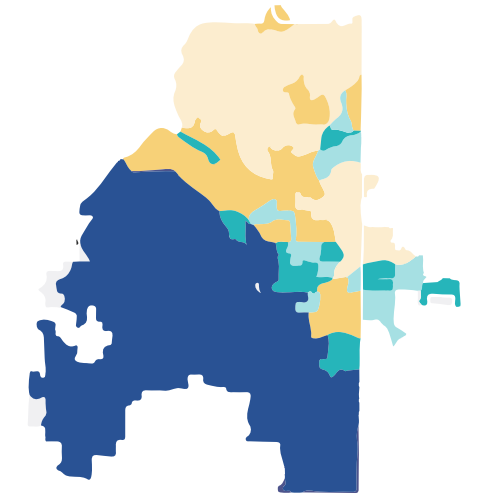


Population change by percentage and number of residents

Source: "Source: Atlanta Regional Commission

Population Change

- 12%** Atlanta's population increase between 2010-2016
- 43%** Atlanta's projected population increase, 2015-2040
- 8M** Number of people expected to live in Atlanta by 2040, growing from 5.5 million



% of Non-White Population

While the city is diverse, it is not spatially diverse. The non-white population is heavily concentrated in the south and west portions of the city. Source: Neighborhood Nexus

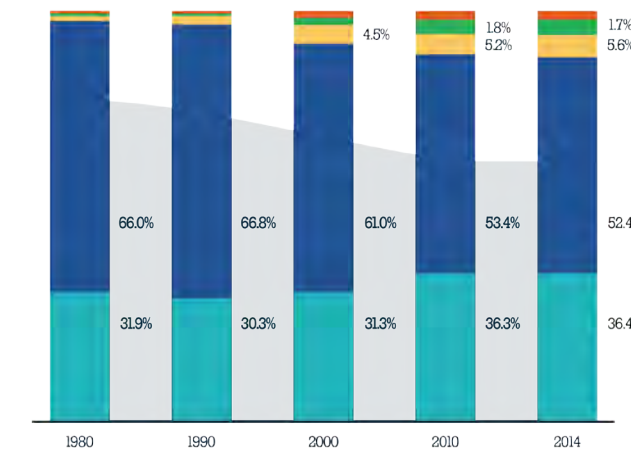
- 6% to 25%
- 28% to 44%
- 50% to 63%
- 65% to 82%
- 86% to 100%

who identify as either White or Asian increased by 7 percentage points and the percentage of African American residents decreased by 9 percentage points.

Furthermore, the region remains largely divided along racial lines with the White population clustered in the north and the Black population clustered in the south.

With this rapid population growth, coupled with expanding income inequality and numerous high-end real estate investments, Metro Atlanta is at risk of becoming an increasingly divided region – racially, socially, and geographically. Atlanta's vibrant culture and history and its

role in the Civil Rights movement are two of its most unifying traits; yet, if these qualities are not preserved and strengthened, the city could lose part of its tangible heritage. There is a need now more than ever to empower residents to strengthen community roots, preserve Atlanta's history, and embrace a shared, multi-generational identity.



Demographic Changes in Metro Atlanta

Source: National Equity Atlas

- Black
- White
- Latino
- Asian
- Other

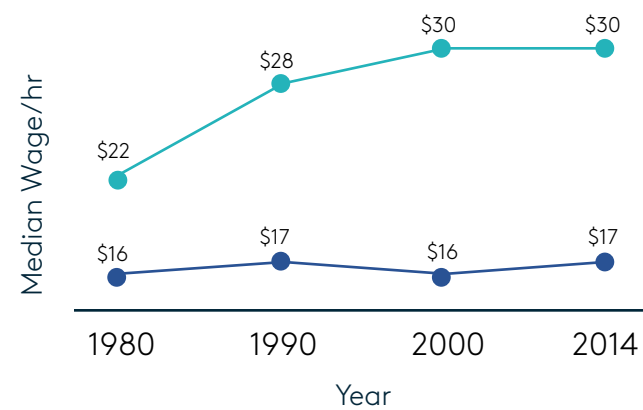
Economic Inequality

The City of Atlanta accounts for 59 percent of State's economic output despite making up only 4.8 percent of the State's population.⁵ Globally, the city's economy is equally impressive, ranking 10th in the world economy with a Gross Domestic Product (GDP) of approximately \$295 billion.⁶ Among the 12 largest U.S. metropolitan regions, Atlanta exhibited the fastest employment growth in 2016 with the addition of 75,000 jobs. The entertainment industry plays a major role in Atlanta's economy. In 2016, Georgia was the number one state in the U.S. for feature film production. As a result, the film industry has generated thousands of jobs and \$6 billion for Georgia's economy in FY 2015⁷ with an estimated 75-80 percent of productions filmed in the city.⁸

The music industry similarly has a significant impact on the both the culture and economy of Atlanta, contributing \$3.7 billion in economic impact annually.⁹

Another asset critical to Atlanta's economy is the Hartsfield-Jackson Atlanta International Airport, which is 10th in North America in cargo volume and generates \$34.8 billion in economic activity.¹⁰ The Hartsfield-Jackson Atlanta International Airport has been ranked as the world's most traveled airport by passenger traffic every year since 2000 and is considered a major hub for travel throughout the southeastern United States. The Airport also provides more than 63,000 jobs on site, making it the state's largest employer.

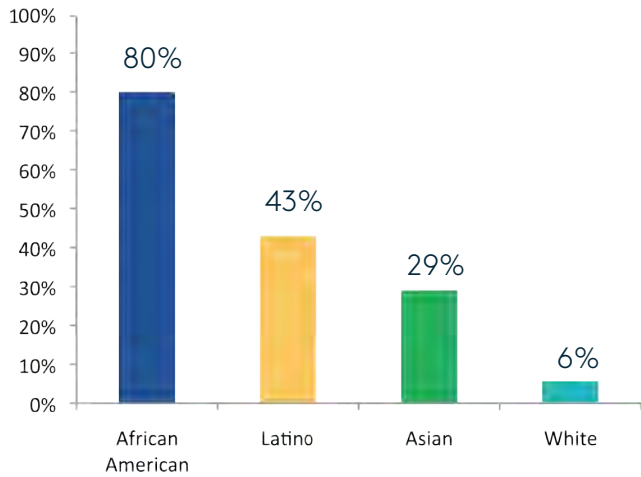
Despite Atlanta's array of economic assets and recent economic growth, Atlanta has the highest income inequality of any city in the U.S. and has continued to grow more unequal over the past decade.¹¹ In 2014, the poorest 20 percent of households in Atlanta earned less than \$15,000 annually, while the richest 5 percent of households in Atlanta earned more than \$288,000.¹² As the gap grows between rich and poor in the city, the middle class is shrinking. Compared to 50 other cities, Atlanta has the sixth lowest middle-class population (i.e. households with \$40,000-\$100,000 incomes), representing 32 percent of the population.



Wage Gap Between White Workers and Workers of Color

- White Workers
- Workers of Color

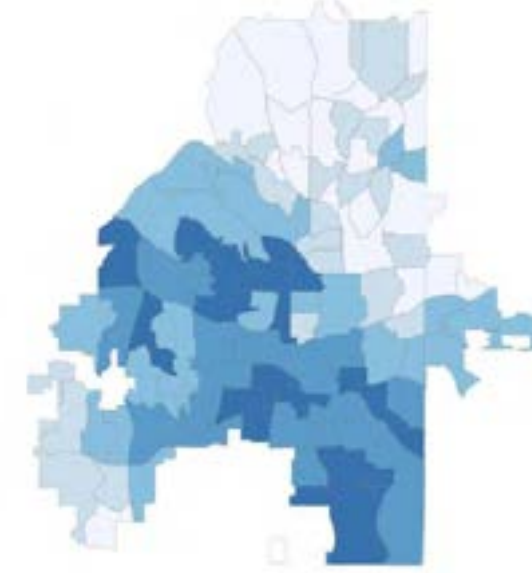
Source: Neighborhood Nexus analysis of the U.S. Census Bureau's 2008 - 2012 American Community Survey



% Children Living in High Poverty Communities by Race

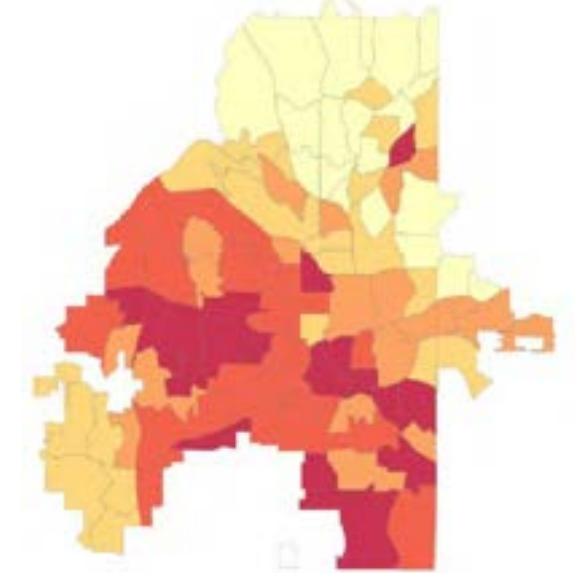
It is estimated that 25.5 percent of people in the city have incomes below the Federal poverty level. Like most cities, Atlanta's poverty is disproportionately experienced by the city's Black residents with 85 percent of Atlanta's Black children living in high poverty communities (where the poverty rate is higher than 20 percent), compared with 29 percent of Asian and six percent of White residents.¹³ Poverty and income inequality are also divided along geographic lines with the southern and western areas of the city particularly vulnerable.

Tackling economic inequality is paramount to creating a resilient, stronger Atlanta. Persistent poverty has intergenerational impacts as it limits the ability of young people to successfully achieve upward social mobility and break the cycle of poverty for the next generation. This means that we must address inequality today in order to create a stronger Atlanta tomorrow. As long as significant swathes of Atlantans lack access to quality jobs and stable incomes, the city and its residents continue to remain vulnerable to systemic stresses.



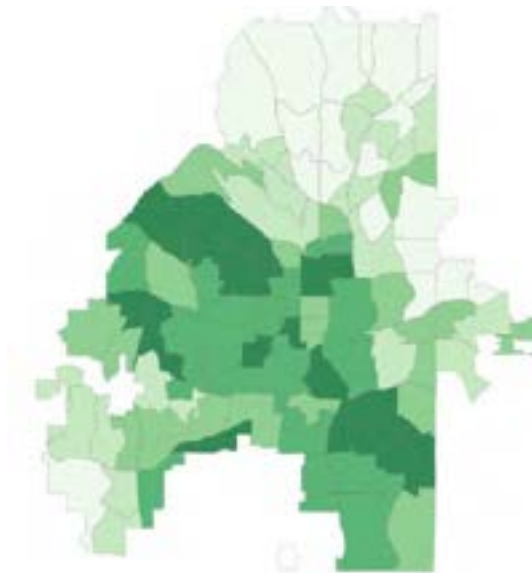
% Population with Less than a High School

- 24% to 41.3%
- 17.5% to <24%
- 9.6% to <17.5%
- 3% to <9.6%
- 0 to <3%



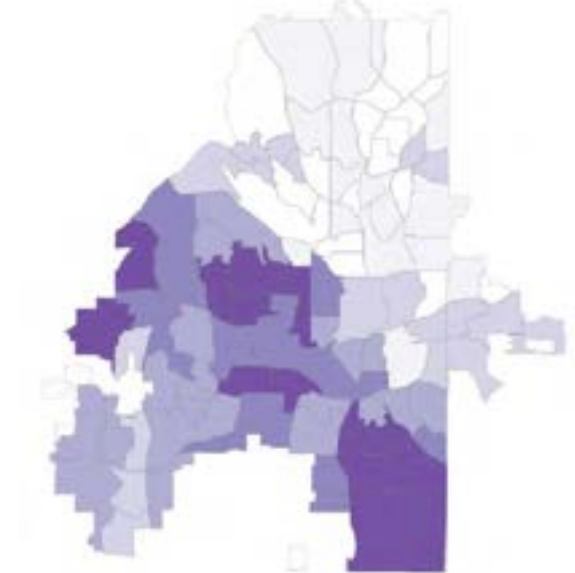
% Population without Health Insurance Coverage

- 28.3% to 41.7%
- 23.8% to <28.3%
- 16.7% to <23.8%
- 10.3% to <16.7%
- 0.3% to <10.3%



% of the Population in Poverty

- 41.2% to 71%
- 32.9% to <41.2%
- 19.2% to <32.9%
- 10.4% to <19.2%
- 1.9% to <10.4%



Teen Birthrate per 1,000 Births (2008-2012)

- 202.5 to 269.1
- 166.1 to <202.5
- 114.3 to <166.1
- 48.5 to <114.3
- 0 to <48.5

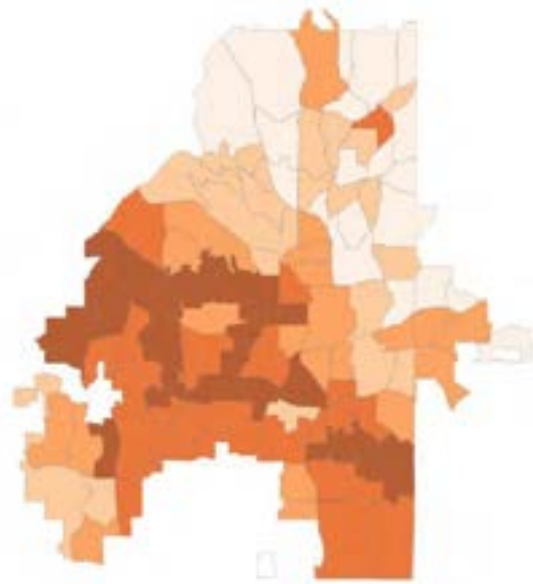
Source: National Equity Atlas

Housing Insecurity

Atlanta's economy and housing market was hit hard by the 2008 housing crisis. Since then, however, the city's housing market has recovered and is currently experiencing a wave of development and investment. Between 2000 and 2014, the city added nearly 40,000 new residential units, which grew the city's housing stock by 21.3 percent. More than 80 percent of these new units are part of multi-unit developments.

Although increased development is a boon for Atlanta's economy, there is growing concern that it has had an adverse effect on affordability. A 2015 study by a real estate research firm found that from 2012-2014, 95 percent of apartments built in Atlanta were classified as luxury rentals.¹⁴ The study also found that the average rent in the city rose from \$1.62 to \$1.74 per square foot, or 7 percent, between 2015 and 2016. Simultaneously, the number of low-cost rental units (less than \$750 a month) is declining by 4.4 percent per year.

Source: Neighborhood Nexus analysis of the U.S. Census Bureau's 2008 - 2012 American Community Survey

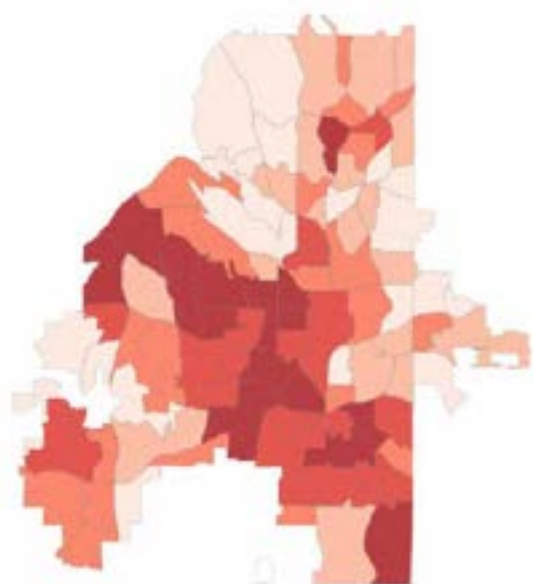


% of Units Where Cost of Rent is 30% or More of Renter Income

- 72.7% to 87.9%
- 62.4% to <72.7%
- 53.9% to <62.4%
- 40.9% to <53.9%
- 16.9% to <40.9%

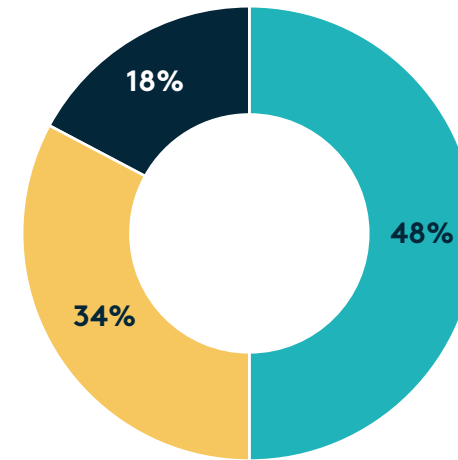
As a result of new higher-end development and an overall increase in cost of living, coupled with below national average household income, 16 percent of renters and homeowners are cost burdened by their housing situation and are housing insecure — spending at least half their income on housing costs.¹⁵ More specifically, 26 percent of renters are extremely cost burdened (spending more than 50 percent of their income on housing costs), indicating that renters are especially vulnerable to changes in the housing market. Since 2009, the number of extremely cost burdened renters has steadily increased.

Despite the need for more affordable housing, Atlanta has a high vacant property rate at nearly 20 percent (reaching up to 40 percent in some neighborhoods), which increased by two percent between 2010 and 2014.¹⁶ These vacant properties are largely concentrated in the south and west areas of the city, which struggle with blight and are especially vulnerable to gentrification forces as the Atlanta BeltLine plans to extend into these neighborhoods. These same neighborhoods have a significant number



% of Vacant Housing Units

- 28.9% to <48.9%
- 22.7% to <28.9%
- 17.9% to <22.7%
- 12% to <17.9%
- 6.6% to <12%



Housing Occupancy in Atlanta

Source: US Census Bureau, 2016 American Community Survey 1-Year Estimate

- Renter Occupied
- Owner Occupied
- Vacant

of households that are rent burdened.

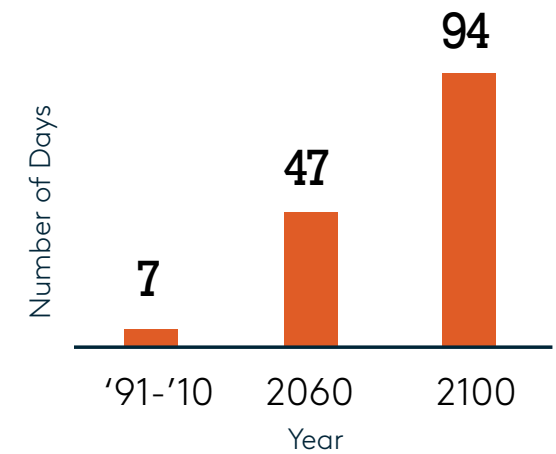
Environmental Stresses

In the past, Atlanta has normally experienced large amounts of rainfall, evenly spread through the year. However, as one of the few U.S. metropolitan areas not built around a major local body of water, the city is particularly vulnerable to drought. Exceptionally low amounts of rainfall in the region since 2007 have put increasing pressure on the city's water supply and recently caused Georgia's Environmental Protection Division to declare a Level 2 drought.¹⁷ A current project to repurpose the Bellwood Quarry as a 2.5 billion gallon reservoir will increase the city's reserve supply from just 3 days to 30 days in 2018. Reliability and access to water, however, will continue to be a resilience issue for Atlanta.

In addition to drought, the city faces substantial risk from rainfall flooding. In September 2009, Atlanta experienced historic flash flooding, which resulted in hundreds of millions of dollars in damages and the loss of at least ten lives. The flooding was so extreme that in one 24-hour period some counties in the region saw more than 20 inches of rain, conditions so rare that there is only a 0.01 percent chance of

it happening each year.¹⁸ The severity of this flooding was, in part, attributed to increased concrete surfaces, overfilled sewers, and blocked storm drains. Today, the city and region continue to face periods of intense flooding.

Finally, increasing temperatures and number of days with high temperatures pose a risk to Atlanta's residents and the environment. On average, across the country, cities are getting hotter faster than adjacent rural areas. Assuming greenhouse gas emission trends continue through 2100, within the next century Atlanta will be above 95 degrees Fahrenheit for more than three months per year.¹⁹ High temperatures are especially dangerous for infants and the elderly, and those living without access to air conditioning will be disproportionately impacted.



Number of Days Above 95 Degrees Fahrenheit & Future Predictions

Infrastructural Deficiencies

In 2014, the American Society of Civil Engineers (ASCE) issued an infrastructure report card for the United States assessing the quality and safety of the nation's infrastructure. Georgia received a C overall, with a C- for bridges and a D- for transit.²⁰ Despite continued growth of the Atlanta Metro region, the lack of major infrastructure investment since the 1996 Olympics places mounting pressure on already

stressed systems. In Atlanta, this is evidenced by the Interstate 85 bridge collapse in March 2017, which demanded that the City quickly expand its public transportation systems and work collaboratively with employers to mitigate commute challenges. This major shock also exposed the need for system wide improvements in order to make public transit and other pedestrian-oriented options more accessible, reliable, and viable as alternatives to personal automobile use.

The City is making strides to improve its transportation infrastructure. In 2015, the City of Atlanta hired its first Chief Bicycle Officer and in the summer of 2016 launched the Relay Bike Share program with 100 bicycles. In the summer of 2017, Relay Bike Share expanded to include 500 bicycles and is poised to grow to over 2000 bicycles at 200 stations in coming years. Currently, the City is expanding bicycle and trailway infrastructure through new Atlanta BeltLine and Proctor Creek Greenway trails and associated bike lanes. In 2016, city residents approved two sales tax referendums to address the city's pressing public transportation needs by funding Metropolitan Atlanta Rapid Transit Authority (MARTA) expansion, streetscape improvements, and bicycle and pedestrian amenities. Until these projects are implemented, however, large swaths of the city remain car-dependent and those without vehicles face long commutes on public transportation.

In addition to the city's "hard" infrastructure deficiencies, the City also faces challenges with its "soft" infrastructure. Almost all 242 of Atlanta's neighborhoods and 29 Metro counties harbor food deserts, which is indicative of a failing food system. This means that a majority of Metro Atlanta's residents live over a mile from a grocery store and, even then, not all grocery stores provide healthy food at an affordable cost. Likewise, the City's safety systems, including community preparedness training and neighborhood policing, continue to improve to ensure that all Atlantans feel safe in their neighborhoods, especially in the event of an emergency.

Finally, the City's civic infrastructure - the systems that facilitate public participation and policy implementation - have not been modernized in decades. For example, the City's Neighborhood Planning Units (NPU's), which were created in the mid-20th century to promote civic participation, vary in effectiveness from neighborhood to neighborhood. Additionally, Metro Atlanta is comprised of 29 counties in over 400 square miles of space, further complicating civic participation and coordination.



Atlanta Streetcar.
Photo Credit: City of Atlanta



Photo Credit: Central Atlanta Progress

ORGANIZING VISION FOR RESILIENT ATLANTA

Atlanta is at the precipice of change. In the past six years, the city has experienced a rapid influx of people, real estate investment, and economic expansion. This new wave of revitalization is evidenced by the mixed-use developments popping up across the city, a new stadium, and state-of-the-art office buildings. Yet, this revitalization has only occurred in some neighborhoods and for the benefit of some people. Indeed, parts of the city have flourished, while others have only continued to decline. Furthermore, these growing pressures exacerbate the impacts of chronic stresses and make it more challenging to respond to sudden shocks. As the City prepares for continued growth and investment, it is tasked with tackling the foundational challenges facing the Metro region and its residents today in order to ensure that Atlanta remains and, indeed, becomes a place that is livable, equitable, and accessible for all. Issues related to housing, transit, emergency response, infrastructure, education, workforce training, health and safety, and managed growth are paramount.

Building a resilient Atlanta will require that we find new approaches to addressing old problems. The *Resilient Atlanta* development process revealed that recurring themes related to social equity, culture and identity, and climate remain priorities for Atlantans. Rather than putting each of these topics in their own silo, we have included equity, culture and identity, and climate throughout the *Resilient Atlanta* Visions and, in doing so, intend to address these priorities, and elevate their importance, from multiple angles.

Creating resilience is also a collaborative effort. To build a resilient Atlanta and achieve these Visions, we will need to work across geographies, neighborhoods, counties, regions, government agencies, institutions, and organizations. We will leverage the power of data to inform our decisions, enable collaboration, and help us build our future Atlanta today and redefine the Atlanta dream.



CRO Stephanie Stuckey at the Midtown Atlanta Streets Alive. Photo Credit: Erik Voss

A GUIDE TO THE RESILIENCE STRATEGY

Resilient Atlanta is divided into Visions, Targets, and Actions. **04 VISIONS** → Aspirational view of the future that will lead to a resilient region. **16 TARGETS** → Measured goals for tracking progress toward achieving the Visions. **57 ACTIONS** → Policies, programs, or practices that the City and partners will implement to reach the Targets.

Action Page Overview

VISION LOCATION

ACTION NUMBER
Shown as Vision.Target.Action.

ACTION TITLE

RESILIENCE VALUE TO ATLANTANS
The resilience values are described using icons to represent the 12 drivers of the City Resilience Framework (see page 30). Each Action has a primary driver and up to two secondary drivers.

LEAD PARTNERS
List of the key implementation partners spearheading the actions. If interested in partnering, visit the *Call to Action* section of the Strategy.

POTENTIAL MEASURES OF SUCCESS
Quantitative ways to measure progress toward the goal, which can be measured on an annual basis.

ACTION SUMMARY
A description of the initiative in detail, including key partners and impact.

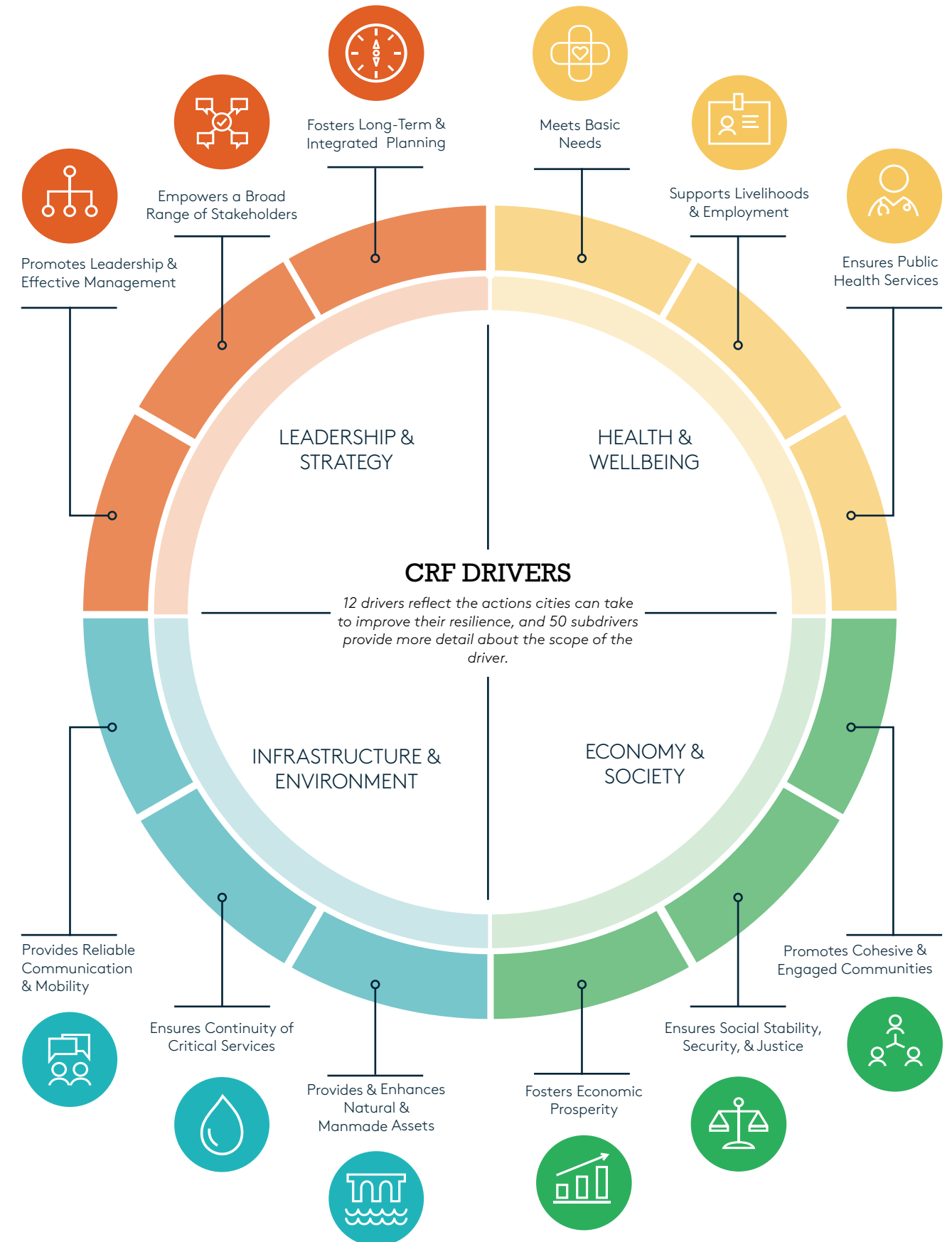
FUNDING
Listed on Actions that are partially funded or fully funded, along with the source of funding.

City Resilience Framework

The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience, and a common language that enables cities to share knowledge and experiences. The CRF is built on four essential dimensions of urban resilience:

- **Health & Wellbeing:** of everyone living and working in the city
- **Economy & Society:** the social and financial systems that enable urban populations to live peacefully and act collectively
- **Infrastructure & Environment:** the way in which man-made and natural infrastructure provide critical services and protects urban citizens
- **Leadership & Strategy:** effective leadership, empowered stakeholders, and integrated planning

 <p>MEETS BASIC NEEDS Particularly in times of crisis, ensure that people have access the basic resources necessary to survive.</p>	 <p>PROMOTES COHESIVE & ENGAGED COMMUNITIES Create a sense of collective identity and mutual support.</p>
 <p>SUPPORTS LIVELIHOODS & EMPLOYMENT Assist individuals to access diverse livelihood and employment opportunities, including access to business investment and social welfare.</p>	 <p>ENSURES SOCIAL STABILITY, SECURITY, & JUSTICE Ensure a comprehensive and inclusive approach to law enforcement and justice that fosters a stable, secure, and just society.</p>
 <p>ENSURES PUBLIC HEALTH SERVICES Provide access to effective public healthcare and emergency services to safeguard physical and mental health.</p>	 <p>FOSTERS ECONOMIC PROSPERITY Ensure the availability of funding and a vibrant economy as a result of diverse revenue streams, the ability to attract business investment, and contingency plans.</p>
 <p>PROVIDES & ENHANCES NATURAL AND MANMADE ASSETS Maintain protective natural and man-made assets that reduce the physical vulnerability of city systems.</p>	 <p>PROMOTES LEADERSHIP & EFFECTIVE MANAGEMENT Encourage capable leadership and effective urban management within government and civil society.</p>
 <p>ENSURES CONTINUITY OF CRITICAL SERVICES Actively manage and enhance natural and man-made resources.</p>	 <p>EMPOWERS A BROAD RANGE OF STAKEHOLDERS Ensure everybody is well informed, capable, and involved in their city.</p>
 <p>PROVIDES RELIABLE COMMUNICATION & MOBILITY Provide a free flow of people, information, and goods.</p>	 <p>FOSTERS LONG TERM & INTEGRATED PLANNING Align sectoral plans and individual projects with the city's vision to be coordinated and appropriate to address the city's needs.</p>



“

We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams.

- President Jimmy Carter

”

VISION

01

PRESERVE AND CELEBRATE WHO WE ARE

Preserve and enhance Metro Atlanta's culture, shared identity, and history to build social cohesion and cultivate the creative economy.



Photo Credit: Center for Civil and Human Rights.

VISION 01

PRESERVE AND CELEBRATE WHO WE ARE

We envision a city in which we acknowledge the past and allow our residents to feel empowered to share their stories for the benefit of the community. With these Actions, Atlanta will become a national leader in addressing structural racism while at the same time commemorating our rich cultural assets.

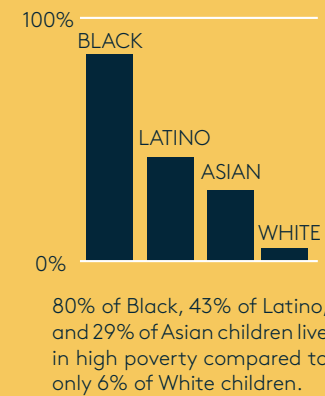
Atlanta is a diverse and growing city. The culture of Atlanta has been influenced by a range of significant historical events from the Civil War, to Civil Rights, to the Olympic Games. The city and its residents have recognized some of these key movements and moments in time through dedicated cultural institutions and museums; traditional modes of cultural expression, such as sculptures, art, and performances; and memorial sites. However, these do not capture the full human experience of these events. Ensuring the city grows cohesively and equitably requires both a recognition and understanding of what the city's culture has meant to residents over time, as told through personal stories, as well as an open conversation about what residents envision for the future identity of Atlanta. By embracing these stories, we in turn support our city's creative economy -- from artists to musicians to philanthropists -- that bring these narratives to life and captivate our senses.

Vision 01:

Target Overview

TARGET 1.1

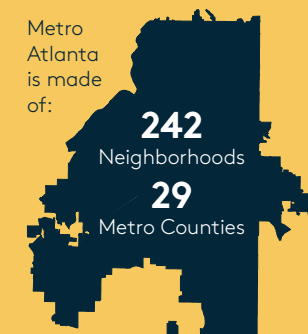
Become a national leader in addressing structural racism, reconciling historic racism, and promoting racial equity.



The City will work to become a leader in addressing structural racism, reconciling historic racism, and promoting racial equity. Home to the Civil Rights Movement, Atlanta has a storied past in confronting structural racism, which continues to impact the lives of Metro Atlantans. Yet despite our storied past, there is strong evidence that indicates inequities still perpetuate along racial lines. Only 6 percent of White children live in high poverty areas compared to 80 percent of Black, 43 percent of Latino, and 29 percent of Asian children. Additionally, between 2009-2013, White households earned a median income of nearly \$85,000; more than three times the median income for Black households (\$26,605), followed by Latino (\$43,141), and Asian/Pacific Islander (\$57,172). Action 1.1.1 calls on the City to partner with existing organizations working in this realm to host race forums in which residents will come together to discuss racism and advise the City on appropriate policies and actions to publicly recognize and reconcile the atrocities of the past. Under Action 1.1.2, to commemorate the 50th anniversary of the assassination of Dr. Martin Luther King, Jr., One Small Change and Civic Dinners will launch IMAGINE 50/50, a community engagement campaign to discuss the long-standing barrier of race and racism and to envision strategies for a more equitable city.

TARGET 1.2

Document and share the stories of Atlanta's 242 neighborhoods and Metro Atlanta's 29 counties.



Atlanta is in many respects a divided city and region, with neighborhoods to the south and west being home to a disproportionately higher number of vulnerable populations. A holistic understanding of the challenges faced by all residents is the first step in uniting the community. Actions 1.2.1 and 1.2.2 focus on creating space for people to share their stories and discuss regional chronic stresses that impact the Metro Atlanta region. Utilizing the Civic Dinners platform and other digital media initiatives, residents will begin documenting and sharing the stories of Atlanta's residents across all 242 neighborhoods and 29 Metro counties.

TARGET 1.3

Build Atlanta’s arts and culture sector to become one of the city’s fastest growing industries by 2025.

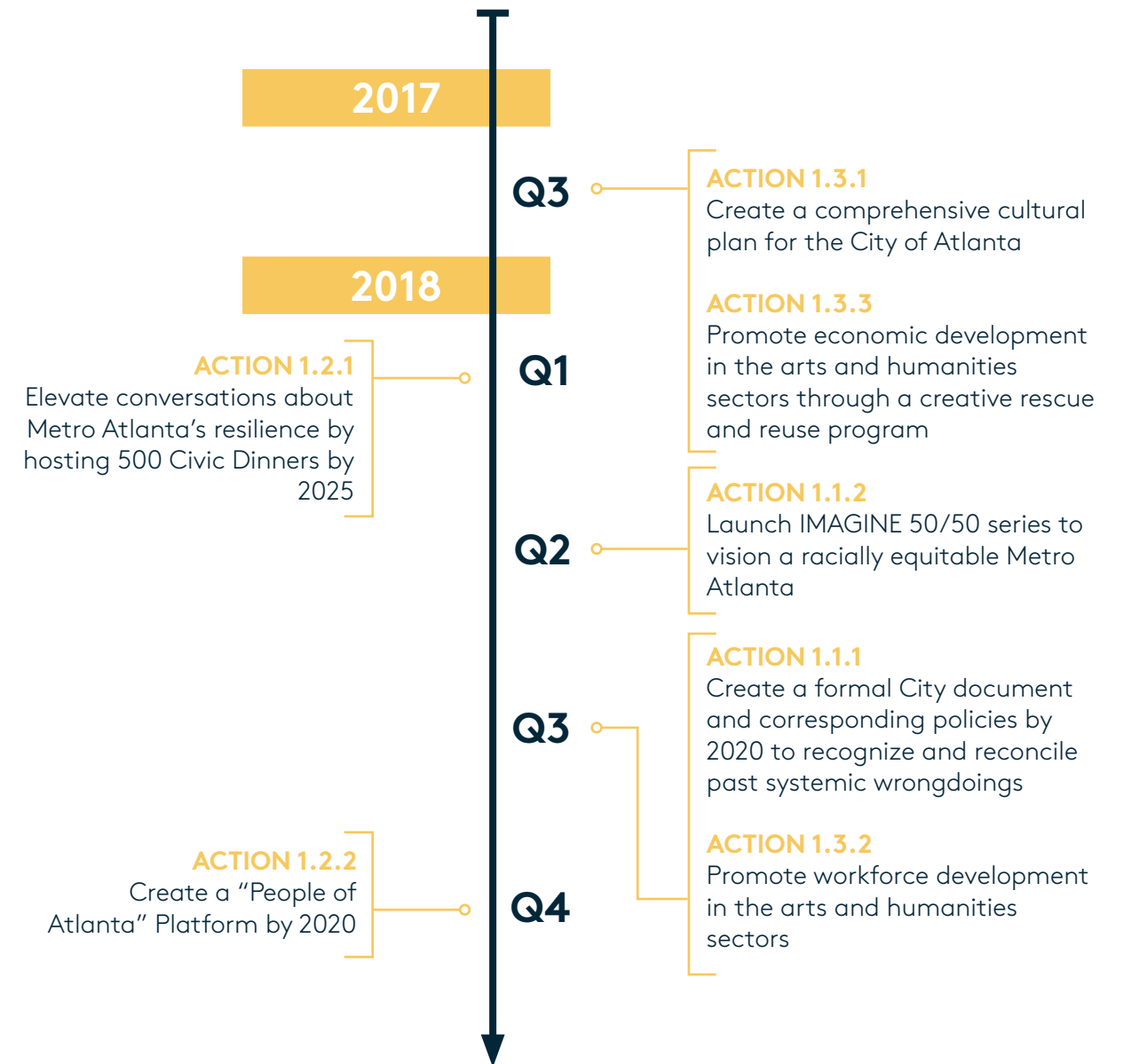
Contributions of film and music industries to Atlanta’s economy

\$6.0
BILLION
FILM

\$3.7
BILLION
MUSIC

Atlanta will build upon a rich history in arts and culture and leverage its strength in music, media, and film production to propel the city’s vibrant creative sector into one of the fastest growing sectors by 2025. The arts and cultural sectors already make a significant contribution to the economy, with film and TV productions alone generating \$6 billion for the State in FY 2015 and a music industry that generates \$3.7 billion annually.²² Harnessing continued growth presents a huge opportunity for workforce development and cultural vibrancy. Action 1.3.1 explores new policies and practices to support the growth of the creative economy for years to come. Actions 1.3.2 and 1.3.3 provide workforce development and additional business growth opportunities for small- and mid-sized producers in the entertainment space. These entrepreneurs will be able to connect with production companies and access low-cost production materials in order to ease entry into the industry and create new employment opportunities for local talent.

Vision 01: Action Launch Dates



Action 1.1.1: Create a formal City document and corresponding policies by 2020 to recognize and reconcile past systemic wrongdoings

The City will partner with existing organizations leading work in race relations to host a series of race and reconciliation forums to address structural racism. These forums will inform a formal City document and policies to recognize and reconcile the atrocities of the past. The City needs to take the lead on recognizing and reconciling a history full of racial inequity and fostering communication about social differences between ethnically diverse communities and individuals. In conjunction with each event, participants will also participate in non-violent communication training. The forums, coupled with policies formally integrated throughout City government, will allow Atlanta to serve as an example in how cities can address the nature of racism using non-violent communication techniques amongst citizens and government officials.

Resilience Value to Atlantans:



Primary Driver
Promotes Cohesive & Engaged Communities



Secondary Driver
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

CoA Mayor’s Office Resilience, CoA Chief Equity Officer, local race-focused organizations and experts

Potential Metrics/Measures of Success:

- # of unique neighborhood forums held
- # of attendees at forums
- % of different demographics of attendees
- Improved racial equity, noted through qualitative public surveys
- # of policy changes implemented that support racial equity

Action 1.1.2: Launch IMAGINE 50/50 series to vision a racially equitable Metro Atlanta

Launch IMAGINE 50/50, a series of 50 collective visioning events imagining “what a racially equitable Metro Atlanta region looks like in 50 years.” The goal is to offer a safe environment for Atlanta and the larger Metro region to engage in dialogue to address the long-standing barriers of race and racism today. IMAGINE 50/50 will kick off on April 4, 2018, in collaboration with the Center for Civil and Human Rights, The Martin Luther King Center for Nonviolent Social Change, and other local partners to commemorate the 50th anniversary of Dr. Martin Luther King, Jr.’s assassination. Each event will use the Chicago Dinner event model to gather input from all sectors of our community to operationalize and visualize a racially equitable Metro Atlanta region now and 50 years down the road. The visioning events will be completed within one year and will be collected, archived, and compiled to create an Imagine 50/50 Vision Archive Book that will inform implementation of the visions by 2025.

Resilience Value to Atlantans:



Primary Driver
Promotes Cohesive & Engaged Communities



Secondary Driver
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Both And Partners, Inc., One Small Change, Inc., Civic Dinners

Potential Metrics/Measures of Success:

- # of attendees at events
- % of different demographics of attendees
- # of visions/initiatives implemented as result of events
- # of unique neighborhoods in which forums are held
- # of policy changes implemented that support racial equity



Mural by Fahamu Pecou for WonderRoot at King-Memorial MARTA Station. Photo Credit: Dustin Chambers





Martin Luther King Junior. Photo Credit: Adam Cuerden - U.S. National Archives and Records Administration

Action 1.2.1: Elevate conversations about Metro Atlanta’s resilience by hosting 500 Civic Dinners by 2025

Expand the Civic Dinners platform to facilitate discussions about regional chronic stresses that impact Metro Atlanta’s resilience, such as lack of transportation and mobility, education, economic prosperity, LGBTQ rights, and natural resource protection. The Civic Dinners model utilizes a simple structure, with 6-10 people gathering over a meal to discuss a specific topic organized by a volunteer host via an online platform. The host follows a simple guide with questions, allowing everyone equal time to share with one voice at a time. Civic Dinners is the first civic engagement platform to combine the power of food, conversation, and technology to scale meaningful conversations, build real relationships, and strengthen the civic and social infrastructure of neighborhoods and communities within Atlanta. Becoming resilient means re-envisioning our civic infrastructure: the stronger our social infrastructure and our neighborhood networks are, the greater the ability we will have to respond to urgent challenges in a timely and coordinated manner. In order to create real and lasting change, everyone needs to be at the table.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Civic Dinners, Atlanta Regional Commission



Potential Metrics/Measures of Success:

- # of Civic Dinners
- # of topics addressed at dinners
- # of attendees who turn into volunteers
- % of different demographics of attendees
- # of relationships formed, as measured by Civic Dinners platform, Facebook, or other social platform connections

Action 1.2.2: Create a “People of Atlanta” Platform by 2020

Document weekly short stories of Atlanta residents both in everyday life, as well as before and after major shocks. The initiative would include a workforce development component by offering technical training and employment opportunities for young adults hired to support the project. The People of Atlanta initiative relies upon citizen journalism to create a living narrative of the identity and culture of Metro Atlanta’s diverse population, captured by the people for the people. Various forms of media would be used to capture stories to allow for maximum participation and accessibility. The stories will be compiled and published on social media networks and web pages and will present a more holistic picture of Atlanta’s resilience while enhancing social cohesion. The stories will put a face and a voice on true human resilience – Atlanta’s greatest asset.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

WonderRoot, Atlanta History Center

Potential Metrics/Measures of Success:

- # of unique page views on website portal
- # of likes and comments on social media sources
- # of story requests received
- % of different demographics of storytellers
- # of youth trained and hired



A Civic Dinner in Atlanta. Photo Credit: Civic Dinners

Partner Spotlight

The Story of Atlanta




The Story of Atlanta, a component of an upcoming City of Atlanta Historic Revitalization Strategy launching in early 2018, will be a multi-platform media narrative headed by the Department of City Planning. The initiative aims to connect today’s historic buildings, landmarks, and places to their past,

and to inspire respect for and protection of the historic spaces and buildings that help tell the stories of Atlanta’s past. The stories produced will be shared via a variety of media platforms, including through a website, social media, and podcasts.

Action 1.3.1: Create a comprehensive cultural plan for the City of Atlanta

Create a cultural plan for the City of Atlanta that centers on municipal support for the creative economy through a focus on people, places, and policies within 12 months of the release of the Strategy. Arts and culture play an important, yet currently undervalued, economic role in attracting residents, employers, and visitors to the city, as well as improving the quality of life of current residents. The creative industry also plays a critical role in telling the story of the cultural identity of the city and creating public discourse about unity and diversity. The City of Atlanta will work with a collaborative team of arts, culture, entertainment, and community stakeholders to define the scope of Atlanta’s creative economy; identify ways to integrate arts and culture throughout municipal functions; and generate ideas for the creation, activation, and preservation of cultural space and assets. The cultural plan will include actionable steps, recommendations for implementation, estimated costs, and sustainable revenue sources for programs. Development of the cultural plan by the City of Atlanta will kick off in November 2017.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Fosters Economic Prosperity
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Mayor’s Manager of Public Art

Potential Metrics/Measures of Success:

- # of outreach events conducted while creating the plan
- # of attendees at outreach events
- % of different demographics of attendees
- # of dedicated funding streams won due to the cultural plan
- # of initiatives implemented as a result of the plan
- # of growing, healthy small- and mid-sized arts organizations in the city

Action 1.3.2: Promote workforce development in the arts and humanities sectors

Develop a creative economy workforce development initiative that focuses on improving workforce resilience and encouraging professional development within the creative community by 2022. The goal is to create a platform to better match under-resourced small- and mid-sized arts and culture organizations with larger arts organizations, TV and film industry executives, funders, and other stakeholders. Quarterly round table discussions will bring these groups together and provide a mechanism for organizations to identify funding opportunities, recruit potential board members, and tap into employment opportunities across art, film, TV, and music industries. This platform will also give larger organizations the chance to plug into a talented pool of professional artists and stay abreast of the latest developments in popular culture, technology, and the local cultural community.

Resilience Value to Atlantans:

-  *Primary Driver*
Fosters Economic Prosperity
-  *Secondary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities

Lead Implementing Partners:

CoA Mayor’s Manager of Public Art, CoA Office of Film and Entertainment

Potential Metrics/Measures of Success:

- # of creative economy workforce roundtables
- \$ of fundraising received due to roundtables
- % different demographics of attendees
- # of jobs created due to roundtables
- # of board members gained due to roundtables

Action 1.3.3: Promote economic development in the arts and humanities sectors through a creative reuse and reuse program

Establish a creative reuse program that focuses on encouraging material reuse in Atlanta’s creative economy by 2022. Beginning in 2018, the City of Atlanta Mayor’s Manager of Public Art will identify an appropriate nonprofit partner to lead the development of a material depot and home base for the creative reuse program. The organization will provide space that will accept donated craft supplies such as props and other production materials from production companies that have completed creative projects in Metro Atlanta, which can then be purchased at significantly lower prices by schools, nonprofits, and individuals with limited resources to go towards productions, craft classes, and workshops. This resource sharing program not only will help smaller, resource-strapped creative organizations grow and thrive economically but will also improve citywide sustainability efforts through decreased waste.

Resilience Value to Atlantans:

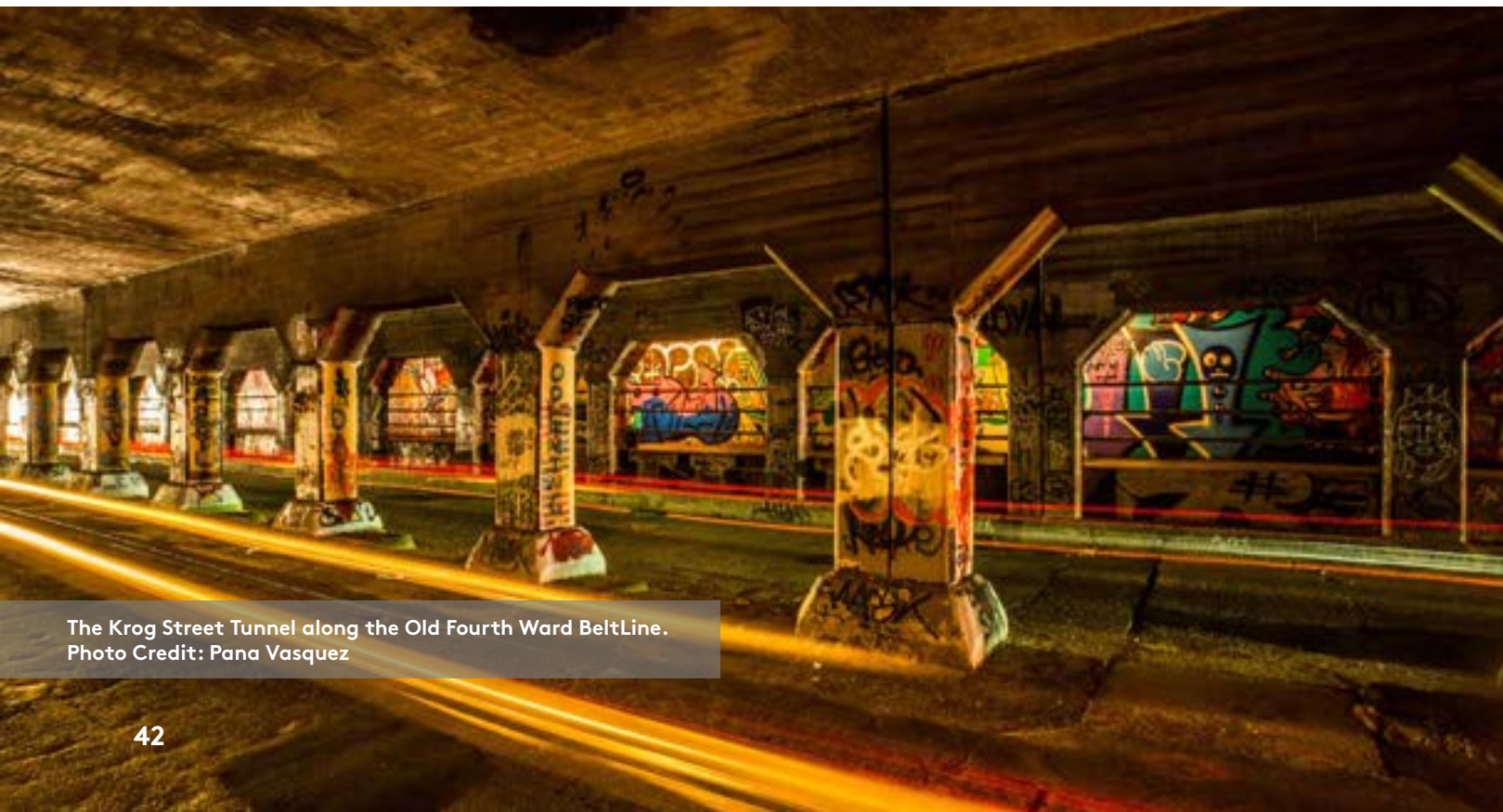
-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

CoA Mayor’s Manager of Public Art, CoA Office of Film and Entertainment

Potential Metrics/Measures of Success:

- # of items donated per month
- # and types of donors
- # and types of recipients
- # of pounds of waste diverted through the program



The Krog Street Tunnel along the Old Fourth Ward BeltLine. Photo Credit: Pana Vasquez

VISION 1: SHARED INSPIRATION FROM THE 100RC GLOBAL NETWORK

ACTION 1.3.1:

Boulder is engaging the creative power of the arts to convey and involve people in complex risk and resilience themes.

ACTION 1.1.1:

Berkeley is developing a City of Berkeley Racial Equity Action Plan and creating a multi-departmental City Advancing Racial Equity Team.

ACTION 1.1.1:

New Orleans uses the Welcome Table to bring together diverse groups of New Orleanians to work toward racial reconciliation.

ACTION 1.1.2:

Medellín encourages citizen coexistence through the communication of the principles of coexistence in the 16 comunas and five districts of Medellín.

ACTION 1.2.2:

Medellín is producing a mini documentary series with five chapters and a summary, which will tell Medellín's story of demographic transformation.

ACTION 1.3.1:

Porto Alegre is identifying the business model, stakeholders, and productive networks formed in and around the creative economy to envisage ways to develop public policies for the creative sector.

Action 1.1.2:

Boston is launching the Racism, Equity, and Leadership (REAL) Resilience Program to incorporate resilience and racial equity into City policies and processes.

ACTION 1.3.2:

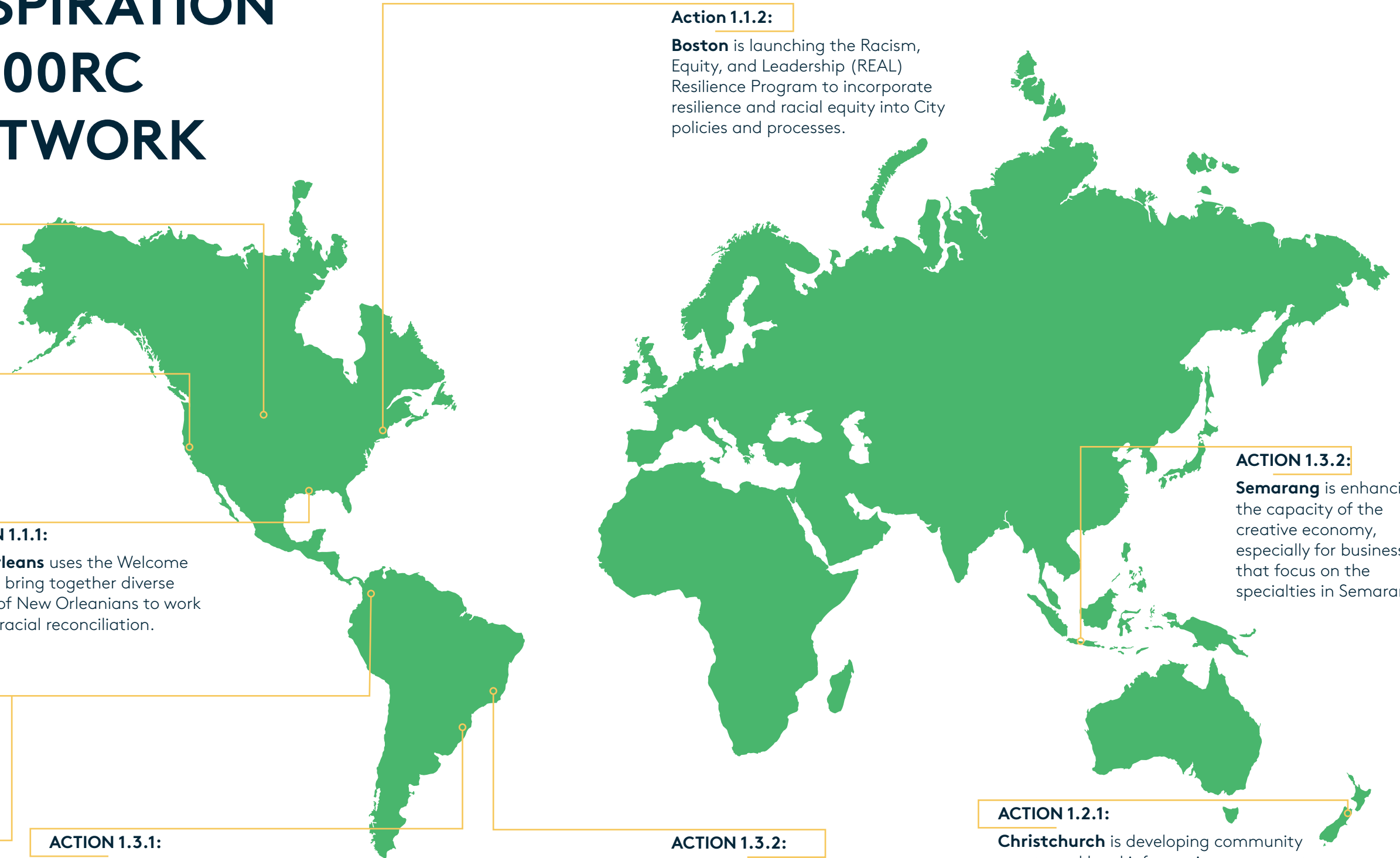
Semarang is enhancing the capacity of the creative economy, especially for businesses that focus on the specialties in Semarang.

ACTION 1.2.1:

Christchurch is developing community events and local information resources to help new residents build connections with people in their immediate communities.

ACTION 1.3.2:

Rio de Janeiro is promoting equal access to culture encouraging the symbolic, economic, and social mobility of Carioca cultural agents.



“

No nation as rich as ours should have so many people isolated on islands of poverty in such a sea of material wealth.

”

- Ambassador Andrew Young

VISION

02

**ENABLE
ALL METRO
ATLANTANS
TO PROSPER**

Reduce the barriers preventing Atlantans from achieving economic stability and security to increase access to opportunity and move Atlanta out of the nation's top 10 cities ranked for income inequality.

A young boy has his shoes tied by his mom.
Photo Credit: Mr.Carmichae1

VISION 02

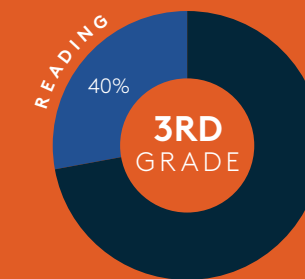
ENABLE ALL METRO ATLANTANS TO PROSPER

We envision a city in which all Atlantans have equal and equitable access to the resources, education, livable wages, and beyond-income-earning opportunities that will prepare them for success. With these Actions, Metro Atlanta will build capacity among its residents, business owners, and employees through better education and workforce development to become a region that supports economic mobility and intergenerational wealth building.

Despite Atlanta's position as one of the fastest growing regions in the U.S., it remains one of the worst in terms of economic mobility. As a result of discriminatory systems and policies, lower-income households throughout Metro Atlanta have an increasingly difficult time rising to higher income distributions. Improving access to quality education, workforce development, and other business development-support programs will put Atlanta on the path to achieving this goal.

Vision 02: Target Overview

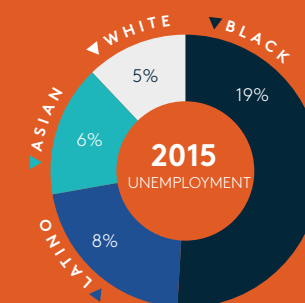
TARGET 2.1



Prepare 100 percent of Metro Atlanta's children for kindergarten.

The City of Atlanta will work with the State and local organizations to prepare 100 percent of Metro Atlanta's children for kindergarten. Atlanta's school system today struggles to meet the needs of K-12 students. According to Learn4Life, only 40 percent of children were proficient in reading by the end of third grade, and only 38 percent of children were proficient in math by the end of eighth grade in 2014-2015. High-quality Pre-K and early learning programs that are accessible for all, and other initiatives that work to prepare children for kindergarten, will provide a strong foundation critical for future educational achievement and for cultivating an educated workforce. Action 2.1.1 expands the framework for free Pre-K programs across Metro Atlanta while Action 2.1.2 works to further expand additional kindergarten preparedness initiatives to improve literacy outcomes.

TARGET 2.2



Connect 10,000 Metro Atlantans to at least 10,000 new livable wage jobs by 2020.

The City of Atlanta will work with partner organizations to connect 10,000 Metro Atlantans to 10,000 new jobs by 2020. Underserved and minority populations, especially youth and previously incarcerated individuals, face additional challenges finding work. For example, as of 2015 the unemployment rate among Whites was 4.6 percent compared to 19.4 percent among Blacks, 5.9 percent among Asians, and 8.2 percent among those of Latino/Hispanic origin. Action 2.2.1 establishes a revolving loan fund that will provide local small film, music and digital entertainment businesses and individuals with seed money to support workforce development and business growth. Action 2.2.2 calls for increasing employment opportunities for high school students through the Mayor's Summer Youth Program. Action 2.2.3 expands existing workforce re-entry programs for previously incarcerated young adults. Action 2.2.4 streamlines communication between workforce placement organizations and City contractors by creating a permanent liaison position within the City.

TARGET 2.3

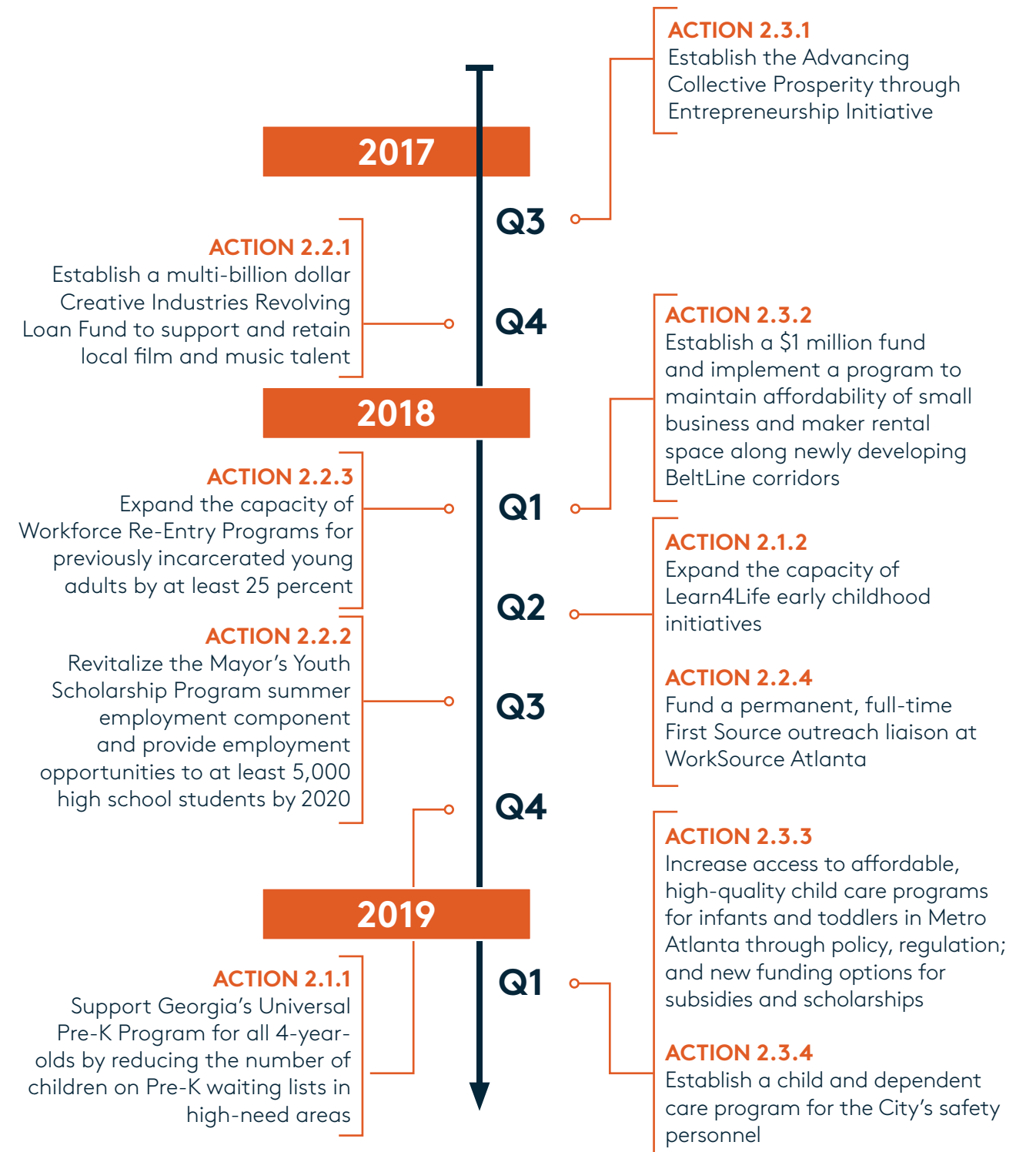
Expand Career Choice in Metro Atlanta.

OFFICE RENT INCREASE



The City will work with partner organizations to reduce barriers to high-demand career pathways and jobs of choice. Many workers who start their career in their profession of choice, such as safety personnel, creative makers, and small business entrepreneurs, can face significant trade-offs that relate to the nature of the job, such as nontraditional work hours and high cost of maker machinery and workspace. Furthermore, while office rents across Atlanta have increased by over 20 percent since 2000, office rents along the BeltLine Westside and Eastside trails have increased by more than 90 percent.²⁵ The City seeks to reduce these barriers to the extent possible to support job growth. Action 2.3.1 develops a set of programmatic and policy solutions to support Black business entrepreneurs. Action 2.3.2 works to create more affordable maker-space in developing neighborhoods to prevent displacement of these types of workspaces. Action 2.3.3 brings together public and private stakeholders to expand and improve affordable high-quality child care centers. 2.3.4 supports the growth of flexible childcare centers to align with safety personnel hours and allow them to maintain their position if they have children.

Vision 02: Action Launch Dates



Action 2.1.1: Support Georgia’s Universal Pre-K Program for all four-year-olds by reducing the number of children on Pre-K waiting lists in high-need areas

Convene partners and garner support from State and local funders to ensure that all four-year-olds across Metro Atlanta applying for Pre-K are guaranteed a slot in a qualified program by 2020. In 2011, the state Legislature funded a series of studies of Georgia’s Pre-K program, including a longitudinal study that followed children through their third grade year. The most recent results highlighted outcomes through first grade and found that children who attended Pre-K made significant gains across language, literacy, math, and social skills, progressing at a greater rate than what would be expected for typical development through first grade. Universal Pre-K promotes diverse classrooms, benefits children of all socioeconomic backgrounds, and typically draws broad political support. Georgia’s lottery funded Pre-K program is accessible to any age-eligible child residing in Georgia regardless of family income. The program operates through a public-private partnership, offering Pre-K in local school systems, private for-profit and nonprofit child care centers, military bases, colleges and universities, and other facilities, provided that slots are available. The number of lottery funded Georgia Pre-K slots is limited due to space and financial limitations. As a result, some Georgia Pre-K programs have waiting lists with children selected by a lottery. Expansion of the current Pre-K program to accommodate all four-year-olds in Metro Atlanta, with a focus on low-income communities, will involve reviewing data to identify where demand for Pre-K is the greatest. Additionally, expansion will require collaboratively working with public schools, eligible child care centers, and early learning programs to address barriers to adding slots, including expanding funding at the state and local level.

Resilience Value to Atlantans:

-  *Primary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

Georgia Early Education Alliance for Ready Students (GEEARS), Bright from the Start, Quality Care for Children, Regional public school systems

Potential Metrics/Measures of Success:

- % increase in enrollment of low income students in Metro Atlanta Pre-K programs
- % increase in number of slots available to Metro Atlanta Pre-K students



A young boy playing with his mom. Photo Credit: Mr.Carmichael

Action 2.1.2: Expand the capacity of Learn4Life early childhood initiatives

Partner with *Learn4Life (L4L)*, the *Metro Atlanta Regional Education Partnership*, to support the implementation and expansion of programs their cross-functional group of leaders have identified to improve kindergarten readiness and 3rd Grade literacy in Metro Atlanta by 2020. The three strategies their group has selected to scale are: Reach Out and Read, Read Right from the Start, and Vision To Learn. Reach Out and Read partners with pediatricians to offer Metro Atlanta parents of children through age five, ten books by their child’s fifth birthday, and facilitates at least ten engagements with parents on the importance of reading. Read Right from the Start seeks to improve Metro Atlanta literacy outcomes by offering teachers cutting edge, proven literacy strategies available online at no charge. Vision To Learn is a successful nonprofit that provides eye exams and glasses to students free of charge.

Resilience Value to Atlantans:

-  *Primary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:
Learn4Life

Potential Metrics/Measures of Success:

- % of 3rd graders reading proficiently on grade level
- # of families served
- # of books distributed
- # of teachers trained
- # of unique hits on online tools
- # of eye exams provided

Funding: Funded; Metro Atlanta Chamber of Commerce, United Way of Greater Atlanta, Community Foundation for Greater Atlanta, Atlanta Regional Commission

Partner Spotlight

Hands On Atlanta

Hands on Atlanta connects volunteers to nonprofit organizations and schools in need, while engaging socially responsible companies to make a difference in their communities. Backed by Georgia’s second largest class of AmeriCorps members, Hands On Atlanta is committed to improving youth education across the Metro area. Program staples like Discovery (Saturday STEM classes) and Meals 4 Kids (backpack of

weekend meals) highlight these initiatives to connect volunteers to opportunities in the community. The organization began almost 30 years ago as a 12-person group dedicated to creating a flexible business model for volunteering, and has grown into one of the largest volunteer coordinating agencies in the Southeast. Since the organization’s conception in 1989, volunteers in Atlanta have worked more than six million hours. For more information visit www.handsonatlanta.org.

Action 2.2.1: Establish a \$5 million dollar Creative Industries Revolving Loan Fund to support and retain local film and music talent

Establish a Creative Industries Revolving Loan Fund to provide seed funding for Atlanta-based film, music, and digital entertainment entrepreneurs that do not currently qualify for the Film, Television, and Digital Entertainment Tax Credit. This funding will help entrepreneurs create, produce, and distribute their products, targeting nontraditional small businesses and individuals with production, post-production, and scaling work. As a major entertainment hub, Atlanta is home to thousands of small-scale content creators and attracts over 10,000 students studying film, music, media, and digital entertainment. Access to a dedicated revenue stream would enable local talent to benefit from Georgia's lucrative film, music, and entertainment industries through workforce development and economic growth opportunities beyond working for major production houses. As opposed to the State tax credit, which attracts a steady stream of production for the industry from established, out-of-state producers, this fund would provide critical capital needed for small-scale, local producers to start or grow a film, music, or digital entertainment production. The fund would be created in late 2017/early 2018, be managed by a partnership between the Mayor's Office of Film and Entertainment and Invest Atlanta, and will provide low-interest loans with flexible repayment terms to local talent for production, post-production, distribution, marketing, touring, prototype and product development, and sales of their creative product.

Resilience Value to Atlantans:

-  *Primary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

CoA Mayor's Office of Film and Entertainment, CoA Mayor's Office of International Affairs, Invest Atlanta, Metro Atlanta Chamber, ChooseATL

Potential Metrics/Measures of Success:

- # of metro Atlanta-based productions
- # of and \$ amount of loans provided to creative talent in Atlanta
- # of local production and post-production firms
- # of local production and post-production full time equivalent (FTE) jobs

Action 2.2.2: Revitalize the Mayor's Youth Scholarship Program summer employment component and provide employment opportunities to at least 5,000 high school students

Expand the Mayor's eight-week Summer Youth Program from a focus solely on scholarships to include summer employment by providing additional hiring opportunities, exposure to careers in technology, and access to financial literacy courses for Atlanta's high school youth, starting in 2018. Established under Mayor Shirley Franklin, the Mayor's Youth Scholarship Program was created to ensure that unmet needs associated with the cost of college are not a barrier to Atlanta Public School's (APS) high school students who seek a higher education. Administered through WorkSource Atlanta, the program previously included an eight-week summer employment component open to all APS high school students on a first-come, first-serve basis. Revitalizing the summer employment component of the program and providing employment opportunities to 5,000 high school students each summer will provide valuable career and economic opportunities for Atlanta's youth, especially Black youth.

Resilience Value to Atlantans:

-  *Primary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

WorkSource Atlanta, CoA Office of Constituent Services, CoA Mayor's Office

Potential Metrics/Measures of Success:

- # of new summer jobs available
- # of APS high school students hired for a summer job
- # and types of organizations providing summer employment opportunities



A concert audience member performing at the 2017 One Music Fest. Photo Credit: Mr.Carmichael



Photo credit: Asiseeit

Action 2.2.3: Expand the capacity of workforce re-entry programs for previously incarcerated young adults by at least 25 percent

Provide technical assistance, resources, and organizational support to continue and scale up two Urban League of Greater Atlanta’s re-entry programs: Training to Work 2 and Urban Youth Empowerment Program-RISE as well as The Come Up Project’s Gangstas to Growers program to jointly place 250 previously incarcerated individuals and at-risk youth in stable jobs each year. Lack of economic opportunity is a common challenge for many urban communities which have been affected by decades of divestment, exploitation, and neglect often resulting in increases in crime. These conditions disproportionately affect people of color. In 2015, two-thirds of male inmates in Georgia state prisons were Black, despite living in a state where only 31 percent of the population identifies as Black. According to the Georgia Department of Juvenile Justice, Black youth make up over 70 percent of total admissions for criminal offenses. Furthermore, the state recidivism rate is among the highest in the nation at 65 percent for youth and 27 percent for adults. Two separate studies funded by the National Institute of Justice found that a criminal record reduces the likelihood of a job callback or offer by 50 percent. Training to Work 2 and Urban Youth Empowerment Program-RISE help participants receive GED or vocational education training and credentials that lead to sustainable employment in high-demand fields with significant opportunity for employment as well as access to legal advisors and mentors. Gangstas to Growers provides paid internships for at-risk youth and formerly incarcerated young adults at local farms. Together, continuation and expansion of these programs will help Atlanta lead the way in addressing youth and young adult offender recidivism, unemployment, and reductions in wealth disparities. The Mayor’s Office of Resilience will advocate for funding and technical resources to support all three programs in building capacity to grow at a rate of at least 25 percent each year for 3-5 years.

Resilience Value to Atlantans:

-  *Primary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Ensures Social Stability, Security, & Justice

Lead Implementing Partners:

Urban League of Greater Atlanta, The Come Up Project

Potential Metrics/Measures of Success:


- # of participants trained
- # of participants that receive internships and permanent employment
- Employment retention rate
- \$ increase in hourly wages
- Recidivism rate for participants
- Crime rates
- % of prisoners in counties served that are Black
- \$ increase in funding for initiatives

Funding: Partially Funded; US Department of Labor, Food Well Alliance

Action 2.2.4: Fund a permanent, full-time First Source outreach liaison at WorkSource Atlanta

Support WorkSource Atlanta to become a convener for regional WorkSource offices and community partners. As a regional convener, WorkSource Atlanta will transform the City’s local hiring initiative, First Source, into a more robust program with improved pipelines to permanent employment and an increased pool of quality candidates for employers. The goal of the First Source program is to fill 50 percent of entry-level jobs for eligible city construction projects with local hires that receive training and support from WorkSource Atlanta. The program has successfully built partnerships with other employment service organizations in the short-term with the added support of an outreach liaison; however the position was only approved on a temporary basis. The City of Atlanta will commit to funding a permanent, full-time liaison at WorkSource charged with forging and maintaining partnerships with front-line community initiatives to complement and enhance workforce training and outreach in 2018 and beyond.

Resilience Value to Atlantans:

-  *Primary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

WorkSource Atlanta, CoA Mayor’s Office

Potential Metrics/Measures of Success:

- # of First Source program participants, both in terms of businesses and job seekers
- # of First Source job seekers placed in jobs
- # of successfully placed participants still on the job after six months, one year, and two years



A construction worker building the Atlanta Police Foundation’s @Promise Youth Center. Photo credit: Mr.Carmichae1

Action 2.3.1: Establish the Advancing Collective Prosperity through Entrepreneurship Initiative

Support the launch of the Advancing Collective Prosperity through Entrepreneurship initiative and explore policy reform to the City’s small business approval process to better support entrepreneurs. In May 2017, the Annie E. Casey Foundation and The Kendeda Fund in collaboration with Prosperity Now, convened a Community of Practice with organizations across Atlanta to develop a set of programmatic and policy solutions that serve to reimagine Black-owned enterprises as generators of individual and community wealth. With a focus on Black entrepreneurs, the goal of the Community of Practice is to ensure that 1,000 entrepreneurs are financially stable and contributing to community wealth. More specifically, the initiative will provide technical assistance, training, and access to markets and networks to support 900 Black-owned firms that are owner-only and encourage them to hire one additional employee. Additionally, 100 Black-owned firms with more than one employee will be encouraged to hire an additional employee and/or offer livable wages and benefits to existing employees. Currently 96 percent of Black businesses in the City of Atlanta are without paid employees. Furthermore, the mean annual value in receipts and/or sales for Black businesses is \$58,085 compared to White businesses at \$658,264. Systemic barriers thwart Black business owners access to capital and growing market opportunities. Georgia is also one of only two states that has a minimum wage well below the Federal minimum wage. Coupled together, these conditions perpetuate the growing wealth gap in Metro Atlanta that disproportionately affects the Black population. The Community of Practice is on track to finalize details of the program and begin serving the first cohort of entrepreneurs in early 2018.

Resilience Value to Atlantans:



Primary Driver
Supports Livelihoods & Employment



Secondary Driver
Fosters Economic Prosperity

Lead Implementing Partners:
Community of Practice

Potential Metrics/Measures of Success:

- # of jobs created
- Increase in Black employment
- # of businesses participating
- Increased financial capability for participating entrepreneurs
- Job retention rate
- Increase in hourly wages for employees and yearly salary for employers

Funding: Partially Funded; Annie E. Casey Foundation and The Kendeda Fund

Action 2.3.2: Establish a \$1 million fund and implement a program to maintain affordability of small business and maker rental space along newly developing BeltLine corridors

Develop and implement a program to support existing small businesses, and catalyze new small business development within the Atlanta BeltLine Tax Allocation District, to promote community cohesion and job growth. Currently, small businesses and makers occupy a significant portion of the office and industrial space along the Atlanta BeltLine and are a critical part of the local community and economy. However, rising rents resulting from redevelopment activity, threaten not only businesses’ ability to stay in their communities but also the affordability of the neighborhood, as these businesses may offer goods and services at reasonable rates. This program would establish and oversee an investment fund to purchase real estate along the Atlanta BeltLine that would provide shared workspace and pooled resource opportunities for small business. An initial pilot will launch in 2018 and will focus on the Lee Street and Murphy Avenue commercial corridor adjacent to the Atlanta BeltLine’s Westside Trail in southwest Atlanta.

Resilience Value to Atlantans:



Primary Driver
Supports Livelihoods & Employment



Secondary Driver
Ensures Social Stability, Security, & Justice

Lead Implementing Partners:
Atlanta BeltLine, Inc., CoA Mayor’s Office of Resilience

Potential Metrics/Measures of Success:

- \$ of funds invested in community
- # of businesses supported or retained
- # of new business attracted
- \$ of new private investment within a defined geography as the result of this program

Funding: Partially Funded; Atlanta BeltLine, Inc.



Switchyards Downtown Club.
Photo Credit: Allie Miller



Photo Credit: Ian Schneider

PARTNER FEATURE: BELTLINE INITIATIVES

Born out of Ryan Gravel's 1999 Master's thesis at the Georgia Institute of Technology, the Atlanta BeltLine has been heralded as the most comprehensive transportation and economic development undertaking, not only in Atlanta, but perhaps the country or even the world.

The Atlanta BeltLine seeks to connect Atlanta's 45 intown neighborhoods via a 22-mile loop. With four sections of the BeltLine trail currently open, it will continue to open in phases through 2030. When complete, the planned loop will include 22 miles of modern streetcar, 33 miles of multi-use trail, and 2,000 acres of parks.

Former Mayor Shirley Franklin created the Atlanta BeltLine Partnership in 2005 to garner support for the Atlanta BeltLine from both the public and private sectors. In 2006, Atlanta BeltLine, Inc., a quasi-government organization, was formed to oversee the implementation of the Atlanta BeltLine. To date, the Atlanta BeltLine has received \$447 million of public and private investment.

Since its inception, the Atlanta BeltLine has been committed to identifying and preserving community assets while designing and implementing sustainable infrastructure within and along the corridor. In 2010, Atlanta BeltLine created the Sustainable Design Typologies that establish design principles to guide the design and implementation of the transit and trail corridor. The Typologies address principles for energy and climate, water efficiency and quality, soil and habitat quality, green materials, design and construction, green operations and maintenance, community health, and access and equity. This Framework is realized in brownfield remediation, enhancing infrastructure of parks and historic buildings, installing solar power and low-energy fixtures, and promoting greener demolition to reduce the impacts of climate change.

The Atlanta BeltLine has made great efforts to partner with City of Atlanta Mayor's Office of Resilience to integrate sustainability into BeltLine projects. Currently, Atlanta BeltLine, Inc., is the lead partner on the construction of the

Proctor Creek Greenway, a major greenspace and trailway initiative which broke ground in August of 2017. In addition to the projects listed below, the Atlanta BeltLine, Inc., will partner with the Mayor's Office of Resilience Urban Agriculture Director to spearhead the development of 7-8 additional urban farm sites along the trail, which is critical to the Action 3.3.1 on creating a resilient local food system.

Highlights:

Solar Shed

Aluma Farm, the BeltLine's first urban agriculture site, opened in December 2014. The 3.8 acre site has been transformed from two contaminated industrial sites plagued by erosion and soil depletion into a model privately operated organic food production site, which sells locally grown produce to the community. In partnership with the Mayor's Office of Resilience and Georgia Solar Rebate Program, Atlanta BeltLine, Inc. will install a farm shed with a solar panel array in late 2017. The shed will be constructed with reclaimed or recycled building materials. The panel is expected to generate 2.8 kilowatts and allow the farm to go "off the grid," no longer pulling from the public utility. The design for the shed also incorporates water and sewer efficiency measures, including a water well, composting toilet, and rainwater collection for supplemental irrigation.

Neighborhood Electric Vehicles

The Mayor's Office of Resilience worked with Department of Finance, Department of Parks and Recreation, Atlanta Police Department, Department of Fleet Services, and Atlanta Fire Rescue Department to identify and secure the funding to purchase five Neighborhood Electric Vehicles (NEVs) for the City of Atlanta. Two of these cars are dedicated for the Atlanta Police Department, two are dedicated to the Atlanta Fire Rescue Department, and one is dedicated to the Department of Parks and Recreation. The size and efficiency of these vehicles will allow first responders to navigate the Atlanta BeltLine corridor in a timely fashion. Additionally, because the vehicles are one hundred percent electric,

they produce zero carbon emissions, which allows City of Atlanta departments working along the Atlanta BeltLine to reduce carbon emissions and help the City achieve its goal of reducing vehicle emissions 20 percent by the year 2020.

Pollinator Habitats

The Atlanta BeltLine represents a unique opportunity to cultivate miles of connected habitat for pollinator species in Atlanta. The City recently passed a resolution to become an official affiliate of Bee City USA, endorsing a set of commitments to ensure stable habitats for pollinators. Trees Atlanta, a community-based nonprofit, has planted 19 acres of native trees and grasses along the Atlanta BeltLine corridor and has developed an agreement with the City to use sustainable land-care management practices in these areas. These practices include utilizing goats to remove invasive species, such as kudzu, instead of herbicides and restricting mowing to once a year along the path. These plants and practices allow for the development of biodiverse meadows along the path. A study conducted by Emory University found three times as many species of bees and five times the number of bees in pollinator areas along the BeltLine than in mowed, manicured greenspaces (Moen, 2017).³²

For more information, please visit: www.beltline.org

Eastside BeltLine Trail. Photo Credit: John Becker

Action 2.3.3: Increase access to affordable, high-quality child care programs for infants and toddlers in Metro Atlanta through policy, regulation and new funding options for subsidies and scholarships

Ensure that all child care programs in Metro Atlanta are participating in Quality Rated, Georgia voluntary childcare rating and improvement system, and that low-income families have access to State subsidies and scholarship funds that make high-quality care affordable by 2025. Countless studies have found that children who are in high-quality early learning environments are more likely to succeed in school and in life. Yet, a 2008 study of State child care programs found that nearly two out of three infants and toddlers were enrolled in poor quality programs. Georgia’s Quality Rated program provides training and support to help child care providers improve their quality of care, as well as tools to help parents identify high quality providers. The cost of high-quality early education exceeds the means of many low-income families, demanding as much as 40 percent of a low-income family’s monthly budget in Georgia. While the State provides subsidies for low-income working families through the Child and Parent Services program (CAPS), funding for CAPS is limited, and less than 10 percent of eligible families receive access to funding. Moreover, the subsidy does not cover the full cost of a high-quality program, limiting parental choice and access to quality care. Increasing access to affordable, high-quality child care programs for infants and toddlers will involve working to encourage child care programs to enroll in and continue to participate in Georgia’s Quality Rated program. In addition, State and City officials, the business community, nonprofits, and the philanthropic community will create a collaborative partnership to consider and support funding options to make new scholarships available to low-income families.

Resilience Value to Atlantans:

-  **Primary Driver**
Empowers a Broad Range of Stakeholders
-  **Secondary Driver**
Supports Livelihoods & Employment; Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

Georgia Early Education Alliance for Ready, Students (GEEARS), Bright from the Start, United Way of Greater Atlanta, Quality Care for Children



Potential Metrics/Measures of Success:

- % increase in Quality Rated child care programs in Metro Atlanta
- % increase in low income families in Metro Atlanta receiving a public or privately funded subsidy or scholarship for child care
- # of children enrolled in high quality learning environments

Action 2.3.4: Establish a child and dependent care program for the City’s safety personnel

Establish a child and dependent care program by 2020 to ensure City of Atlanta Safety Personnel (Police, Fire Rescue, and Corrections) have access to quality, affordable child care and dependent care that accommodates extended shifts and alternative work schedules. The City will work with partners to ensure there is an adequate number of child care providers offering services for alternative schedule workers and explore funding opportunities to support child care subsidies. Public safety personnel work outside of the typical 40-hour core work week, frequently working in excess of 50 hours a week, in 12-24 hour shifts or are on-call, making it difficult for parents to maintain a work-life balance. Many safety personnel, especially women and/or single-parents, opt to transition out of careers in public safety, compromising diversity and equity among our safety personnel. There are almost 3,000 total City of Atlanta Safety personnel, but only 15 percent are women. Dedicated child and dependent care services for safety personnel would support recruitment and retention of a diverse workforce, increase employee productivity, and reduce related absences.

Resilience Value to Atlantans:

-  **Primary Driver**
Supports Livelihoods & Employment
-  **Secondary Driver**
Ensures Social Stability, Security, & Justice

Lead Implementing Partners:

Atlanta Fire Rescue Department, Atlanta Police Department, Atlanta Police Foundation, Quality of Care for Children

Potential Metrics/Measures of Success:

- % change in employee retention rates
- % change in number of female personnel after pilot program
- % change in demographics of new safety personnel
- % increase in overall applicants for employment
- # of children enrolled in program
- # of child and dependent care centers servicing alternative work schedules



Pathforce teaching bike safety during our youth mentorship program. Photo Credit: Atlanta Police Department

VISION 2: SHARED INSPIRATION FROM THE 100RC GLOBAL NETWORK



ACTION 2.1.1:

Pittsburgh is pursuing funding and resources to offer Pre-K for all of Pittsburgh’s children to equal access to Pre-K education reduce in disparities in educational outcomes later in life.

ACTION 2.2.2:

Norfolk is retaining talent via LiveNorfolk, a summer program that gives young people interning in Norfolk the chance to experience the quality of life that the city has to offer.

ACTION 2.3.2:

Norfolk is enlivening commercial corridors with new local businesses by providing discounted retail space to startup businesses.

ACTION 2.3.1:

New Orleans Network for Economic Opportunity focuses on connecting disadvantaged job seekers and businesses to opportunities.

ACTION 2.3.1:

Boston is increasing access to good-paying jobs, entrepreneurial opportunities, and asset-building strategies.

ACTION 2.2.4:

Boston is developing an Economic Mobility Lab that would work across City departments and agencies to advance economic mobility for Bostonians.

ACTION 2.2.2:

Glasgow is working with the education system and local industry to identify new training and learning opportunities for young people.

ACTION 2.1.1:

New York offers free, full-day, high-quality Pre-K for every four year-old to ensure all New York children have the opportunity to enter elementary school with a solid foundation for future success.

“

The future belongs to those who believe in the beauty of their dreams.

- Eleanor Roosevelt

”

VISION

03

BUILD OUR FUTURE CITY TODAY

Facilitate the development of an equitable and inclusive city while preserving and expanding Atlanta's natural environment.

Rendering of the Stitch. Photo Credit: Central Atlanta Progress

VISION 03

BUILD OUR FUTURE CITY TODAY

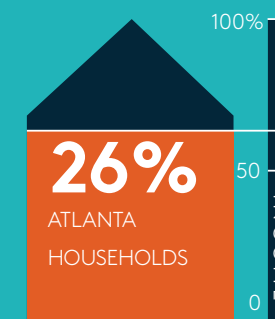
We envision a region that enhances transportation options, supports economic mobility, and improves the quality of life for all Atlantans. With these Actions, Atlanta will develop an equitable built environment that enables all Metro Atlantans to live in vibrant neighborhoods with mixed-income housing, multiple modes of transportation, healthy food options, and access to public greenspace.

The spatial distribution of inequality in the region has resulted in concentrated pockets of high-poverty and low-income populations, specifically in neighborhoods south of I-20. At the same time, limited public transportation options and extensive traffic congestion hinder access to employment centers, recreational areas, and even grocery stores, making it difficult for households to meet their most basic needs. Fostering a region of healthy, inclusive, and connected neighborhoods that improve the quality of life for those residing in the region requires Metro Atlanta to take significant steps to create a more livable city.

Vision 03: Target Overview

TARGET 3.1

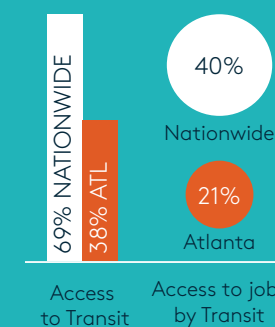
Improve quality, access, and distribution of affordable housing in Metro Atlanta.



Atlanta will work to improve the quality, access, and distribution of affordable housing in Metro Atlanta by encouraging mixed income development. Today, 26 percent of Atlanta’s households spend more than 50 percent of their income on housing costs, with many of these households concentrated in low-income, low-access neighborhoods across the region.³³ Actions 3.1.1-3.1.4 improve the quality and quantity of affordable housing in the city. Actions 3.1.5-3.1.6 aim to empower local communities to better advocate for their needs and avoid displacement.

TARGET 3.2

Improve access to transportation across Metro Atlanta.

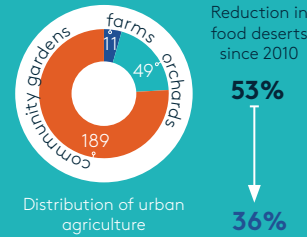


The City will work to improve transportation connections across Metro Atlanta. Today, the MARTA system is largely concentrated in the city’s core and is unable to offer many efficient routes to move people between where they live and work throughout the region. A 2011 study by the Brookings Institute revealed that only 38 percent of the working-age population in Atlanta had access to public transit, compared to 69 percent nationwide; those with access could only reach 21 percent of Atlanta jobs within 90 minutes, compared with 40 percent of jobs nationwide.³⁴ In fact, for many residents of the region, mass transit is both slower and more expensive than driving, given the abundance of free and subsidized parking in Atlanta.

Action 3.2.1 calls for a coordinated approach to the transit service expansion into underserved communities, ensuring new lines are prioritized in low-access, low-income areas of the region. Action 3.2.2 advocates for continued collaboration between regional transportation agencies to create a seamless transportation network for all of Metro Atlanta. Action 3.2.3 expands bike- and car-share offerings in underserved neighborhoods where those services are traditionally under represented. Action 3.2.4 explores policies and programs to increase the use of non-automobile transportation methods to increase mobility options for Atlanta residents. Action 3.2.5 integrates existing data into a single transportation app to improve user experience and encourage greater use of non-automobile modes of transportation.

TARGET 3.3

Ensure every Atlantan lives within one-half mile of fresh food by 2025.



The City will work with local organizations to ensure that every Atlantan lives within a half-mile of fresh food by 2025. Over the past few years, urban agriculture has grown rapidly. Atlanta now boasts 11 farms, 49 orchards, and 189 community gardens all within city limits. Atlanta's efforts in urban agriculture have reduced food deserts in the city from 53 percent to 36 percent since 2010. Action 3.3.1 takes the first step in creating a resilient local food system for the city by studying existing assets and identifying gaps. Action 3.3.2 creates an entity to distribute urban land to local farmers and promotes the use of a citywide brand and infrastructure for selling local fresh food products.

TARGET 3.4

Create 500 new acres of publicly accessible greenspace by 2022.



The City will create 500 new acres of publicly accessible greenspace by 2022. Public open spaces foster civic connection and build social capital while improving environmental health and increasing opportunity for physical activity. However, according to the 2009 City of Atlanta Project Greenspace assessment, only 41 percent of Atlantans live in areas where they can safely walk to a nearby park, and many of Atlanta's existing parks are smaller than the national threshold for a full-service park. Since Project Greenspace was published, the City has worked diligently to add new parks and greenspace but there is still a critical need for accessible greenspace. In Action 3.4.1, the City will construct the Proctor Creek Greenway trail to increase public greenspace and transit access, catalyze economic development, and create a healthy livable environment for an area of the city which faces considerable environmental and economic challenges. Action 3.4.2 creates a funding strategy to support and ensure a more equal distribution of greenspace throughout the city. Action 3.4.3 expands the functions of the City of Atlanta Tree Recompense Fund to better protect and grow Atlanta's tree canopy.

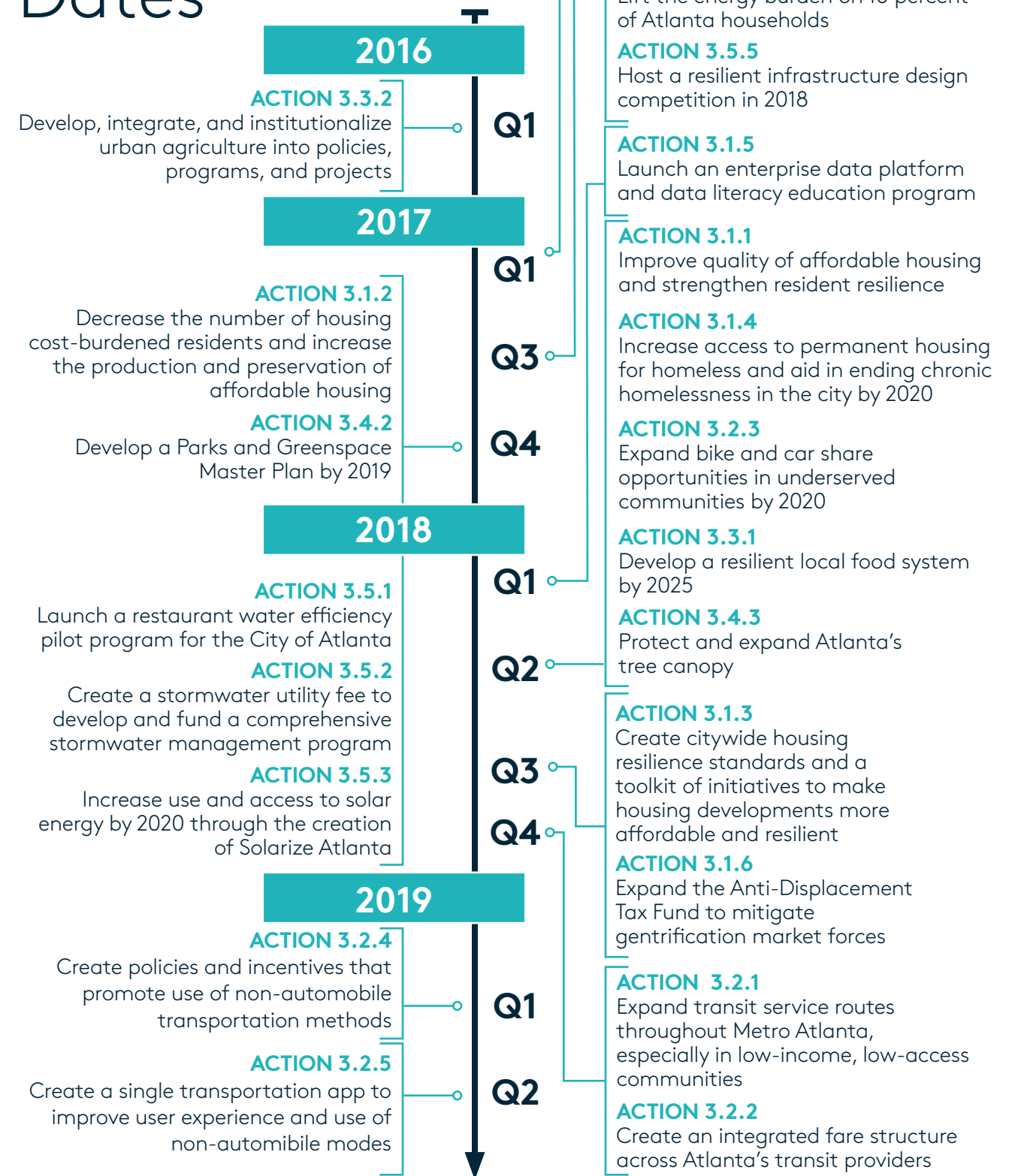
TARGET 3.5

Install sustainable energy- and water-efficient infrastructure improvements in public spaces as well as around 500 homes and businesses each year.



The City will work with local organizations, businesses, and private-property owners to install water-and energy-efficient systems in order to manage drought, stormwater flooding, and rising energy costs to ensure a sustainable future for the city. For instance, most commercial entities, such as restaurants, are billed primarily at Tier 3-usage rates, so every gallon of water conserved would produce savings of \$21.85 per gallon of water.³⁸ Action 3.5.1 develops a restaurant water-efficiency program to reduce waste and water costs. Action 3.5.2 recommends the creation of a stormwater utility fee to fund green infrastructure improvements. Action 3.5.3 increases the use of solar improvements through bulk purchasing options. Action 3.5.4 educates and encourages homeowners to adopt energy-saving techniques. Action 3.5.5 supports a resilient infrastructure demonstration project on Ted Turner Drive to encourage innovation and greater use of resilient infrastructure across Metro Atlanta.

Vision 03: Action Launch Dates



Action 3.1.1: Improve quality of affordable housing and strengthen resident resilience

Develop programs and policies to improve the quality of the current existing affordable housing stock, and strengthen homeowner and tenant resilience in the face of sudden shocks. Beginning in 2018, the City will convene a working group to implement the following program and policy changes: reform and modernize building codes, tax codes, and foreclosure policies; create an education campaign on homeowners' emergency assistance, emergency repair, and home maintenance programs; develop a tenants' rights education campaign on code enforcement; support rapid response rental assistance which include counseling services for tenants facing eviction; and create a City requirement that County Marshal services must provide notification before removing evicted tenants. These programs will not only improve the quality and safety of Atlanta's existing affordable housing stock, but will also strengthen renters' rights and residents' resilience by better protecting them from negligent landlords and decreasing the likelihood of foreclosures and evictions for low-income families.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

Atlanta Police Department , CoA Department of City Planning, Atlanta Volunteer Lawyers Foundation, Housing Justice League

Potential Metrics/Measures of Success:

- # of reformed building codes, tax codes, foreclosure policies
- # of foreclosures
- # of homeowner assistance education events
- # of renters' rights education events
- # of renters utilizing eviction counseling services
- # of eviction notices served

Partner Spotlight

Atlanta Volunteer Lawyers Foundation

The Atlanta Volunteer Lawyers Foundation (AVLF) is the largest provider of pro bono legal services in Greater Atlanta. Created in 1979, current programs include services for domestic violence survivors, landlord/tenant disputes, evictions, unpaid wages, and probate issues. AVLF aims to create safe and stable homes and families by inspiring attorneys to fight for equal justice, and provides low-income Atlantans high-quality legal representation.

Action 3.1.2: Decrease the number of housing cost-burdened residents and increase the production and preservation of affordable housing

Conduct a detailed assessment to identify the city's existing housing needs, forecast future housing needs given projected population growth, create policy and program recommendations for meeting current and future needs, and design goals and metrics that inform an overarching Housing Resilience Strategy. Concerns over maintaining affordable housing stock in the City of Atlanta have intensified rapidly in the wake of a newly energized housing market and spike in population growth. As of 2015, just under half of Atlanta households are cost-burdened, spending more than 30 percent of their incomes on housing, with more than a quarter of these households spending more than 50 percent of their income on housing.³⁸ Given the city's projected population growth from 440,000 in 2015 to 1.2 million residents by 2040, housing prices are expected to further rise with increased demand. In November 2017, the City of Atlanta Department of City Planning commissioned an Equitable Housing Needs Assessment to determine policies, programs, and development needs to decrease the number of housing cost-burdened residents and increase the production and preservation of affordable housing. These recommendations will inform an overarching Housing Resilience Strategy to address development of new housing stock, retention and maintenance of currently existing affordable housing, homeowner and renter resilience initiatives, and programs that support aging in place.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Promotes Leadership & Effective
-  *Secondary Driver*
Fosters Long-Term & Integrated

Lead Implementing Partners:

CoA Department of City Planning, CoA Mayor's Office of Resilience, HR&A Advisors, Inc.

Potential Metrics/Measures of Success:

- # of initiatives implemented out of the Housing Resilience Strategy
- # of stakeholders included in the production of the Housing Needs Assessment
- # of community engagement and outreach events

Funding: Fully-funded; CoA Department of City Planning

Action 3.1.3: Create citywide housing resilience standards and a toolkit of initiatives to make housing development more affordable and resilient

Establish a housing and resilience toolkit to support citywide housing resilience standards. In partnership with the Atlanta BeltLine, Inc., Invest Atlanta, regional housing authorities, and private developers, the City will work to develop and implement resilience initiatives aimed at making housing more affordable, such as conducting energy and water efficiency audits, installing LED lighting, low-flow toilets, green infrastructure, and community gardens. This toolkit would also include innovative financing tools, such as social impact investing, to encourage the development of resilient mixed-income housing with long-term affordable housing commitments. Mixed-income housing can provide a variety of benefits for residents, including improved amenities and greater access to jobs without insurmountable housing and transportation costs. At the same time, more diverse housing developments can also improve the neighborhood environment through increased community cohesion and tolerance. This initiative will kick off in December 2017 with a review of existing tools and a compilation of recommendations for how the City can better collaborate with other organizations in the housing resilience space.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

Atlanta BeltLine, Inc., Invest Atlanta, CoA Department of Planning, Atlanta Housing Authority, CoA Mayor’s Office of Resilience

Potential Metrics/Measures of Success:

- # of affordable units built
- # of affordable housing initiatives with resilience components
- \$ of new funding allocated to support affordable housing

Partner Spotlight

Partners for HOME ClearPath



The City of Atlanta and United Way have partnered to end chronic homelessness by committing \$50 million to renovate housing for homeless populations, add shelter space, and create permanent housing to make homelessness a rare and brief occurrence in the City of Atlanta. Over \$7 million will fund

the acquisition and renovation of shelters over the next three years. The biggest portion of these funds, over \$16 million, will be used to buy and renovate 500 units throughout the city to offer permanent homes for the homeless.²⁹

Action 3.1.4: Increase access to permanent housing for the homeless and aid in ending chronic homelessness in the city by 2020

Create an outreach program to encourage landlords to accept permanent housing subsidies from homeless families and individuals. When first transitioning out of homelessness, chronically homeless individuals and families often require permanent supportive housing, which includes supportive services such as health care, counseling, and career training to build independent living and tenancy skills. Once tenants have developed the necessary skills, they often choose to move into permanent housing on their own. To facilitate this move, the Atlanta Housing Authority and U.S. Department of Veterans Affairs, in partnership with Atlanta Partners for HOME, offer housing subsidies to landlords who provide permanent housing to formerly homeless individuals and families. These vouchers not only benefit formerly homeless by expanding the number of housing units available, but also benefit landlords by ensuring consistent rent payments. However, many landlords do not accept these housing subsidies. Beginning in 2018, implementing partners, including Atlanta Partners for HOME and others, will coordinate education outreach to landlords to explain why they should participate in the program and work on retaining landlords currently in the program. The goal of this initiative is to support the movement of families and individuals out of permanent supportive housing and into permanent housing, thus opening space in permanent supportive housing for others in need. This program will be critical in meeting the City’s commitment to make homelessness rare and brief and to end chronic homelessness in the city by 2020.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Atlanta Partners for HOME, Atlanta Housing Authority, CoA Department of City Planning

Potential Metrics/Measures of Success:

- # of landlord education and outreach events
- # of new landlords enrolling in the program
- # of new units that accept housing subsidies within 24 months
- # of families and individuals living in permanent housing using subsidies
- # of turnovers in permanent supportive housing units

Funding: Partially Funded; Atlanta Partners for HOME

Action 3.1.5: Launch an enterprise data platform and data literacy education program

Develop and deploy a central platform for organizing and correlating data across city and regional partners. By providing a universal location for data access in the region, the partners will be able to simplify access to government data and will be able to create an analytical foundation that greatly speeds the discovery, application, and insights possible when accessing computer readable data streams. Currently access to authoritative data sets is extremely time consuming and error prone as no single source of information exists. Once the City has established this platform, it will deploy additional analytical tools that will enable better discovery and visualization of trends and patterns irrespective of the source system capturing the relevant information. Access to this new data platform will be complimented by a free data literacy education program for community members. Identifying community assets that speak to a community's health and wellness enables community members to identify strengths, weaknesses, opportunities, and threats in their community thus empowering communities to advocate for, prioritize, and fund proposed projects with data. Furthermore, this platform will better support long-term neighborhood planning. Numerous groups in the region have requested access to this system for academic research, nonprofit application development, intergovernmental cooperation, and commercial development purposes. In addition to the community data literacy program, the City will partner with Commercial Improvement Districts (CIDs) to develop customized dashboards and tools to aide CIDs in monitoring mission success.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Information Management, Microsoft Corporation, Georgia Institute of Technology

Potential Metrics/Measures of Success:

- # of internal data sources available on the platform
- # of external data sources available on the platform
- # of unique hits on the platform
- # of customers on the platform
- # of applications developed against the platform
- Volume of data accessed per month from the platform
- # of data literacy training courses
- % improvement in community member's data literacy before and after courses, measured through assessments

Funding: Partially Funded; City of Atlanta

Action 3.1.6: Expand the Anti-Displacement Tax Fund to mitigate gentrification market forces

Expand the Anti-Displacement Tax Fund to at least three neighborhoods identified by the the Housing Needs Assessment and housing resilience strategy being developed by the City of Atlanta's Office of Housing and Community Development. Currently the Tax Fund will cover the cost of qualifying homeowners' property tax increases in the English Avenue, Vine City, Ashview Heights, and Atlanta University Center neighborhoods. The program is designed to help ensure that current homeowners are not displaced due to rising property values and therefore rising property taxes, spurred by economic development projects such as the Atlanta BeltLine and Mercedes-Benz Stadium. The existing fund, administered by the Westside Future Fund and sourced from philanthropic donations, will operate as a grant for individuals and will not require participants to reimburse any funds received.

Resilience Value to Atlantans:

-  *Primary Driver*
Fosters Economic Prosperity
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities

Lead Implementing Partners:

Westside Community Retention Collaborative

Potential Metrics/Measures of Success:



- # of homeowners issued grants
- % decrease in displacement of homeowners in target neighborhoods.
- # of additional qualifying neighborhoods added to fund coverage

Funding: Arthur M. Blank Family Foundation, Chick-fil-A Foundation, Georgia Power Foundation, Cox Enterprises, Pulte Group, Delta Air Lines, Georgia-Pacific, Tommy Holder — Chairman and CEO of Holder Construction Company

Action 3.2.1: Expand transit service routes throughout Metro Atlanta, especially in low-income, low-access communities

Engage in a planning process for new, high-capacity transit routes with a specific focus on the City of Atlanta as well as Clayton, DeKalb, and Fulton Counties to ensure equitable access and mobility throughout the core Metro region. The Mayor of the City of Atlanta, as a Board Member of the Atlanta Regional Commission, will actively promote the benefits of a robust integrated regional transportation system, such as increased mobility options and greater access to job centers and will support the expansion of MARTA into other core Metro counties including Cobb, Gwinnett, and Douglas Counties. In Fall 2014, Clayton County voters approved, with over 70 percent of the vote, to expand MARTA into their jurisdiction. Bus routes are already operating in the County and discussions are taking place to implement high capacity transit service. Additionally, the City will identify ways to address first/last mile connectivity to mass transit in low-income, low-access communities.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides Reliable Communication & Mobility
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

Metropolitan Atlanta Rapid Transit Authority, Atlanta Regional Commission, CoA Department of City Planning

Potential Metrics/Measures of Success:

- # of transit riders in new counties and stations
- Reduction in total travel time on transit
- Increase in access to jobs and resources

Funding: Partially Funded; T-SPLOST, MARTA sales tax



City of Atlanta Department of Planning's Atlanta City Studio. Photo Credit: City of Atlanta

PARTNER FEATURE: MARTA INITIATIVES

Although planned since the 1950s, the Metropolitan Atlanta Rapid Transit Authority (MARTA) did not come to fruition until 1972 when MARTA purchased the Atlanta Transit System, Atlanta's main bus system. Since then, MARTA has grown to 48 miles of rail and over 740 bus stops operating in four Metro Atlanta counties. Ranked as one of in the top 10 transportation agencies in the U.S., MARTA provides transit to over 500,000 people every weekday and employs almost 25,000 Metro Atlantans.¹⁹

In 2016 voters passed two historic referenda. The City of Atlanta will collect an additional 4/10 penny transportation special purpose local option sales tax (T-SPLOST) for transportation improvements, and MARTA will collect an additional 1/2 penny sales tax in funding for MARTA and transit expansion. These funds will help expand and improve the overall transit and transportation system in Atlanta..

Highlights:

Transit-Oriented Development

In 2010, MARTA adopted Transit-Oriented Development (TOD) Guidelines, which define the uses, densities, and physical design standards MARTA envisions around its stations, as well as the project parameters the agency seeks when pursuing joint developments on MARTA-owned station-area properties. The guidelines (1) organize the 38 MARTA stations into typologies largely based on desired level of density, (2) detail the physical development standards for each typology, and (3) provide guidance on the approach to the replacement of existing transit facilities such as parking. Since MARTA

adopted its TOD Guidelines and reinvigorated its joint development initiative, the agency has advanced several joint development projects at Arts Center, Avondale, Chamblee, Edgewood/Candler Park, King Memorial, and Lindbergh stations. Through these transformative TOD projects, MARTA is helping to create vibrant neighborhoods with the addition of over 49,000 square feet of parks and public space, 445,000 square feet of retail space, 70,000 square feet of office space, and 1,200 housing units. In addition, MARTA was among the first transit agencies to adopt an affordable housing target for its joint development projects, committing to keep 20 percent of units in Atlanta affordable, thus ensuring all Atlantans can benefit from transit and community enhancements.

WondeRoot's EnRoute public art mural at Oakland City MARTA station. Photo Credit: Transformation Alliance

Food and Retail

In partnership with the Atlanta Community Food Bank, Georgia Food Oasis, Community Farmers Markets, and South West Atlanta Growers (SWAG), MARTA piloted a fresh food retail model in 2015 known as the Fresh MARTA Market. The market not only provides partners and local growers economic opportunities but also provides a convenient location to purchase fresh, affordable produce in a community with many public transit-reliant individuals. The Fresh MARTA Market expanded to four stations in 2016: West End, Five Points, College Park, and Hamilton E. Holmes. With day-to-day operations supported by community partner Organix Matters, tens of thousands of people visit the market each year and take advantage of the two-for-one Supplemental Nutrition Assistance Program (SNAP) on produce. In addition to expanding the Fresh MARTA Market to other transit stations, MARTA also plans to build on-site retail in high-traffic stations, set to launch in late 2018

Technology Updates

In order to ensure maximum accessibility and customer satisfaction, MARTA is implementing significant technology upgrades. By the end of 2017, MARTA will launch a mobile fare-payment app, which will eventually eliminate the need for MARTA cards, as well as increase opportunities for partnerships with conventions and special events to include fares with registrations. Additionally, MARTA is upgrading its infrastructure to support underground cellular access and WiFi on buses and trains by early 2018. The agency is also working to replace outdated audio and video information systems that display upcoming train and bus schedules, which will include additional space for other important information

and messages.

For more information, please visit:
www.itsmarta.com

Action 3.2.2: Create an integrated fare structure across Atlanta’s transit providers

Connect the regional transit authorities in Metro Atlanta through one fare structure to allow for easier maneuverability for passengers throughout the region. With the new MARTA Breeze cards, which have the capability to transfer between the different regional transit authorities, the move towards an integrated regional transportation system is already underway. By the end of 2018, the City will propose to incorporate this action into the State’s regional transit vision, which is identifying congestion concerns and transient-oriented solutions in the Atlanta region. Creating an infrastructure that continues to support interconnectedness of our vast region is integral to the future of Metro Atlanta and will reduce the financial and time costs associated with transferring between transit systems—making public transit a more affordable and attractive alternative to personal automobile use.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides Reliable Communication & Mobility
-  *Secondary Driver*
Fosters Economic Prosperity
-  *Secondary Driver*
Promotes Leadership & Effective Management

Lead Implementing Partners:

Metropolitan Atlanta Rapid Transit Authority, CobbLinc, Gwinnett County Transit, Georgia Regional Transportation Authority

Potential Metrics/Measures of Success:

- % change in ridership before and after integration
- \$ change in revenue
- Changes in car traffic on major arteries

Action 3.2.3: Expand bike and car share opportunities in underserved communities by 2020

Expand bike and car share options in underserved communities to provide clean, alternate forms of transportation by working with the community and respective public and private partners to identify and overcome barriers to use. Bike and car share programs provide the opportunity for all Metro Atlantans to access vital transportation networks, basic needs, and employment centers and to experience all that Atlanta offers. In 2016, Atlanta’s Relay Bike Share program expanded from 100 bikes at 22 stations to 500 bikes at over 60 locations, including under-served neighborhoods such as Vine City, the West End, and Gordon E. White Park. Currently, T-SPLOST funding is allotted to expand the bike share system to 1,000 bikes with a focus on neighborhoods south of I-20. Plans to launch a pilot car-share program are underway.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides Reliable Communication & Mobility
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Department of City Planning, CoA Mayor’s Office of Resilience

Potential Metrics/Measures of Success:

- Bike and car share usage rates per location
- Air quality measurements at regular intervals
- # of new bike and car share locations

Funding: Partially Funded; CoA Mayor’s Office of Resilience, T-SPLOST

Action 3.2.4: Create policies and incentives that promote use of non-automobile transportation methods

Identify ways that Atlanta can promote the use of public transportation options through policy changes and incentives, such as removing minimum parking space requirements for new development projects and implementing parking maximum requirements. Non-automobile transportation policies and initiatives improve the quality of life for Atlantans throughout the region by incentivizing cleaner means of transportation. However, the abundance of low cost parking in the city has contributed to Atlanta’s auto-oriented culture. The city has 90,000 parking spaces, but 30,000 of those spaces are unused even during peak times. By 2019 the City will pursue innovative approaches to promoting non-automobile transportation methods through creative designs to repurpose unused parking spaces for bike storage, green infrastructure, or other active street programs.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides Reliable Communication & Mobility
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Department of City Planning, CoA Mayor’s Office of Resilience



Potential Metrics/Measures of Success:

- % change in parking ratios
- # of new parking spaces built
- % change in public transportation ridership
- Transportation demand management programs (TDM)

Action 3.2.5: Create a single transportation app to improve user experience and use of non-automobile modes

Merge existing transportation information platforms and apps like CommuteATL.com and ATLtransit.org to provide real-time commuter information to maximize route options, including trailways and bike lanes, and provide immediate access to integrated alternative transportation routes during shocks. Mobility is critical to Metro Atlanta’s economy and quality of life, but it is also one of the region’s most challenging issues. The City will support the Atlanta Regional Commission (ARC) in compiling data into one location both as a website and as an app to provide users with accurate, real-time data for optimal commute routes throughout Metro Atlanta. The City of Atlanta’s Information Management Department has already initiated the migration CommuteATL.com to the ARC’s platform. Launch of the new website and accompanying app is planned for early 2018.

Resilience Value to Atlantans:

-  *Primary Driver*
Fosters Long-Term & Integrated Planning
-  *Secondary Driver*
Provides Reliable Communication & Mobility

Lead Implementing Partners:

Atlanta Regional Commission, CoA Information Management Department

Potential Metrics/Measures of Success:

- # of citizens involved in the transportation planning process
- # of unique page views of the platform
- # of downloads of the app

Funding: Funded; Atlanta Regional Commission

Action 3.3.1: Develop a resilient local food system by 2025

Develop a resilient local food system to increase food access, especially to fresh and healthy foods, and to create new opportunities for education and employment. This initiative will develop a strategy stemming from the recommendations of a 2017 report commissioned by The Rockefeller Foundation, titled *The Resilience of America's Urban Food Systems: Evidence from Five Cities*. The City will work with local partners to conduct a metro-wide food system resilience assessment to understand the role local food systems play in buffering Metro Atlanta from disruptions in national or global food and transportation systems and to recommend City policies to bolster city food systems. These policies will guide the integration of food systems resilience into development planning and encourage neighborhood-level food resilience plans to integrate food and urban agriculture into greenspace landscapes. A more resilient local food system will also strengthen food business resilience by ensuring racial, economic, and social equity within the food industry and provide support services for local food producers. Metro Atlanta is fortunate to be able to build upon the foundation of a solid local food community. This initiative will support the City's goal of enabling all Atlantans to live within a half mile or less of affordable, fresh, and healthy food.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Supports Livelihoods & Employment
-  *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

CoA Mayor's Office of Resilience, Additional nonprofit partners

Potential Metrics/Measures of Success:


- \$ of new economic activity generated by food production and sales
- # of new food-related jobs created
- \$ value of locally produced food
- lbs of food distributed through emergency food assistance
- # of people in Metro Atlanta deemed in a 'food desert'
- The Hunger Vital Sign™
- # of times people buy and consume fresh food items, as identified through questionnaire
- # of times people are unsure about obtaining their next meal, as identified through questionnaire
- # of neighborhoods with food plans

Funding: Partially Funded; in-kind from nonprofit partners

Action 3.3.2: Develop, integrate, and institutionalize urban agriculture into policies, programs, and projects

Identify and distribute 25 acres of arable land by 2020 to urban farmers and growers through an Urban Agriculture Bank, Conservation, and Trust (UABCT). Increasing urban agriculture throughout the city provides greater access to local fresh food while also reducing food deserts. The UABCT is designed to provide access to farmable land and will be led by a committee of experienced urban growers. In addition to increasing access to arable land within the city, the City and partners will support the existing collective marketing brand "AgLanta" to promote fresh food purchases and value-added products grown and/or produced within city limits. A community labeling opportunity would provide a professional sales platform to launch \$1 million in sales by 2022 for food entrepreneurs. The City will also work with partners to implement a city-wide composting program. Together, these programs will create both the physical space to expand the urban agricultural sector and the infrastructure to make it a success.

Resilience Value to Atlantans:

-  *Primary Driver*
Fosters Economic Prosperity
-  *Secondary Driver*
Supports Livelihoods & Employment

Lead Implementing Partners:

CoA Mayor's Office of Resilience, Natural Resource Conservation Service, Groundwork Atlanta

Potential Metrics/Measures of Success:

- # of acres acquired
- \$ of sales generated through gross revenue and items sold
- # of community compost centers created

Funding: Partially Funded; CoA Mayor's Office of Resilience



Urban Perform Produce Market. Photo Credit: Georgia Food Oasis-Atlanta



Installation of community gardens at an Atlanta Fire and Rescue Station. Photo Credit: City of Atlanta

Action 3.4.1: Complete construction of the first segment of the Proctor Creek Greenway by January 2018

Develop the first three miles of the Proctor Creek Greenway, running from the Bankhead MARTA Station through Westside Quarry Park to the existing West Highlands Trail, by January 2018. The Master Plan for the Greenway envisions a total of seven miles of bicycle and pedestrian trails alongside Proctor Creek, encompassing 50 acres of linear park, spanning from the BeltLine Westside Trail to the Chattahoochee Riverwalk (a featured project of the Atlanta City Design Studio plan). Proctor Creek is the only watershed located entirely within the city limits; yet, it is also one of the most compromised bodies of water in the region, plagued with pollution, erosion, and high bacteria levels from stormwater and sewer overflows and illegal dumping. The communities surrounding Proctor Creek are in an environmental justice hot zone due to rapid growth of brownfields resulting from vacant and underutilized industrial properties, limited greenspace, food deserts, and public health threats resulting from frequent flooding. The Proctor Creek Greenway project is holistic in its approach by seeking to improve the ecological, economic, and social vitality of this community, with the core focus on enhancing human resilience. The Greenway will provide connectivity to existing public transit and the Atlanta BeltLine, promote economic development along its corridor, incorporate green infrastructure to control stormwater runoff, highlight local art and history, and increase opportunities for exercise and healthy living.

Resilience Value to Atlantans:



Primary Driver
Provides & Enhances Natural & Manmade Assets



Secondary Driver
Provides Reliable Communication & Mobility



Secondary Driver
Promotes Cohesive & Engaged Communities

Lead Implementing Partners:

CoA Mayor's Office of Resilience, CoA Department of Watershed Management, Renew Atlanta, Atlanta BeltLine, Inc., PATH Foundation, Emerald Corridor Foundation

Potential Metrics/Measures of Success:

- # of new projects and/or businesses directly related to services for the trail
- # of trail users during the first year
- # of sponsored art installations
- # of exercise classes conducted along the trail
- % increase in ridership at Bankhead MARTA station

Funding: Fully Funded; T-SPLOST, PATH Foundation

Partner Spotlight

Bellwood Quarry Reservoir

Formerly a 138-acre quarry site, the Bellwood Quarry Reservoir has now become a critical resilience project for the City. As of 2017, Atlanta only has a three-day reserve of emergency water supplies. The \$300 million project is being spearheaded by the Department of Watershed Management, and, when completed in December 2019, the reservoir will provide a 2.4 billion gallon, 30-day backup water supply for the city, ensuring reliable delivery of clean and safe drinking water for city citizens for the next 100 years. The quarry is being connected to

the Chattahoochee River and the Hemphill and Chattahoochee water treatment plants via a 10-foot diameter tunnel over five miles long, which is being drilled by a \$11.6 million 400-foot-long tunnel boring machine cheekily dubbed "Driller Mike", in honor of rapper and activist Killer Mike. Once the Reservoir is filled, the City plans to transform the surrounding land into Atlanta's largest park, which will span 280 acres and include hiking and biking trails linked to the Atlanta BeltLine, a skate park, outdoor theater, and ball fields.

Action 3.4.2: Develop a Parks and Greenspace Master Plan by 2019

Develop a funding action plan for acquisition, maintenance, and development of parks, greenspace, and trails, with a focus on how to create an equitable distribution of these resources. The Master Plan will be a pro-active roadmap for acquiring greenspace and will build on research done for existing plans, such as Project Greenspace, released in 2009. Launching in Fall 2017, the planning process will identify a reliable and permanent revenue stream for greenspace maintenance and expansion, such as dedicated funding in the City budget, green bonds, or tree recompense funds -- a critical component of a successful plan is to ensure that adequate resources are available to purchase and maintain greenspace. In addition, the plan will develop criteria for assessing potential sites for acquisition and prioritize parcels based on how they score. By creating a Master Plan for Atlanta's parks and greenspace, the region seeks to better position itself to realize the many benefits afforded by greenspace, including improved community health, connectivity, and neighborhood cohesion.

Resilience Value to Atlantans:



Primary Driver
Provides & Enhances Natural & Manmade Assets



Secondary Driver
Ensures Continuity of Critical Services

Lead Implementing Partners:

CoA Department of City Planning, CoA Department of Parks & Recreation, Park Pride

Potential Metrics/Measures of Success


- \$ public and private funding for parks and greenspaces
- # of acres of greenspace added to City's parks inventory
- % Atlantans living within one-half mile of a public park

Funding: Partially Funded; CoA department of City Planning, CoA Department of Parks and Recreation

Action 3.4.3: Protect and expand Atlanta’s tree canopy

Purchase forested properties within the City of Atlanta, using development fees paid into the City’s Tree Recompense Fund, to secure and protect Atlanta’s existing tree canopy. Tree conservation contributes to a number of health and environmental benefits for Atlantans, including improved air quality, additional shade, and reductions in air pollution, stormwater runoff, and carbon emissions. The City will collaborate closely with the existing Canopy Coalition, including Trees Atlanta, The Conservation Fund, Trust for Public Land, The Nature Conservancy of Georgia, and the Georgia Conservancy to plant trees with funds from the Tree Recompense Fund on City-owned properties and develop strategic partnerships with other local government entities to do the same. While the City has used the Tree Recompense Fund to purchase and plant trees for many years, this initiative would expand the Fund’s scope to include land acquisition, inventory non-viable trees that pose a threat to resident safety and infrastructure, and utilize USDA’s iTree program to address carbon and greenhouse via urban trees starting in early 2018.

Resilience Value for Atlantans:

-  *Primary Driver*
Provides & Enhances Natural & Manmade Assets
-  *Secondary Driver*
Ensures Public Health Services

Lead Implementing Partners:

CoA Department of City Planning, CoA Department of Parks & Recreation, CoA Department of Watershed Management

Potential Metrics/Measures of Success:

- # of acres of forested property purchased and under City management
- # of trees planted on City-owned properties

Funding: Fully Funded; CoA Tree Recompense Fund

Partner Spotlight

Proctor Creek Stewardship Council



In partnership with federal and local governmental officials, this grassroots organization addresses community, infrastructure, and development challenges in the Proctor Creek Watershed. Their mission is to restore, revitalize, and protect the ecological health of the Proctor Creek Watershed Basin and the quality of life of all of its 52,000+ residents. Through field trips, skill-development workshops, community science programs, and capacity building

initiatives, the Council will educate and learn from groups of community members about specific challenges in their own parts of the Watershed and Creek. This will, in turn, increase overall community awareness, advance advocacy for and implementation of green infrastructure projects, and equip residents to act as agents of change for environment justice and resilience in the Proctor Creek Watershed.

Action 3.5.1: Launch a restaurant water-efficiency pilot program for the City of Atlanta

Launch a Water Efficiency Restaurant Certificate (WERC) Program pilot for 100 restaurants, of which at least 50 will be women/minority-owned and/or in underserved neighborhoods. Knowing that the city has the nation’s highest water and sewer rates, WERC, launching in the fall of 2017, will provide restaurant owners with five measurable actions to reduce water usage, including required replacement of specific fixtures (pre-rinse spray valves, toilets, and urinals) with WaterSense-certified fixtures. Replacing a pre-rinse spray valve used for an average of one hour per day would save a restaurant 163 gallons of water per day. These actions will help to move the needle on large scale water-efficiency efforts citywide and help ensure adequate water supply for current and future Atlantans. WERC also will create workforce development opportunities by hosting training programs for local youth to conduct pre- and post-installation inspections at restaurants. The skills obtained by inspectors in the program will serve as a gateway to additional training and job opportunities in the plumbing and water treatment fields. The goal is to evolve this pilot program into a regular water-efficiency program within the Department of Watershed Management.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides & Enhances Natural & Manmade Assets
-  *Secondary Driver*
Meets Basic Needs
-  *Secondary Driver*
Supports Livelihoods & Employment

Lead Implementing Partners:

CoA Mayor’s Office of Resilience, CoA Department of Watershed Management, Metropolitan North Georgia Water Planning District, Georgia Restaurant Association

Potential Metrics/Measures of Success:

- # of WaterSense pre-rinse spray valves installed
- # of WaterSense toilets and urinals installed
- # of restaurants participating
- # of gallons of water conserved
- \$ change in water bills

Funding: Fully Funded; 100 Resilient Cities and CoA Mayor’s Office of Resilience



Atlanta Tree Canopies. Photo Credit: City of Atlanta

Action 3.5.2: Create a stormwater utility fee to develop and fund a comprehensive stormwater management program

Establish a stormwater utility fee to fund the City’s stormwater management plan, which is designed to reduce surface flooding, address aging infrastructure, and improve the quality of water in our streams. This initiative will include funding projects identified in the City’s Watershed Improvement Plans, leveraging partnerships through the Green Infrastructure Strategic Action Plan, and providing incentives for customers to install green infrastructure best management practices (BMP’s) on private property to help manage on-site stormwater runoff. The Department of Watershed Management has proposed a comprehensive Stormwater Management Program to be supported by a sustainable stormwater utility fee established through the standard practice of billing property owners based on the amount of impervious surface present on a property. The program will be modeled after a combination of national best practices and programs from neighboring jurisdictions. Atlanta’s stormwater utility fee will be designed to specifically address equity concerns by providing grant programs to ensure low-income residents are neither adversely affected by the cost of the fee nor unable to participate in BMP implementation programs.

Resilience Value to Atlantans:

-  *Primary Driver*
Ensures Continuity of Critical Services
-  *Secondary Driver*
Provides & Enhances Natural & Manmade Assets

Lead Implementing Partners:

CoA Department of Watershed Management, CoA Mayor’s Office of Resilience, The Conservation Fund, American Rivers, West Atlanta Watershed Alliance

Potential Metrics/Measures of Success:

- Volume of pollutants captured by installed Green Infrastructure Best Management Practices (BMPs)
- # of BMPs installed
- # of flooding incidents citywide and at U.S. Federal Emergency Management Agency recognized flood-prone areas
- \$ collected through stormwater utility fee

Partner Spotlight

Green Infrastructure Taskforce



In 2013, the City of Atlanta convened relevant City agencies, as well as partner groups, to promote and support the integration of green infrastructure into all types of public infrastructure investments. This Green Infrastructure Task Force has developed a Strategic Action Plan to address the challenges associated with managing stormwater runoff that leads to flooding, degraded water quality, and property damage. The Plan, which the Atlanta City Council unanimously approved in 2017, suggests actions for removing institutional barriers to green infrastructure construction;

increasing cost-effectiveness of green infrastructure; and engaging multiple City departments, citizens, developers, and environmental groups in working towards the goal of reducing stormwater runoff by 225 million gallons annually. Numerous projects have been completed, including Southeast Atlanta Permeable Pavers, Adair Park Rain Garden, and Historic Fourth Ward Park. Upcoming initiatives include Proctor Creek Greenway, Boone Park West with the Atlanta Urban Ecology Center @ Proctor Creek, and Rodney Cook, Sr. Park.

Action 3.5.3: Increase use and access to solar energy by 2020 through the creation of Solarize Atlanta

Collaborate with nonprofit and philanthropic partners to create Solarize Atlanta in 2018. Solarize Atlanta will be a community-based solar photovoltaic group-purchasing program that makes solar installations affordable for residents, businesses, faith-based institutions, and nonprofits in the city. Distributing solar energy on rooftop and ground-mounted systems throughout the city can offset peak electricity demand while making solar more affordable and accessible to interested Atlantans. The solar installations will be financed using either a direct purchase of solar panels through Solarize bulk pricing or through a solar energy procurement agreement, as authorized by the Georgia State Legislature in 2015. The program will provide free town-hall style education and workshop sessions open to the public. Participants will each receive a free solar feasibility evaluation, which will include preliminary site design, an energy usage profile, and financial analysis. The Solarize program will enhance Atlanta’s resilience by providing more easily affordable renewable energy, which helps the city meet its 100 percent clean energy transition goal by 2035. It also has the benefit of reducing greenhouse gas emissions by decreasing our reliance on energy generated by fossil fuels. Additionally, the City of Atlanta Mayor’s Office of Resilience will coordinate with the Department of City Planning to streamline the City’s solar permitting process to make solar adoption more easily accessible to constituents.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Ensures Continuity of Critical Services

Lead Implementing Partners:

Solar CrowdSource, Environment Georgia, Georgia Interfaith Power and Light, CoA Mayor’s Office of Resilience

Potential Metrics/Measures of Success:

- # of residences, nonprofits, and businesses using solar energy
- # of megawatts of solar capacity installed through Solarize
- # of rooftop installations in each sector

Funding: Partially Funded; Program participants





Solar panels shading a parking lot in downtown Atlanta. Photo Credit: City of Atlanta.

Action 3.5.4: Lift the energy burden on 10 percent of Atlanta households

Support the implementation of Georgia Power’s Energy Assessment and Solutions Program (EASP), Home Energy Improvement Program (HEIP), and the Automated Benchmarking Tool (ABT) with local Georgia coalition partners in the national Energy Efficiency for All (EEFA) initiative. EEFA is dedicated to linking the energy and housing sectors together in order to tap the benefits of energy efficiency for millions of low-income families. Georgia Power currently offers two energy efficiency incentive programs designed to help low-income residents and building owners achieve energy savings and lower utility bills, as well as a third program that provides whole-building energy data and benchmarking capability. These programs: (1) encourage participation in Georgia Power’s new EASP that provides free home energy assessments, weatherization, direct-install, and whole-house energy efficiency improvements for eligible low-income single family and multifamily owners and renters; (2) encourage multifamily affordable housing participation in Georgia Power’s HEIP, which provides assessments and incentives for individual and whole-house energy efficiency improvements; and (3) support the use of and provide technical assistance for Georgia Power’s new Automated Benchmarking Tool (ABT), which provides whole-building data and benchmarking. The City of Atlanta Mayor’s Office of Resilience will also promote participation in EEFA partner Georgia Watch’s “How to Save Money on Your Power Bills” workshops and EEFA coalition Energy-Equity Forums, which provide information on energy systems and actions to help residents save energy and money through simple steps they can take at home. Additionally, the City will support Georgia Watch in promoting an Energy Efficiency Kit Donation Program. Georgia Watch will work with retail establishments and Georgia Power’s online marketplace to set up collection sites asking shoppers to purchase items as donations to assemble energy efficiency and weatherization kits, which will be distributed to low-income homes through community outreach channels starting in Spring 2018.

Resilience Value to Atlantans:

-  *Primary Driver*
Meets Basic Needs
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities

Lead Implementing Partners:

Groundswell, Partnership for Southern Equity, Georgia Watch, Southface Energy Institute, Enterprise Community Partners, Georgia Power

Potential Metrics/Measures of Success:



- # of low-income households receiving EASP, HEIP, and ABT Program services
- # of individuals participating in educational workshops
- # of energy efficiency kit donation sites established
- # of low-income families receiving energy efficiency kits

Funding: Partially Funded; Georgia Power (HEIP and EASP funded as filed with and approved by the Georgia Public Service Commission and allocated statewide), The Energy Foundation, JPB Foundation

Action 3.5.5: Host a resilient infrastructure design competition in 2018

Conduct a design competition among Atlanta-based colleges and universities to transform Ted Turner Drive into a national example for resilient street design. The winning projects may include features like green infrastructure, bicycle lanes, permeable paving materials, solar energy, and electric vehicle charging, and must incorporate a design-sensitivity to the cultural history of the community. As Ted Turner Drive revitalization has already been identified for funding through the City’s T-SPLOST, this competition presents an opportunity to leverage these planned improvements to include additional resilience measures. The City will implement all or portions of the winning design into the final scope of work for the Ted Turner Drive project, making it a model of resilience for other projects around the city and the world.

Resilience Value to Atlantans:

-  *Primary Driver*
Provides & Enhances Natural & Manmade Assets
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Renew Atlanta, CoA Department of Parks and Recreation, Local colleges and universities

Potential Metrics/Measures of Success:

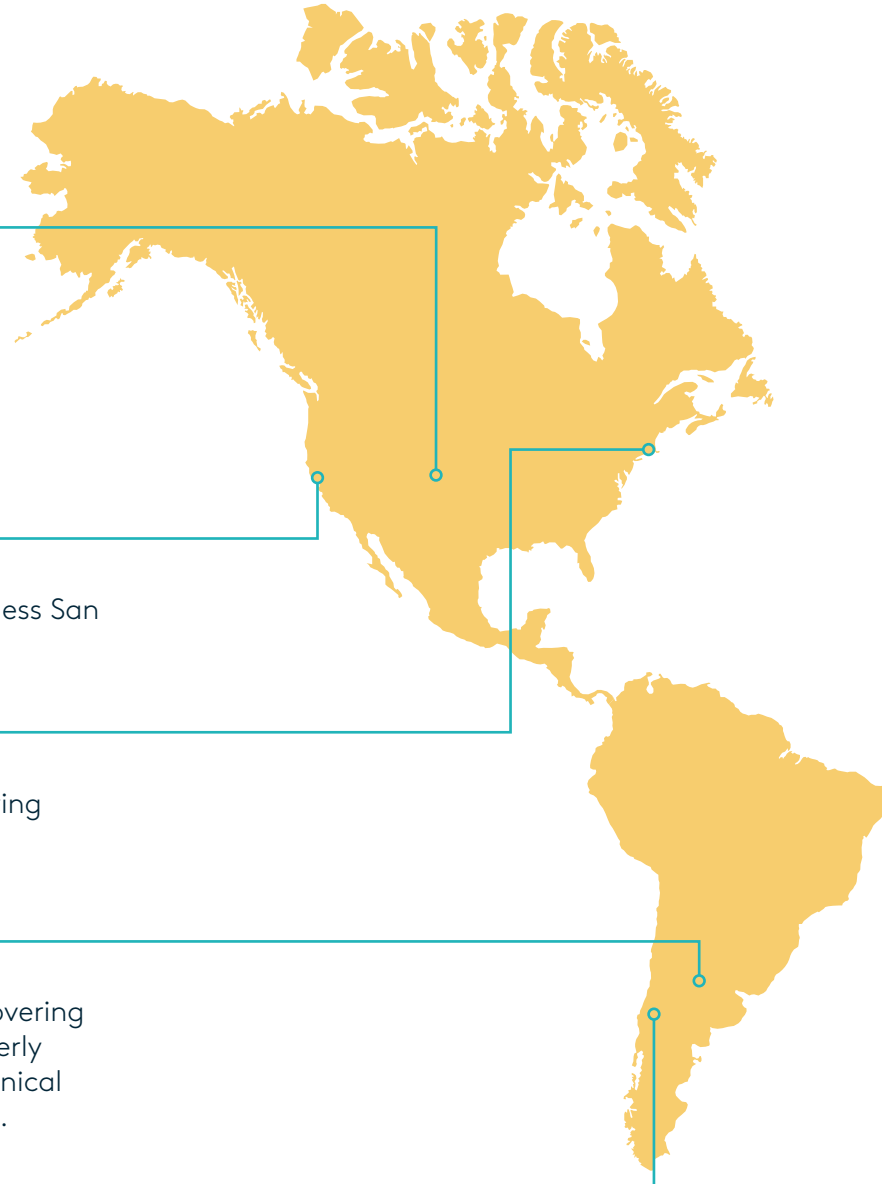
- # of competing school teams
- Gallons of stormwater diverted
- lbs of Carbon Dioxide sequestered
- # of pedestrians and bikers per year
- Reductions in vehicle, pedestrian, and bicycle accidents

Funding: Fully Funded; Turner Enterprises, T-SPLOST, Rebuild by Design



Park(ing) Day 2017 in Downtown Atlanta. Photo Credit: Central Atlanta Progress

VISION 3: SHARED INSPIRATION FROM THE 100RC GLOBAL NETWORK



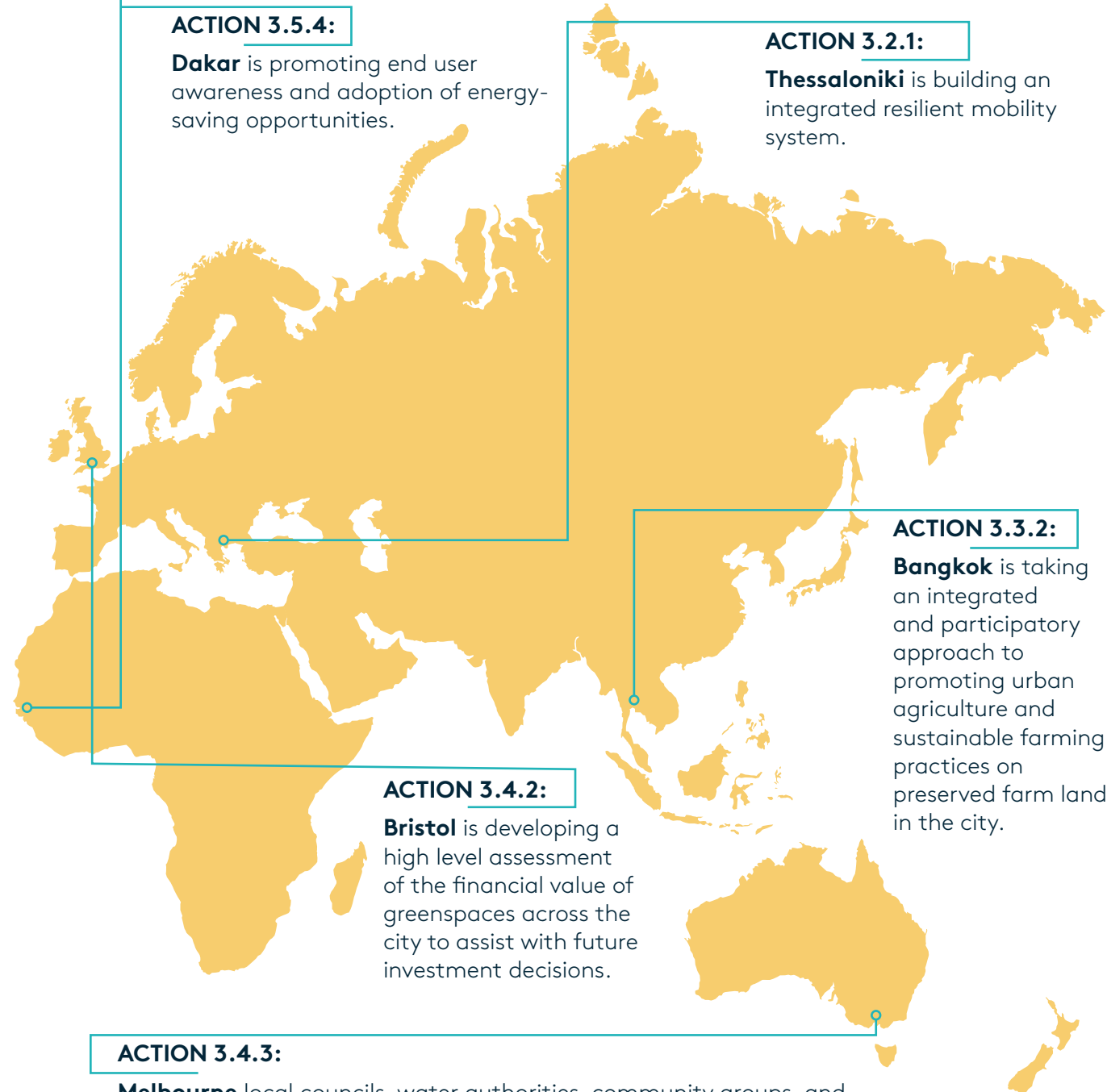
ACTION 3.3.1:
Boulder is conducting a non-traditional food security assessment to ensure the resilience of the local food system.

ACTION 3.1.4:
San Francisco is rapidly rehousing homeless San Franciscans following natural disasters.

ACTION 3.1.5:
Boston is collecting, analyzing, and sharing available City data to advance equity.

ACTION 3.4.1:
Santa Fe Parque del Norte Project is recovering and revitalizing 80 hectares of land formerly used as a landfill site, the municipal Botanical Garden, and several derelict greenspaces.

ACTION 3.2.1:
Santiago Mobility Pillar is planning and promoting an inter-modal transport system with a regional vision.



ACTION 3.4.2:
Dakar is collaborating with the private sector to reinstate public greenspaces in the City.

ACTION 3.5.4:
Dakar is promoting end user awareness and adoption of energy-saving opportunities.

ACTION 3.2.1:
Thessaloniki is building an integrated resilient mobility system.

ACTION 3.3.2:
Bangkok is taking an integrated and participatory approach to promoting urban agriculture and sustainable farming practices on preserved farm land in the city.

ACTION 3.4.2:
Bristol is developing a high level assessment of the financial value of greenspaces across the city to assist with future investment decisions.

ACTION 3.4.3:
Melbourne local councils, water authorities, community groups, and regional collaborations are undertaking urban greening and revegetation projects.

“

The greatness of a community is most accurately measured by the compassionate actions of its members.

”

- Coretta Scott King

VISION

04

DESIGN OUR SYSTEMS TO REFLECT OUR VALUES

Adapt Atlanta's civic systems to enable the City to become a leader in equity, sustainability, and resilience.

VISION 04

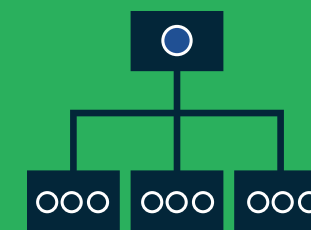
DESIGN OUR SYSTEMS TO REFLECT OUR VALUES

We envision a region that works everyday to ensure equity, encourage dynamic civic engagement, secure sustainability outcomes, improve public safety, and become a leader in airport resilience. With these Actions, Atlanta has the opportunity to update its city and regional infrastructure to align with these values and become a region that works for its residents, as well as a model for cities globally.

The city and region rely on formal and informal policies and programs that have been added over decades without always effectively coordinating to prevent duplication of work and services. This situation is not uncommon in large municipal governments, where departments may fail to align work being done on the same city block or leverage multiple resources allocated to a neighborhood to maximize benefits. Problems with this piecemeal process are exacerbated by the persistent stress of aging infrastructure, as different City departments work to make critical upgrades to our combined sewer overflow system, traffic control systems, and cracked sidewalks. Through these Actions, Atlanta can align programs across all agencies and organizations to best support all residents.

Vision 04: Target Overview

TARGET 4.1



Adapt and expand City systems to promote resilience planning by 2022.

The City will work internally to adapt and expand existing processes and systems to ensure equity and integrate resilience-thinking by 2022. The City has over 20 Departments and 17 Executive Offices, as well as numerous projects, initiatives, boards, and commissions. While equity- and resilience-thinking may exist in decision-making informally or vary across departments, this effort will align all City officials to ensure a more coordinated and efficient approach to planning and making investments in the future. Action 4.1.1 ensures equity in public investments. Action 4.1.2 improves coordination on joint infrastructure investments. Action 4.1.3 improves the City’s community outreach process. Action 4.1.4 leverages innovative technology to improve the City’s tracking of and responsiveness to stormwater flooding caused by our combined sewer overflow system and aging infrastructure. Action 4.1.5 improves communication and coordination with Atlanta Public Schools, other regional public school systems, and higher education institutions. Action 4.1.6 ensures the use of an equity lens in all projects and practices through open trainings.

TARGET 4.2



Support policies and systems to increase civic participation from Metro Atlantans.

The City will work with local partners to support policies and re-envision systems to increase civic participation across Metro Atlanta. Today, two examples of channels for civic participation include the Atlanta-Fulton Public Library system, which supports 34 local branches, and Atlanta’s 311 help line, which receives between 30,000 to 35,000 requests per month. Improving these systems and others to be more accessible and user-friendly will provide new avenues for civic participation for hundreds of thousands of Atlantans each year. While there are a wide range of civic participation platforms in Atlanta, many no longer seem to meet their potential for bringing residents together and giving the community a voice. These actions aim to do just that. Action 4.2.1 opens a resilience lab to support community members in coming together to address local challenges. Action 4.2.2 leverages the public library system as a community and civic engagement space. Action 4.2.3 restructures the City’s Neighborhood Planning Unit system to provide a better conduit between residents and decision-makers. Action 4.2.4 gives residents a direct vote over a portion of the City budget. Action 4.2.5 engages residents through a crowdsourcing database to improve City emergency response. Action 4.2.6 develops a public-facing scorecard to hold agencies and organizations accountable for equity and resilience. Action 4.2.7 brings together interfaith organizations to improve communication and coordination among diverse faith communities in Atlanta.

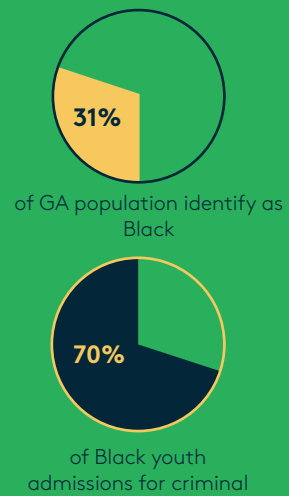
TARGET 4.3



Achieve 100 percent use of clean energy citywide by 2035.

This year, Atlanta committed to transition to 100 percent clean energy citywide by the year 2035. Included within this target is a commitment to transition to 100 percent clean energy for municipal operations by 2025, which covers energy consumption at City-owned buildings, water and wastewater treatment plants, and the Hartsfield-Jackson Atlanta International Airport. The City is undertaking a number of innovative approaches to meet this goal, including entering into an energy savings performance contract to retrofit approximately 100 municipal facilities for energy and water efficiency, developing a property assessed clean energy (PACE) financing program for energy efficiency and renewable energy upgrades to the private building stock, making Atlanta a national leader in the U.S. Department of Energy's Better Buildings Challenge, and installing solar on Atlanta City facilities.

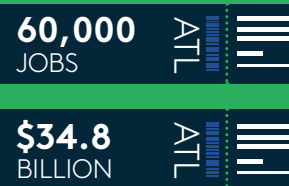
TARGET 4.4



Improve public safety and community preparedness by strengthening community cohesion and program evaluation.

Atlanta will improve public safety and community preparedness by strengthening community cohesion through community-level disaster trainings, greater engagement with the local police force, and additional after-school youth programs and mentorship opportunities. Across the country, cities are looking for solutions to address increasing tension between local communities and police forces, high youth incarceration and detention rates, and rising instances of natural disasters. According to the Georgia Department of Juvenile Justice, Black youth make up over 70 percent of total admissions for criminal offenses, despite living in a State where only 31 percent of the population identifies as Black. The Actions under this Target provide innovative approaches to addressing these challenges. Action 4.4.1 offers new opportunities for Atlanta Police to volunteer and mentor local youth. Action 4.4.2 establishes community centers to support LGBTQ+ youth in underserved neighborhoods. Action 4.4.3 evaluates the success of the @Promise Youth Center in mitigating juvenile detention. Action 4.4.4 expands local community disaster preparedness training and education programs.

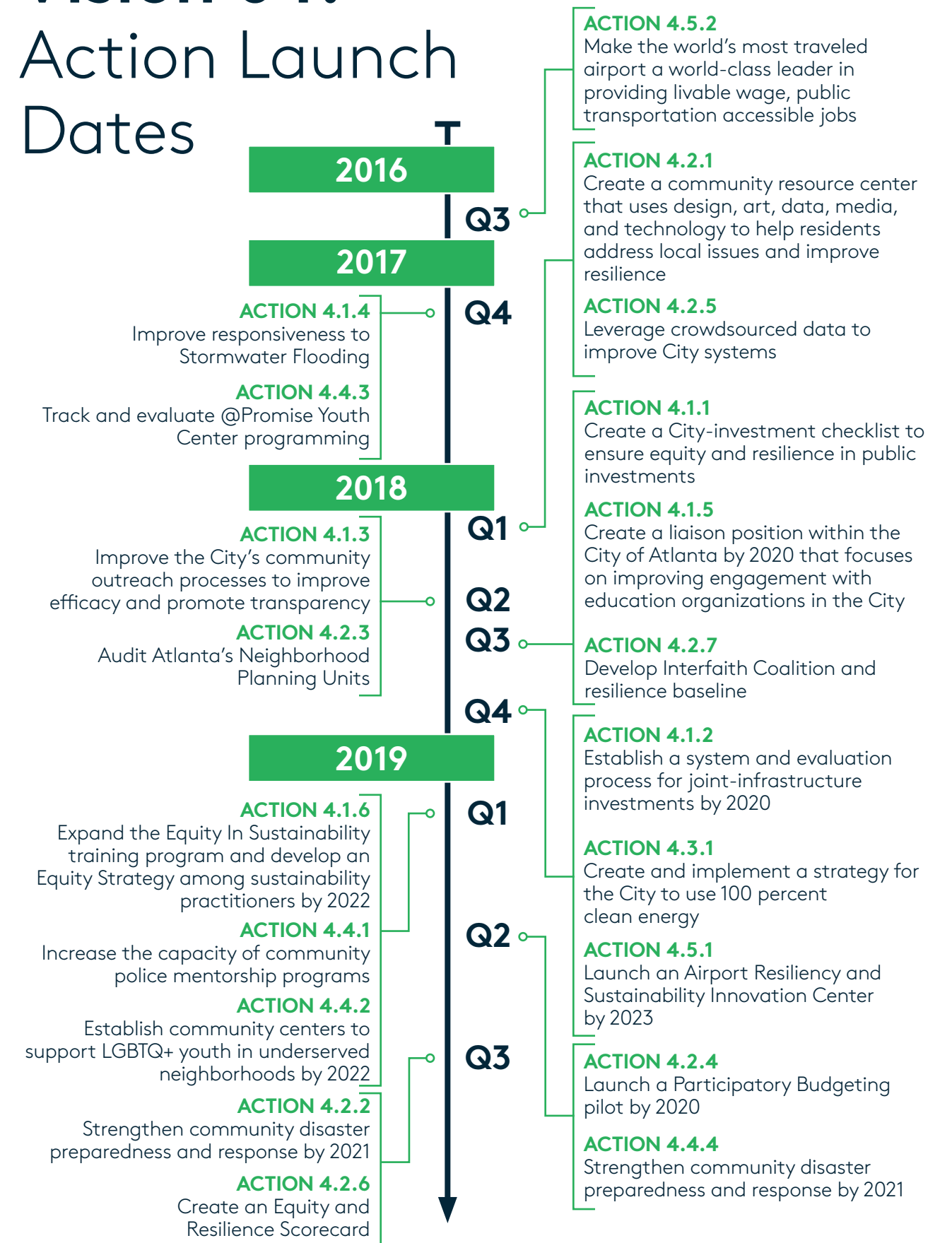
TARGET 4.5



Promote Hartsfield-Jackson Atlanta International Airport as a national model for resilience, sustainability, and workforce development by 2025.

The City of Atlanta, Hartsfield-Jackson Atlanta International Airport, and the local improvement district will work to showcase the Airport as a global model for resilience, sustainability, and workforce development. Atlanta is home to the world's most traveled airport, providing over 60,000 jobs and contributing over \$34.8 billion in economic impact. As such, the Airport is both a major focus for resilience as well as for employment opportunities. Action 4.5.1 creates a hub for innovators to explore new ways of increasing airport resilience. Action 4.5.2 establishes policies to ensure the Airport provides adequate access and workforce development opportunities to low-income workers.



Vision 04: Action Launch Dates



Action 4.1.1: Create a City investment checklist to ensure equity and resilience in public investments

Develop an internal and external checklist to be put into operation starting in City of Atlanta’s Fiscal Year 2019 that will be used to assess the current condition of public spaces across Atlanta neighborhoods to guide future public investments, particularly in the transportation sector, and to enhance fiscal responsibility in public spending management. To date, several neighborhoods continually benefit from significant public realm improvements while others lack basic infrastructure like continuous sidewalks. This baseline assessment tool will highlight public realm inequalities, increase accountability and transparency in decision-making for public realm investments while fostering integrated planning, and demonstrate the City’s commitment to equity. The result is a built infrastructure system that aligns infrastructure investment with equity assessments to ensure that all communities have access to basic infrastructure and affordable transit options across the city.

Resilience Value to Atlantans:

-  **Primary Driver**
Fosters Long-Term & Integrated Planning
-  **Secondary Driver**
Promotes Leadership & Effective Management
-  **Secondary Driver**
Ensures Continuity of Critical Services

Lead Implementing Partners:
CoA Chief Equity Officer, Renew Atlanta, CoA Department of Finance

Potential Metrics/Measures of Success:



- # adopted changes in the annual budget
- # of completed projects that fit within the framework
- # of sidewalk, greenspace, road, and green infrastructure installations and/or improvements, as determined by an annual resilience report card related to public investment

Funding: Partially Funded; CoA Mayor’s Office of Resilience, T-SPLOST

Action 4.1.2: Establish a system and evaluation process for joint infrastructure investments by 2020

Develop and implement a system and evaluation approach to City joint infrastructure investments that accounts for the benefits and efficiencies of coordinated investments across City departments and that could be funded through a coordinated capital plan, similar to that executed under the Renew Atlanta Bond Program. This process will promote long-term effectiveness and efficiency across operational departments. Under the leadership of a proposed City Joint Infrastructure Investment Committee, program and project investments will be evaluated, prioritized, and approved utilizing specific criteria designed to validate: (1) an efficient use of taxpayer dollars, (2) a consistent and measurable approach to planning and budgeting for joint infrastructure investments and sustained maintenance programs, and (3) a prioritization of investments that increase resilience and equity.

Resilience Value to Atlantans:

-  **Primary Driver**
Fosters Long-Term & Integrated Planning
-  **Secondary Driver**
Promotes Leadership & Effective Management

Lead Implementing Partners:
CoA Mayor’s Office of Innovation and Delivery, All City general fund departments, Atlanta City Council, Local, state, federal grant funding agencies

Potential Metrics/Measures of Success:

- # of new cross-departmental programs implemented
- \$ change in long-term capital and operating budgets
- \$ change in short-term and long-term repair costs

Partner Spotlight

SmartATL

SmartATL develops and employs data analysis tools to enable the city, citizens, and businesses to gain actionable insights that will improve the livability of the city and foster economic growth by leveraging the Internet of Things (IoT) and big data analytics capability. The five core pillars of SmartATL — mobility, public safety, environment, City operations efficiency, and public and business engagement -- as well as the cross-pillar focus areas of equity and resilience align well with Resilient Atlanta. By ensuring full integration of SmartATL technology and data tools with resilience efforts, implementation

of Atlanta’s resilience actions will not only result in cost-savings and cost-avoidance but also create numerous benefits across multiple City systems and departments. One SmartATL project, the North Avenue Corridor Demonstration, was launched in September 2017. The Demonstration project will establish the first-ever high-speed public WIFI on an Atlanta city corridor, create a comprehensive and scalable smart city data platform, demonstrate autonomous vehicle capability including interaction with city infrastructure, and deploy over 100 connected devices and sensors on North Avenue.



Community feedback session for downtown Atlanta development. Photo Credit: Central Atlanta Progress

Action 4.1.3: Improve the City’s community outreach processes to improve efficacy and promote transparency

Audit current City of Atlanta community outreach and communication policies to develop a new strategy to increase transparency and consistency in communication and outreach across City departments by 2020. According to data collected throughout the Resilient Atlanta Strategy development process, citizens cited communication and collaboration among internal stakeholders, as well as between the City and the community, as a weakness that needs to be addressed to improve Atlanta’s resilience. The audit and subsequent implementation of a new outreach and communications policy would coincide with the new 2018 Mayoral administration and City Council. Tools such as the Atlanta Community Engagement Playbook, a shared outreach calendar, and communications trainings could all be utilized to execute the new strategy. A new culture around community outreach will provide a solid foundation to support other strategic initiatives.

Resilience Value to Atlantans:



Primary Driver
Empowers a Broad Range of Stakeholders



Secondary Driver
Promotes Leadership and Effective Management

Lead Implementing Partners:

CoA Mayor’s Office of Communications, CoA Office of Constituent Services, CoA 311

Potential Metrics/Measures of Success:

- # of City of Atlanta staff trained
- # of complaints via 311
- % change in approval ratings of 311 and city staff

Action 4.1.4: Improve responsiveness to stormwater flooding

The City of Atlanta’s Department of Watershed Management (DWM) is developing a Smart H2O platform within a secure, permission-based system designed to capture real-time data and provide greater insight into the performance of the water system. Severe stormwater events place significant pressure on already stressed infrastructure. The Smart H2O platform will allow the DWM to provide users and stakeholders that are part of the incident management team with real time information, including location, pictures, and damage assessments to alert first responders. Through integration of existing WebEOC technology into the Smart H2O platform, this suite of information, combined with historic data of severely impacted areas, provides first responders with situational awareness to most effectively manage severe weather incidents. Furthermore, this program will function as a repository for data that can be used to identify potential flood and drought mitigation infrastructure projects.

Resilience Value to Atlantans:



Primary Driver
Provides & Enhances Natural & Manmade Assets



Secondary Driver
Ensures Continuity of Critical Services

Lead Implementing Partners:

CoA Department of Watershed Management, CoA Mayor’s Office of Emergency Preparedness, Atlanta-Fulton County Emergency Management Agency

Potential Metrics/Measures of Success:

- # of potential projects identified resulting in reduction of legacy stormwater projects
- # of projects identified and included in annual budgeting cycle
- # of projects identified for FEMA pre-disaster mitigation funding

Funding: Partially Funded; CoA “SWIT”

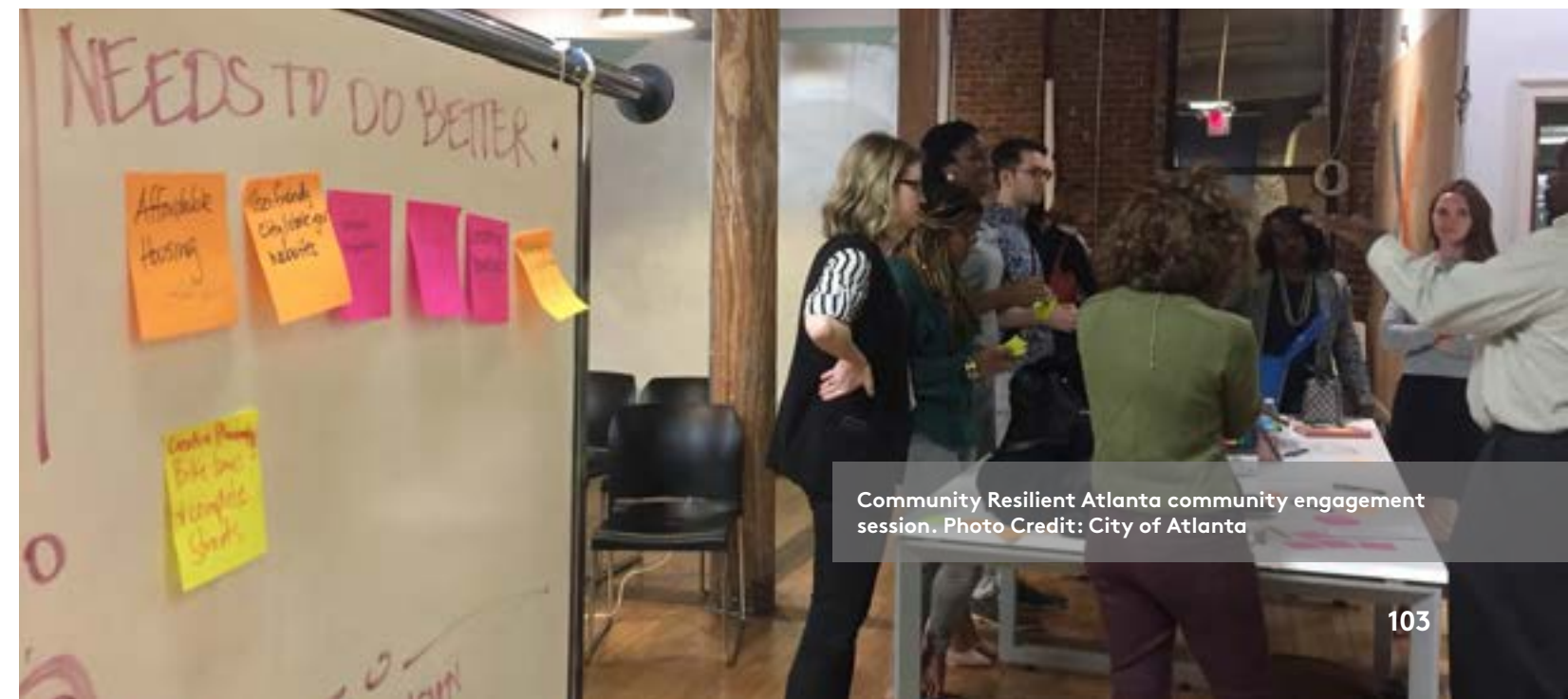
Partner Spotlight

Cyber Security

Atlanta, like many other cities, is increasingly relying on smart technology to streamline and enhance City services using real-time data. These smart systems combine hardware, software, and geospatial analytics to make our communities more digitally connected and improve our quality of life. However, as our smart infrastructure grows, so does the risk of cybersecurity breaches. Atlanta is working to improve its overall security posture by building a defensible information security program that improves our threat- and vulnerability-management capabilities for both information and supervisory control and data acquisition (SCADA) systems. With the stakes for protecting digital foundations high, Atlanta has made cybersecurity a priority by adopting the following measures: Requiring mandatory security awareness training as a part of the Information Security

Management System (ISMS) program, which includes education on topics such as phishing, password protection, and recognizing and reporting security incidents for all City of Atlanta employees;

- Planning and implementing multiple cyber security measures for vital utility systems;
- Coordinating with Georgia Institute of Technology and the Georgia Department of Transportation to add multiple layers of cybersecurity to our traffic signal infrastructure; and
- Acquiring the services of a Managed Security Service Provider (MSSP) to help assist with providing a cost-effective, robust security solution, enabling 24x7x365 support services of highly skilled network security experts.





Community Resilient Atlanta community engagement session. Photo Credit: City of Atlanta

Action 4.1.5: Create a liaison position within the City of Atlanta by 2020 that focuses on improving engagement with education organizations in the city

Create an education liaison to strengthen collaboration and coordination of resources between the City and Atlanta Public Schools, as well as with higher education institutions, NGO education partners, and surrounding municipalities. This will help the City determine how to better support these organizations' efforts, with a particular focus on improving education equity and supporting disadvantaged communities. Modeled after a successful Nashville program, this educational liaison could be tasked with expanding Pre-K and supporting after-school programming, recycling initiatives, school gardens, and capital improvements.

Resilience Value to Atlantans:

-  *Primary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Mayor's Office, Atlanta Public Schools

Potential Metrics/Measures of Success:

- # of projects and programs supported and/or improved by the liaison position
- #of community events attended by the education liaison
- # of slots on the waiting list for Pre-K
- % increase in after-school programming
- % increase in recycling initiatives and presentations by Atlanta's Recycling team

Action 4.1.6: Expand the Equity In Sustainability training program and develop an Equity Strategy among sustainability practitioners by 2022

Expand the Equity in Sustainability Training program, developed by the Urban Sustainability Directors Network in partnership with the Center for Social Inclusion, for both government employees and non-governmental partners. Launched in 2015, the program is a professional development program that teaches sustainability directors, staff, and partners about tools and best practices for adding a racial equity lens to sustainability practices. The goal is to provide valuable training for communicating about racial equity, team building, and applying proven equity tools, as well as to engage an on-going core group of practitioners to embed an equity lens in all projects and practices. The training is designed to be a five-part series that consists of a holistic curriculum of webinars, videos, and practice guides. The City of Atlanta Mayor's Office of Resilience hosted the first training with staff and partners in August 2017, which included over 20 participants representing seven organizations. The Office of Resilience will expand the training efforts to engage more external partner organizations and government counterparts responsible for executing sustainability initiatives. Trainings and coalition convenings would occur quarterly starting in 2018 to engage training alumni in the development and implementation of joint equity projects and policies.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Leadership & Effective Management
-  *Secondary Driver*
Provides & Enhances Natural & Manmade Assets

Lead Implementing Partners:

CoA Mayor's Office of Resilience, CoA Chief Equity Officer

Potential Metrics/Measures of Success:

- # of trainings
- # of attendees at trainings
- # of projects and policies implemented as result of trainings and coalition convenings
- # of unique neighborhoods receiving programming

Funding: Partially Funded; CoA Mayor's Office of Resilience



Photo Credit: Mr.Carmichael





PARCC Partners Tour. Photo Credit: Transformation Alliance and Georgia STAND-UP

Action 4.2.1: Create a community resource center that uses design, art, data, media, and technology to help residents address local issues and improve resilience

Provide space and technical assistance to help communities address local resilience challenges using design, art, data, media, and technology, and implement the solutions developed by the community. The resource center, the Atlanta Resilience, Equity, and Design Collective (RED), will leverage existing community partnerships and city organizations to provide space and guide programming development. RED, which will initially be embedded in one of Atlanta’s most distressed neighborhoods, will launch a pilot site in early 2018. All programming and technical assistance will be geared towards meeting the needs of the host community for at least 6-12 months. RED will collaborate with the Atlanta City Studio to amplify community-based work, with the Atlanta City Studio focusing on urban planning, design, and associated policies and RED focusing on tactical creative projects in communities. The goal of RED will be to build capacity in communities, produce civic infrastructure for change and resilience, employ community members at RED, and implement solutions to improve resilience on a community level. Additionally, RED will offer technical services to support other Actions in the Strategy. Potential equity issues to be addressed in the community with the assistance of RED include housing, environmental stewardship, economic development, and food access. After building capacity in the initial community, RED will expand to offer services to other communities in need. RED also will seek to develop a consortium to allow students from colleges and universities to support the Collective.

Resilience Value to Atlantans:

-  *Primary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities

Lead Implementing Partners:

Georgia Institute of Technology, CoA Mayor’s Office of Resilience

Potential Metrics/Measures of Success:

- # of residents attending programming at the Lab
- # of policy changes or new policies introduced as a result of the Lab
- # of solutions derived from work at the Lab
- # of local community members hired at the Lab

Funding: Partially Funded; Georgia Institute of Technology

Action 4.2.2: Re-envision Public Libraries to become focal points of community engagement and sustainability by 2019

Collaborate with regional public library systems to leverage current and new programming in an effort to rebrand libraries beyond a place to house books. Libraries are well located and accessible in communities throughout Metro Atlanta. Their relationship to the community and the services they offer need to be reinforced and strengthened to transform libraries into a comprehensive community resource. Libraries represent a safe space that not only provides access to technology, education, and other support services but also a space to gather and promote social connectivity. New programming could include: a yearlong one-book program to promote shared conversations across communities, ages, and races; equipping libraries to become cooling centers during extreme heat events; or providing seed libraries to support local growers.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Regional County Public Library Systems

Potential Metrics/Measures of Success:




- # of library visitors
- # of visitors accessing new programming
- # of members/“local library friends” organizations

Funding: Partially Funded; Public libraries

Action 4.2.3: Audit Atlanta’s Neighborhood Planning Units

Conduct an audit of the City of Atlanta’s Neighborhood Planning Unit (NPU) system in 2018 to ensure that the NPUS are adequately enabling neighborhood input as well as tailoring public policies to the neighborhood. Established in 1974 to provide an opportunity for citizens to actively participate in the execution of the City’s Comprehensive Development Plan, NPUs are citizen advisory councils that make recommendations to the Mayor and City Council on zoning, land use, and other planning issues. The city is divided into 25 NPUs spanning all 242 Atlanta neighborhoods. The system is a valuable asset that serves as an avenue for the City to provide information to its residents and enable residents to inform policy from a neighborhood level, but it is arguably not currently maximizing its potential. The results of the audit will be used to revitalize the structure of NPUs and implement changes by 2019 that promote more meaningful civic participation.

Resilience Value to Atlantans:

-  *Primary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Promotes Leadership & Effective Management

Lead Implementing Partners:

CoA Department of City Planning, CoA Mayor’s Office of Innovation and Performance

Potential Metrics/Measures of Success:

- Changes to the NPU system as a result of the audit
- # of residents attending NPU meetings
- # of residents participating in NPU leadership
- Increase in satisfaction with the NPU system

Funding: Partially Funded; Existing CoA budgets



Community Convo at CCI. Photo Credit: City of Atlanta

Action 4.2.4: Launch a Participatory Budgeting pilot by 2020

Select a portion of the City of Atlanta municipal budget and open it for public input. Citizens often feel a lack of influence in the planning and allocation of local resources, leading to a lack of trust of government officials. Participatory Budgeting is a democratic process in which community members directly decide how to spend part of a public budget. Currently, the City of Atlanta offers the Atlanta Budget Explorer tool and hosts interactive budget meetings online to close the information gap and promote transparency. With the support of community engagement and budget experts, the City would expand these efforts and implement a Participatory Budgeting pilot. The pilot will make the budget more transparent and accessible to citizens, as well as provide information sessions for citizens on the overall budget and process. The pilot will become a model for a longer-term Participatory Budgeting program to be adopted by the City and neighboring jurisdictions.

Resilience Value to Atlantans:



Primary Driver
Empowers a Broad Range of Stakeholders



Secondary Driver
Promotes Cohesive & Engaged Communities



Secondary Driver
Promotes Leadership & Effective Management

Lead Implementing Partners:

CoA Office of Budget & Fiscal Policy, CoA Mayor's Office of Innovation and Performance

Potential Metrics/Measures of Success:

- # of participants visiting online budget information site
- # of in-person inquiries at City Hall
- # of calls to 311 to inquire
- # of participants voting in use of funds

Funding: Fully Funded; Existing CoA budgets

Action 4.2.5: Leverage crowdsourced data to improve City systems

Leverage technology through a crowdsource application and the City's 311 Customer Service social media platform that will enable residents to provide real-time notifications to the City resulting in immediate service requests and deployment of services, starting in 2018. Resident satisfaction is paramount to ensuring overall alignment with the City's operational strategies and investments in infrastructure services. In the 2017 City Annual Satisfaction Survey, public perception and reception around City services and overall infrastructure improved by five percent from 2016, with some areas improving greater than 10 percent. These technological improvements will not only increase the efficacy of City systems but also will allow residents to engage in overall resilience efforts. Additionally, the data collected from these requests will inform future programming and prioritization of infrastructure projects.

Resilience Value to Atlantans:



Primary Driver
Empowers a Broad Range of Stakeholders



Secondary Driver
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

CoA Mayor's Office of Emergency Preparedness, CoA Atlanta 311, Georgia Institute of Technology

Potential Metrics/Measures of Success:

- Service request response times
- # of data requests for future budgetary planning
- # of notifications from the crowdsource application
- City Annual Satisfaction Survey

Action 4.2.6: Create an Equity and Resilience Scorecard

Develop a set of criteria that allows the public to evaluate projects, organizations, and neighborhoods on their ability to address equity and resilience by 2019. The scorecard will be used as a self-reporting mechanism between organizations and the public as well as a tool to inform future investment decisions. The tool will help citizens hold organizations accountable while also providing parameters to compare entities based on a universal set of criteria. Promoting equity and resilience scores as seals of approval can encourage groups to formally integrate values associated with equity- and resilience-thinking into every aspect of their work. The City will be a leader in adopting the scorecard approach by publishing a yearly report detailing the City's equity and resilience efforts and progress.

Resilience Value to Atlantans:



Primary Driver
Fosters Long-Term & Integrated Planning



Secondary Driver
Promotes Leadership & Effective Management

Lead Implementing Partners:

CoA SmartATL, CoA Mayor's Office of Resilience, CoA Chief Equity Officer, Invest Atlanta

Potential Metrics/Measures of Success:

- # of residents and organizations utilizing the scorecard tool
- # of policy changes as a result of scorecard
- \$ change in revenue and investment due to scorecard results

Action 4.2.7: Develop an Interfaith Coalition and resilience baseline

Promote the development of an Interfaith Coalition to improve the resilience dividend of Metro Atlanta faith-based organizations through coordinated community outreach efforts and shared goals. Faith is an integral part of the fabric of Atlanta's history, responsible for mobilizing the Civil Rights Movement in the 1960's. The three largest interfaith organizations in Atlanta are actively engaged in a Strategic Restructuring process that may lead to the merging of the three organizations into one leading Atlanta interfaith organization. The organizations bring together more than 2,000 faith and community leaders that partner with a myriad of houses of worship, faith-based community organizations, and schools, representing nearly every religious tradition in Atlanta. Through its programs and other efforts, the Coalition will work to make connections across traditions, gain greater understanding of other communities, and advocate for a more tolerant and engaged civil society.

Resilience Value to Atlantans:



Primary Driver
Promotes Cohesive & Engaged Communities



Secondary Driver
Promotes Leadership & Effective Management

Lead Implementing Partners:

Faith Alliance of Metro Atlanta, Interfaith Community Initiatives, Neshama Interfaith Center

Potential Metrics/Measures of Success:

- # of shared goals developed
- # of people served
- # of participating faith-based organizations

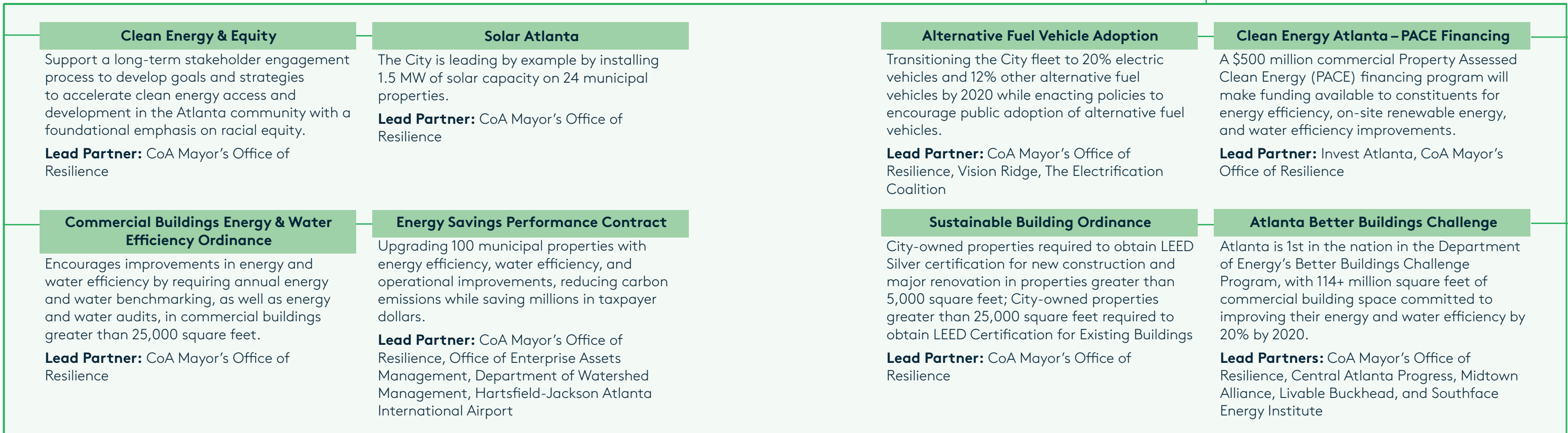
Funding: Partially Funded; Community Foundation of Greater Atlanta, Faith Alliance of Metro Atlanta, Interfaith Community Initiatives, Neshama Interfaith Center

Action 4.3.1: Create and implement a strategy for the City to use 100 percent clean energy

It was Mayor Reed’s recognition of the potential for energy efficiency to help the City’s bottom line that led to the initial formation of what is now known as the Mayor’s Office of Resilience. Energy efficiency upgrades to municipal building stock have saved millions of dollars in taxpayer money on utility expenses, and Mayor Reed’s leadership in building energy performance has led to groundbreaking policy initiatives, including the Atlanta Better Buildings Challenge, the largest program of its kind in the U.S.; the Commercial Buildings Energy & Water Efficiency Ordinance; updated sustainable design guidelines for the City’s municipal building stock through the Sustainable Building Ordinance; the passage of the nation’s largest municipal Property Assessed Clean Energy Financing program; the development of the nation’s largest-ever energy savings performance contract for a municipality, with large-scale efficiency and

capital upgrades in municipal office buildings, water and wastewater treatment plants, and airport sites; the commitment to expand the adoption of alternative fuel vehicles and infrastructure in Atlanta through a combination of leading by example with our own fleet and pursuing policies to ease the transition to alternative fuel vehicles (AFV) for Atlantans; and the creation of the first municipal Solar Energy Procurement Agreement in the State of Georgia, with the City putting 1.5 megawatts (MW) of rooftop solar panels across 24 City-owned facilities. It is because of these successful programs and the transformative impact they are having on building performance in the City that the Atlanta City Council felt comfortable in adopting the ambitious target of a 100% clean energy transition for the City, creating a 2025 target for municipal operations and a 2035 target for citywide energy consumption.

EXISTING ACTIONS FEEDING INTO TARGET 4.3



Atlanta 100% Clean Energy Plan

In May 2017, the City of Atlanta passed a resolution to develop a 100% clean energy plan by January 2018. The plan will be developed with robust input by the community with a pathway for continuous review to check progress and adapt approaches. The plan will emphasize carbon reductions, resilience, equity, improved public health, and economic development.

- Potential Metrics/Measures of Success:**
- Reduction in # metric tons of carbon dioxide emissions
 - # of MW of solar capacity installed on municipal buildings
 - # of water audits conducted in commercial buildings >25,000 square ft
 - \$ available for energy-efficiency improvements

Resilience Value to Atlantans:

Funding: Partially Funded; CoA



Primary Driver
Provides & Enhances Natural & Manmade Assets



Secondary Driver
Meets Basic Needs



Secondary Driver
Fosters Long-Term & Integrated Planning

Action 4.4.1: Increase the capacity of community police mentorship programs

Support the expansion of the Atlanta Police Department’s two police mentorship programs, the Atlanta Police Athletic League (PAL) and the Atlanta Police Explorers Program, which seek to strengthen police-community relations. PAL is a non-profit program that offers programs, including summer camp, mentoring, homework assistance, and sporting activities, to engage with youth citywide. The Explorers Program is designed to train young adults to become future leaders in law enforcement by building positive relationships between police and youth through community service engagement, civic education, and physical fitness training. Currently, 14 officers from the Police Department’s Community Service Division serve 225 youth. Increasing funding and capacity of these existing programs will provide more meaningful opportunities for mentorship engagement and improve community youth relationships with police officers in their neighborhoods.

Resilience Value to Atlantans:

-  *Primary Driver*
Ensures Social Stability, Security, & Justice
-  *Secondary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

Atlanta Police Department, Atlanta Police Foundation

Potential Metrics/Measures of Success:

- \$ of funding for the programs
- % change in capacity for the programs
- # of youth engaged
- # of police officers engaged
- # of police force jobs provided to youth

Funding: Partially Funded; Atlanta Police Department




Atlanta Chief of Police Erika Shields. Photo Credit: Central Atlanta Progress

Action 4.4.2: Establish community centers to support LGBTQ+ youth in underserved neighborhoods by 2022

Establish two to four community centers in underserved communities within the City of Atlanta that provide a safe space for LGBTQ+ youth and young adults. The centers will offer access to mental health programs, HIV testing and counseling, and homelessness prevention wraparound services. In 2015, students from Georgia State and Emory Universities counted homeless youth ages 14 to 25 living within the city limits, and found that a vast majority of youth are African-American (71 percent) and male (60.5 percent), and over a quarter of the group identified as LGBTQ+. Additionally, approximately 25,000 youth exit the foster care system annually before being reunited with their family of origin, being adopted, or achieving another permanent living arrangement. These youth often have limited resources with which to secure safe and stable housing, which leaves them at heightened risk of experiencing homelessness⁴². In October of 2017, the Atlanta City Council approved a resolution requesting that Invest Atlanta appropriate a percentage of funding from the Homeless Opportunity Project (including \$26 million from the City of Atlanta and \$25 million in matching funds from the United Way) to be used for housing interventions for homeless LGBTQ+ teens and young adults exiting foster care. The investment will create 254 housing interventions for homeless youth. The community centers will offer complimentary services to the homeless youth housing investment.

Resilience Value to Atlantans:

-  *Primary Driver*
Promotes Cohesive and Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Ensures Public Health Services

Lead Implementing Partners:

Georgia Equality, Atlanta Coalition for LGBTQ+ Youth

Potential Metrics/Measures of Success:

- # of community centers created
- # of LGBTQ+ youth and young adults served at community centers
- % decrease in homeless youth population
- % decrease in new HIV cases, especially among young black males 15-24





Photo Credit: Pride School

Action 4.4.3: Track and evaluate @Promise Youth Center programming

Develop an evaluation tool and dashboard to assess the effectiveness of the Atlanta Police Foundation’s @Promise Youth Center programming in providing pathways to success for at-risk youth in 2018. In partnership with the Atlanta Police Department, the Atlanta Hawks Foundation, the Boys & Girls Club of Metro Atlanta, and others, the @Promise Youth Center provides after school activities, workforce training, police mentorship programs, counseling services, and outdoor exercise opportunities to children and young adults in Westside Atlanta. The evaluation tool and public online dashboard will help the @Promise Youth Center determine whether it is successfully fulfilling its goal of tackling the root causes of juvenile behavioral issues and diverting youth from the juvenile justice system. Furthermore, the evaluation could help determine whether the project is replicable in other areas of the city.

Resilience Value to Atlantans:

-  *Primary Driver*
Ensures Social Stability, Security, & Justice
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders
-  *Secondary Driver*
Fosters Long-Term & Integrated Planning

Lead Implementing Partners:

Atlanta Police Foundation


Potential Metrics/Measures of Success:

- # of unique users of online dashboard
- # of youth diverted from the juvenile justice system through @Promise Youth Center programing
- # of other neighborhoods that replicate the program

Action 4.4.4: Strengthen community disaster preparedness and response by 2021

Expand the Citizens Emergency Response Training (CERT) program to strengthen neighborhood-level disaster preparedness and response. Educating and training residents and business owners to respond safely, responsibly, and effectively to emergency situations and to support their communities during non-emergency events is key to neighborhood-level preparedness and resilience. Community preparedness also develops a strong foundation for a more resilient city overall. The City’s 25 robust Neighborhood Planning Unit system provides an opportunity to implement targeted CERT training and neighborhood-level emergency response planning and registries, tailored to each neighborhood’s demographics and overall needs, in order to create a local level volunteer corps. Integration and coordination with existing telemedicine networks, nongovernmental organizations, urgent care centers, clinics, and community medical centers will be key to this training and planning effort. With the City’s foreign-born population growing by nearly 22 percent from 2010-2012 and equity being identified as one of the City’s greatest challenges, training and education will be designed and implemented to ensure that residents are able to support themselves and their neighbors in the face of disaster.⁴³

Resilience Value to Atlantans:

-  *Secondary Driver*
Promotes Cohesive & Engaged Communities
-  *Secondary Driver*
Empowers a Broad Range of Stakeholders

Lead Implementing Partners:

CoA Mayor’s Office of Constituent Services, CoA Department of City Planning , Atlanta-Fulton County Emergency Management Agency, CoA Mayor’s Office of Emergency Preparedness, Georgia voluntary organizations active in disaster

Potential Metrics/Measures of Success:

- # of CERT trained residents
- # of immigrant communities represented
- # of businesses participating in emergency preparedness and business continuity planning
- # of trained personnel registered for VOAD

Funding: Partially Funded; Urban Area Security Initiative

Partner Spotlight

@Promise Youth Center

Opened in August 2017, the @Promise Youth Center provides children and young adults in Westside Atlanta with after-school programming, workforce training, police mentorship programs, counseling services, and outdoor exercise opportunities. The Center addresses juvenile crime in Atlanta by incorporating intervention strategies to address problematic behaviors,

offering alternatives to illegal activities, and encouraging crime prevention through fostering personal growth and development. Attendees may be referred to the Center by the Atlanta Police Department, the Atlanta Public Schools System, the Fulton County Juvenile Court and Probation systems, or by members of the community.



Atlanta Fire firefighters. Photo Credit: City of Atlanta

Action 4.5.1: Launch an Airport Resilience and Sustainability Innovation Center by 2023

Create an innovation hub at Hartsfield-Jackson Atlanta International Airport to develop new technologies that increase the resilience and sustainability of airports around the world. This initiative would position Atlanta as a global leader in resilience by piloting and commercializing cutting-edge technologies in avionics and clean energy, as well as provide space to support innovation. The Center would offer a maker lab where entrepreneurs could build products, technologies, and prototypes and pilot their ideas at the Airport. It will also expand existing partnerships with companies such as Porsche and Delta and develop new partnerships with venture capital firms to fund the Center and new technologies. Initiatives that could be incubated at the Center include autonomous vehicles, alternative revenue sources for parking facilities, expansion of data centers, water conservation, updating air traffic control systems, and clean energy technologies to help the City of Atlanta meet its 100 percent clean energy goal.

Resilience Value to Atlantans:

 *Primary Driver*
Supports Livelihoods & Employment

 *Secondary Driver*
Fosters Economic Prosperity

Lead Implementing Partners:

Hartsfield-Jackson Atlanta International Airport, CoA Mayor’s Office of Resilience, Local post-secondary academic institutions

Potential Metrics/Measures of Success:

- # of resilience goals developed across multiple sectors, including energy, water management, refrigerant/cooling technologies, and hospitality using established standards and rankings, such as ISO 5001 Certification and Global Reporting Initiative ratings
- # of innovative technologies tested
- # of technologies developed from the resilience hub that are implemented at airports or other facilities
- # of companies using the maker lab
- # of patents granted to innovators using the resilience space




Photo Credit: Hartsfield-Jackson Atlanta International Airport.

Action 4.5.2: Make the world’s most traveled airport a world-class leader in providing livable wage, public transportation accessible jobs

Implement workforce development training and transportation policies for Hartsfield-Jackson Atlanta International Airport by 2022 specifically targeted at attracting candidates from low-income and minority communities on Atlanta’s south side. In 2016, the Aerotropolis Atlanta Community Improvement District released a master plan calling for catalytic development projects including a cargo hub, biologistics center, parts distribution center, data center, restaurant hub, and an energy city focused on solar projects. This initiative will support workforce development programs already underway as part of the Aerotropolis master plan and capitalize on the Airport’s MARTA transit station to ensure transportation accessibility. The Aerotropolis initiative would involve identifying and acquiring a site, either city-owned or purchased with public-private dollars, to renovate and develop a workforce training center.

Resilience Value to Atlantans:

 *Primary Driver*
Supports Livelihoods & Employment

 *Secondary Driver*
Provides Reliable Communication & Mobility

Lead Implementing Partners:

Aerotropolis, Invest Atlanta

Potential Metrics/Measures of Success:

- # of people trained
- % of different demographics of trainees and employees
- # of new jobs created
- Wages of new jobs created
- # of trainees and employees commuting to work using MARTA

Partner Spotlight

CityXChange

The inaugural 100 Resilient Cities CityXChange Summit was held at The Rockefeller Foundation’s Bellagio Center in Italy from May 14-17, 2017. The aim of the Summit was to provide a framework through which cities, startups, and venture capitalists could challenge each other to develop new models to work together and solve problems that will enhance public services and quality of life in urban centers. The Summit focused on a variety of issues that participating cities face, including transportation, civic engagement, infrastructure, public safety, health and well-being, and resource management. Mayor Kasim Reed discussed the City of

Atlanta’s commitment to achieve 100 percent renewable energy for municipal operations by 2025. As a result of these discussions at CityXChange, Atlanta will focus on making Hartsfield-Jackson Atlanta International Airport a model of resilience and clean energy initiatives with a best-in-class tech innovation center. Hartsfield-Jackson is the world’s busiest and most efficient airport. Additionally, the City of Atlanta will seek opportunities to partner with venture capital firms as well as other critical partners to create public-private partnerships that foster innovative solutions to challenges in deploying clean energy, starting with a clean energy project at the airport.

PARTNER FEATURE: HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT INITIATIVES

Originally called Candler Field when opened in 1925 by Mayor Walter Sims, Hartsfield-Jackson Atlanta International Airport became and remains the hub for Delta Air Lines. However, the Airport underwent its most notable transformation under the leadership of Mayor Maynard Jackson. Known for his large-scale public works projects, in 1977, Mayor Jackson invested \$500 million in the construction of a new terminal -- which completed what is now known as Hartsfield-Jackson Atlanta International Airport. He was also integral in incorporating minority business participation at the Airport.

Often described as a global gateway, Hartsfield-Jackson Atlanta International Airport offers nonstop service to more than 150 domestic and more than 70 international destinations in over 50 countries. It is the busiest and most efficient airport in the world in daily passenger flights, serving more than 104 million passengers each year. Additionally, the Airport is a major economic and employment hub for the Metro region, generating \$34.8 billion of economic impact in Metro Atlanta and \$70.9 billion in Georgia while providing more than 63,000 jobs on-site as the State's largest employer.

The Airport is in the process of executing ATLNNext, a multi-billion-dollar capital improvement program with a 20-year blueprint for growth. It is also a model of sustainability. With the Asset Management and Sustainability (AMS) division driving the Airport's commitment to achieve the triple bottom line through its GreeningATL program, Hartsfield-Jackson is working to become one of the world's greenest airports.

The Airport's AMS team works closely with CoA Mayor's Office of Resilience to coordinate resilience efforts.

Highlights:

Airport Employee Ride Options (AERO)

AERO helps Airport employees save money, get to and from work stress-free, and improve air quality by promoting and incentivizing commute alternatives, such as carpooling, vanpooling, public transit, and biking. Partially funded by a grant from the Atlanta Regional Commission, AERO is in its second full year of activation and the momentum is building. Partnerships have been established with Delta Air Lines, Southwest Airlines, City of Atlanta Department of Aviation, and Concessions International.

Apiary

The Airport's AMS division is working to create an apiary for the use of biomonitoring Atlanta's emissions and air quality while establishing a means of non traditional revenue. Apiaries are relatively inexpensive investments with many beneficial aspects and cost recovery capabilities. Apiary placement supports local pollinator efforts and health, puts land to use that might otherwise not be activated, produces hive products (such as honey) that can be sold or donated, and offers employees opportunities for engagement and satisfaction. Bees also serve as biomarkers of environmental change and create opportunities for community outreach and involvement.

Green Infrastructure

The Airport's Green Infrastructure Master Plan identified a potential increase of 7.8 million gallons of stormwater runoff per each one-inch rain event based on areas proposed for development in the Airport 2015 Master Plan (not including the runway or Concourse G). AMS has identified a number of projects to reduce stormwater runoff by 1.4 million gallons per each one-inch rain event.

Raising Awareness

Change the Course, a partnership with the Bonneville Environmental Foundation and Delta Air Lines raises awareness about water conservation and the Flint River. The Airport is

situated on the headwaters of the Flint River which, as a result of a 25-year tri-state water dispute, runs dry in mild drought. The Airport has become a steward of the river. Signage has been placed over 36 water bottle refilling stations throughout the terminals and concourses, prompting individuals to text to a repository monitored by the AMS Division. For each text, 1,000 gallons of water will be restored to the Flint River and adjoining watersheds. So far, the Airport and Delta have restored more than two million gallons of water.

Solar Solutions

The Airport began implementing solar power to support security camera operations and to provide energy at the domestic taxi assembly lot. Several other facilities have been identified as potential sites to implement solar power and additional assessments will be conducted in the future.

Waste Diversion

The Airport deploys several waste diversion strategies to manage food court, cargo waste, and aircraft recycling. In December 2017, waste receptacle kiosks that include education elements will be installed throughout food court areas so that passengers are able to further separate recyclables, organics, and waste. In the future, the Airport plans to complete a comprehensive waste characterization audit for all materials generated by the cargo facilities in order to better understand diversion opportunities and values of the commodities. Additionally, it plans to reduce and recycle airfield foreign object debris generated by the airlines and vendors alike. Green Acres ATL's Energy Park will be responsible for diverting 90 percent of the Airport's waste stream from landfills by 2020.

For more information, please visit www.atl.com/community/sustainability

Photo Credit: Hartsfield-Jackson Atlanta International Airport.

VISION 4: SHARED INSPIRATION FROM THE 100RC GLOBAL NETWORK

ACTION 4.2.1:

Boulder is developing a community-driven, interactive “Mobile Resilience Lab” to bring resilience and preparedness activities directly into neighborhoods.

ACTION 4.2.2:

San Francisco iSan Francisco is reimagining the City’s 29 public libraries as community spaces to conduct community outreach meetings.

ACTION 4.4.4:

San Francisco is increasing training for neighborhood emergency response teams.

ACTION 4.2.1:

Oakland is opening a civic design lab for problem solving across city departments and in collaboration with partners based on human-centered design.

TARGET 4.3:

Oakland is assessing equity impacts and feasibility of 100 percent clean and renewable energy.

ACTION 4.1.1:

Mexico City is developing methodologies for the inclusion of the concept of resilience in large infrastructure projects such as allocating 10 percent of the expenditures budget to building resilience.

ACTION 4.4.2:

Boston is advancing the ongoing development of community training for healing, well-being, and preparedness in the face of chronic stresses and traumatic events.

ACTION 4.1.6:

Bristol’s Black and Green Initiative is addressing inclusiveness and environmental awareness by kick-starting a long term series of activities and relationships with Black and Minority Ethnic communities around the legacy of the European Green Capital year.

ACTION 4.2.4:

Byblos is using participatory budget planning; allocating budgets to each neighborhood committees to decide on how and where the money shall be spent.

ACTION 4.2.2:

Semarang is promoting continuous education service for people of all ages with neighborhood “smart houses” and libraries.

ACTION 4.1.3:

Surat is promoting civic engagement initiated during the Smart City program to engage and influence development processes.

ACTION 4.2.5:

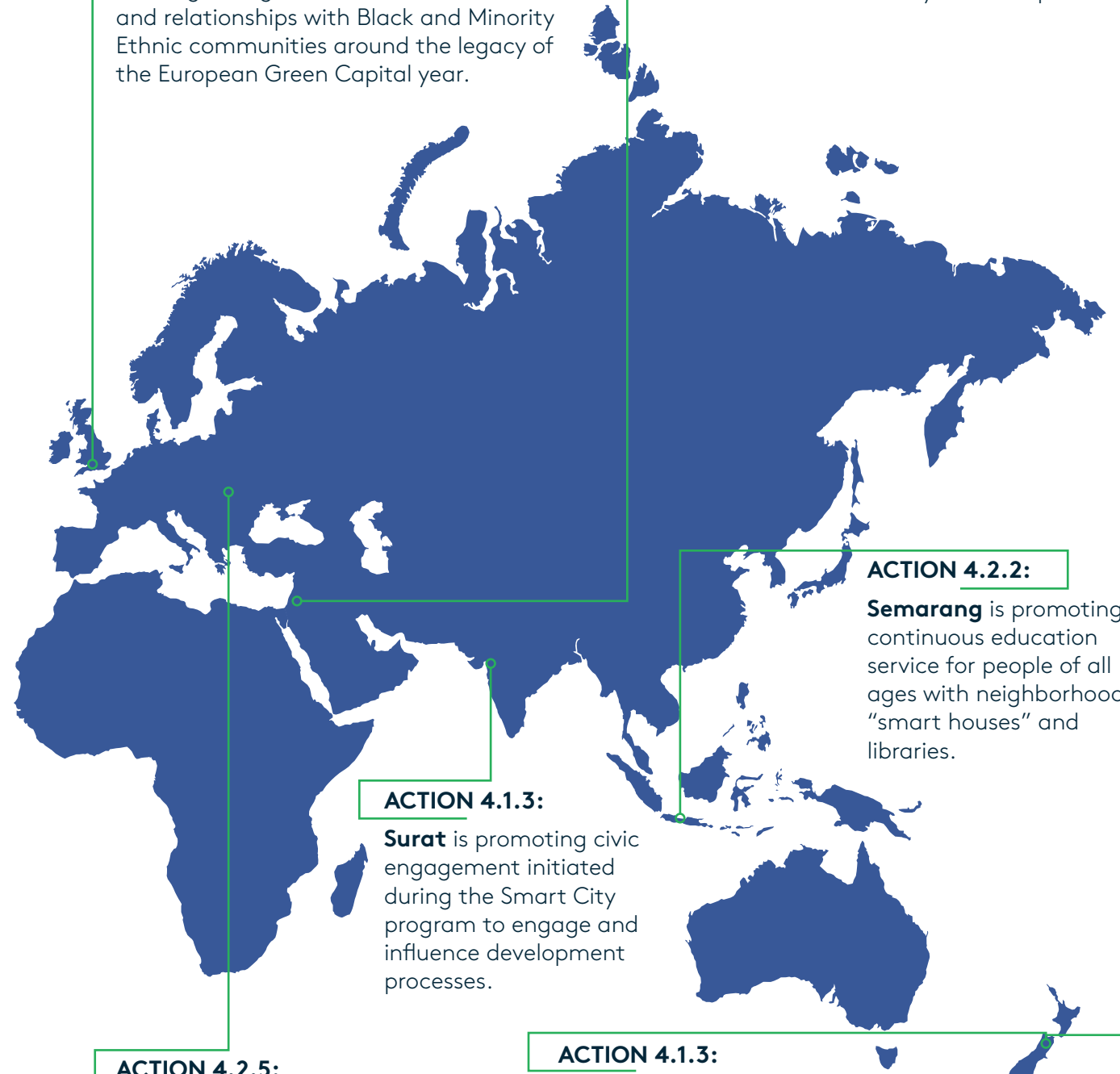
Thessaloniki is establishing a safe routes to school scheme using e-participation tools to crowdsource data, a set of physical measures, and policies to improve urban conditions along school routes.

ACTION 4.1.3:

Christchurch is experimenting with alternative forms of public participation to promote awareness of issues and engage people in decision-making.

Action 4.2.5:

Christchurch is using tools like the Snap Send Solve Develop app to make reporting issues easier.



PLATFORM PARTNER SPOTLIGHT

Esri

Within a few days of Atlanta's Interstate 85 bridge collapse in March 2017, Esri created CommuteATL, a web-based one-stop resource for Atlanta residents to obtain up-to-date, interactive information on commuting options, including MARTA schedules, parking availability around MARTA stations, bike share locations, and traffic data. Post-bridge repair, the City is coordinating with the Atlanta Regional Commission to keep the CommuteATL website active and continue to add functionality so that the data will remain relevant and aid commuters in seeking more transportation alternatives.

ioby

Resilient Atlanta's Urban Agriculture Program is making City-owned parcels available to residents to farm as neighborhood gardens. To ensure that this initiative is grassroots-driven and diverse, Resilient Atlanta will fundraise using ioby's nonprofit crowdfunding platform to hire local residents to serve as community ambassadors for each garden. These ambassadors will help publicize the program, seek qualified community members to farm the sites, and support design and construction of the gardens.

Rebuild by Design

The City of Atlanta is partnering with Rebuild by Design to develop a competition among local Atlanta colleges and universities to provide innovative design ideas for the City's infrastructure upgrades to Ted Turner Drive. This public-private partnership between the City's ReNew Atlanta team and Turner Enterprises will result in upgrades to enhance the roadway, which, depending on the winning design, may include green infrastructure, solar installations, bicycle lanes, and/or smart technology.

Wood.

Wood. is providing technical support for the Proctor Creek Greenway, a seven-mile trail from the Westside Atlanta BeltLine to the Chattahoochee River. The Wood. team will be conducting workshops to get community feedback on how to enhance the project's resilience, as well as to raise awareness about ways in which resilience can enhance the quality of life of Atlanta residents.

A CALL TO ACTION



Young women marching at the March for Science Atlanta in 2017. Photo Credit: Erik Voss

Metro Atlanta's most valuable asset is our people. The ideas in *Resilient Atlanta* all originated from within Metro Atlanta communities. We need your continued partnership to help make these ideas a reality. While all of the Actions listed Lead Implementing Partners, the lists are not exhaustive or limited to those listed. Please join us in strengthening Atlanta's resilience by participating in these efforts. Your continued collaboration will help us create a more equitable and resilient Metro Atlanta.

Here are some ways to get involved:

1. **VISIT OUR WEBSITE**, www.resilientatlanta.com, to follow the ongoing progress of the Strategy. The interactive website is the primary source for updates, events, and opportunities related to *Resilient Atlanta*. Community members will also be able to submit requests to include new or ongoing initiatives that support the Strategy.
2. **SHARE YOUR COMMENTS** and thoughts with us via social media. This Strategy was rooted in community input, and we appreciate your continued feedback. You can connect with us on Twitter and Instagram @ATLResilience, or with the hashtag #ResilientAtlanta. You can also contact our office at resilient@atlantaga.gov or call 404-865-8715.
3. **STAY INFORMED** about more opportunities to get involved with the work of the Mayor's Office of Resilience. You can sign up for our mailing list on our website or follow us on Twitter.
4. **LEARN MORE ABOUT ATLANTA'S PARTNERSHIP WITH 100 RESILIENT CITIES** by visiting www.100resilientcities.org. Explore the steps that other cities are taking to tackle their own resilience challenges.
5. **START A CONVERSATION** about *Resilient Atlanta* with your family, friends, and colleagues. This Strategy will have the greatest impact by reaching as many Metro Atlantans as possible. Thank you for making *Resilient Atlanta*.

SUMMARY OF ACTIONS

VISION 1: PRESERVE AND CELEBRATE WHO WE ARE

Target 1.1: Become a national leader by 2022 in addressing structural racism, reconciling historic racism, and promoting racial equity

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
1.1.1	Create a formal City document and Corresponding policies by 2020 to recognize and reconcile past systemic wrongdoings	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders	CoA Mayor's Office, CoA Chief Equity Officer, Local race-focused organizations and experts
1.1.2	Launch IMAGINE 50/50 series to vision a racially equitable Metro Atlanta	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders	Both And Partners Inc., One Small Change Inc., Civic Dinners

Target 1.2: Document and share the stories of Atlanta's 242 neighborhoods and Metro Atlanta's 29 counties

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
1.2.1	Elevate conversations about Metro Atlanta's resilience by hosting 500 Civic Dinners by 2025	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders	Civic Dinners, Atlanta Regional Commission
1.2.2	Create a "People of Atlanta" Platform by 2020	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders	WonderRoot, Atlanta History Center

Target 1.3: Build Atlanta's arts and culture sector to become one of the city's fastest growing industries by 2025

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
1.3.1	Create a comprehensive cultural plan for the City of Atlanta	Primary: Promotes Cohesive and Engaged Communities; Secondary: Fosters Economic Prosperity, Fosters Long-Term and Integrated Planning	CoA Mayor's Manager of Public Art
1.3.2	Promote workforce development in the arts and humanities sectors	Primary: Fosters Economic Prosperity; Secondary: Promoted Cohesive and Engaged Communities, Supports Livelihoods and Employment	CoA Mayor's Manager of Public Art, CoA Office of Film and Entertainment
1.3.3	Promote economic development in the arts and humanities sectors through a creative rescue and reuse program	Primary: Promotes Cohesive and Engaged Communities; Secondary: Fosters Economic Prosperity, Supports Livelihoods and Employment	CoA Mayor's Manager of Public Art, CoA Office of Film and Entertainment

Metrics	Timeframe	Funding
# of unique neighborhood forums held, # of attendees at forums, % of different demographics of attendees, Improved racial equity noted through qualitative public surveys, # of policy changes implemented that support racial equity	Long-term; 2018 Q3 launch	Unfunded
# of attendees at events, % of different demographics of attendees, # of visions/initiatives implemented as result of events, # of unique neighborhoods in which forums are held, # of policy changes implemented that support racial equity	Long-term; 2018 Q2 Launch	Unfunded

Metrics	Timeframe	Funding
# of Civic Dinners, # of topics addressed at dinners, # of attendees who turn into volunteers, % of different demographics of attendees, # of relationships formed, as measured by Civic Dinners platform, Facebook or other social platform connections	Long-term; 2018 Q1 Launch	Unfunded
# of unique pageviews on website portal, # of likes and comments on social media sources, # of story requests received, % of different demographics of storytellers, # of youth trained and hired	Long-term; 2018 Q4 launch	Unfunded

Metrics	Timeframe	Funding
# of outreach events conducted while creating the plan, # of attendees at outreach events, % of different demographics of attendees, # of dedicated funding streams won due to the cultural plan, # of initiatives implemented as a result of the plan, # of growing, healthy small- and mid-sized arts organizations in the city	Medium-term; 2017 Q4 Launch	Unfunded
# of creative economy workforce roundtables, \$ of fundraising received due to roundtables, % different demographics of attendees, # of jobs created due to roundtables, # of board members gained due to roundtables	Long-term; 2018 Q3 launch	Unfunded
# of items donated per month, # and types of donors, # and types of recipients, # of pounds of waste diverted through the program	Long-term; 2018 Q2 launch	Unfunded

VISION 2: ENABLE ALL METRO ATLANTANS TO PROSPER

Target 2.1: Prepare 100 percent of Metro Atlanta’s children for Kindergarten

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
2.1.1	Support Georgia’s Universal Pre-K Program for all 4-year-olds by reducing the number of children on Pre-K waiting lists in high-need areas	Primary: Empowers a Broad Range of Stakeholders; Secondary: Supports Livelihoods and Employment, Fosters Long-term and Integrated Planning	Georgia Early Education Alliance for Ready Students (GEEARS), Bright from the Start, Quality Care for Children, Regional public school systems
2.1.2	Expand the capacity of Learn4Life early childhood initiatives	Primary: Empowers a Broad Range of Stakeholders; Secondary: Supports Livelihoods and Employment, Fosters Economic Prosperity	Learn4Life

Target 2.2: Connect 10,000 Metro Atlantans to at least 10,000 new livable wage jobs by 2020

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
2.2.1	Establish a \$5 million dollar Creative Industries Revolving Loan Fund to support and retain local film and music talent	Primary: Supports Livelihoods and Employment; Secondary: Fosters Economic Prosperity	CoA Mayor’s Office of Film and Entertainment, CoA Mayor’s Office of International Affairs, Invest Atlanta, Metro Atlanta Chamber, ChooseATL
2.2.2	Revitalize the Mayor’s Youth Scholarship Program summer employment component and provide employment opportunities to at least 5,000 high school students by 2020	Primary: Supports Livelihoods and Employment; Secondary: Empowers a Broad Range of Stakeholders	WorkSource Atlanta, CoA Office of Constituent Services, CoA Mayor’s Office
2.2.3	Expand the capacity of workforce re-entry programs for previously incarcerated young adults by at least 25 percent	Primary: Supports Livelihoods and Employment; Secondary: Ensures Social Stability, Security and Justice	Urban League of Greater Atlanta, The Come Up Project
2.2.4	Fund a permanent, full-time First Source outreach liaison at WorkSource Atlanta	Primary: Supports Livelihoods and Employment; Secondary: Fosters Economic Prosperity	WorkSource Atlanta, CoA Mayor’s Office

Target 2.3: Ensure career choice in Metro Atlanta

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
2.3.1	Establish the Advancing Collective Prosperity Through Entrepreneurship Initiative	Primary: Supports Livelihoods and Employment; Secondary: Fosters Economic Prosperity	Community of Practice

Metrics	Timeframe	Funding
% increase in enrollment of low income students in Metro Atlanta pre-K programs, % increase in number of slots available to Metro Atlanta pre-K students	Mid-term; 2018 Q4 launch	Unfunded
% of 3rd graders reading proficiently on grade level, # of families served, # of books distributed, # of teachers trained, # of unique hits on online tools, # of eye exams provided	Short-term; 2018 Q2 launch	Unfunded

Metrics	Timeframe	Funding
# of metro Atlanta-based productions, # of and \$ amount of loans provided to creative talent in Atlanta, # of local production and post-production firms, # of local production and post-production full time equivalent (FTE) jobs	Short-term; 2017 Q4 launch	Unfunded
# of new summer jobs available, # of APS high school students hired for a summer job, # and types of organizations providing summer employment opportunities	Long-term; 2018 Q3 launch	Unfunded
# of participants trained, # of participants that receive internships and permanent employment, Recidivism rate for participants, crime rates, % of prisoners in counties served that are Black, \$ increase in funding for Training to Work 2 initiatives	Long-term; 2018 Q1 Launch	Partially Funded; US Department of Labor, Food Well Alliance
# of First Source program participants, both in terms of businesses and jobseekers, # of First Source job seekers placed in jobs, # of successfully placed participants still on the job after six months, one year, and two years	Long-term; 2018 Q2 launch	Unfunded

Metrics	Timeframe	Funding
# of jobs created, Increase in Black employment, # of businesses participating, Increased financial capability for participating entrepreneurs, Job retention rate, Increase in hourly wages for employees and yearly salary for employers	Long-term; 2017 Q3 launch	Partially Funded; Annie E. Casey Foundation and The Kendada Fund

SUMMARY OF ACTIONS

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
2.3.2	Establish a \$1 million fund and implement a program to maintain affordability of small business and maker rental space along newly developing BeltLine corridors	Primary: Supports Livelihoods and Employment; Secondary: Ensures Social Stability, Security and Justice	Atlanta BeltLine, Inc., CoA Mayor's Office of Resilience
2.3.3	Increase access to affordable, high-quality child care programs for infants and toddlers in Metro Atlanta through policy, regulation, and new funding options for subsidies and scholarships	Primary: Empowers a Broad Range of Stakeholders; Secondary: Supports Livelihoods and Employment, Fosters Long-Term and Integrated Planning	Georgia Early Education Alliance for Ready Students (GEEARS), Bright from the Start, United Way of Greater Atlanta, Quality Care for Children
2.3.4	Establish a child and dependent care program for the City's safety personnel	Primary: Supports Livelihoods and Employment; Secondary: Ensures Social Stability, Security and Justice	Atlanta Fire and Rescue Department, Atlanta Police Department, Atlanta Police Foundation, Quality of Care for Children

VISION 3: BUILD OUR FUTURE CITY TODAY

Target 3.1: Improve quality, access, and distribution of affordable housing in Metro Atlanta

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.1.1	Improve quality of affordable housing and strengthen resident resilience	Primary: Meets Basic Needs; Secondary: Fosters Long-Term and Integrated Planning, Empowers a Broad Range of Stakeholders	Atlanta Police Department, CoA Department of City Planning, Atlanta Volunteer Lawyers Foundation, Housing Justice League
3.1.2	Decrease the number of cost-burdened residents and increase the production and preservation of affordable housing	Primary: Meets Basic Needs; Secondary: Fosters Long-Term and Integrated Planning, Promotes Leadership and Effective Management	CoA Department of City Planning, CoA Mayor's Office of Resilience, HR&A Advisors, Inc.
3.1.3	Create citywide housing resilience standards and a toolkit of initiatives to make housing developments more affordable and resilient	Primary: Meets Basic Needs; Secondary: Promotes Cohesive and Engaged Communities, Fosters Economic Prosperity	Atlanta BeltLine, Inc., Invest Atlanta, CoA Department of Planning, Atlanta Housing Authority, CoA Mayor's Office of Resilience
3.1.4	Increase access to permanent housing for homeless and aid in ending chronic homelessness in the city by 2020	Primary: Meets Basic Needs; Secondary: Empowers a Broad Range of Stakeholders	Atlanta Partners for HOME, Atlanta Housing Authority, CoA Department of City Planning
3.1.5	Launch a community assets mapping platform and data literacy education program	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders, Fosters Long-Term and Integrated Planning	CoA Department of City Planning, Neighborhood Nexus, Georgia Institute of Technology

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
\$ of funds invested in community, # of businesses supported or retained, # of new business attracted,, \$ of new private investment within a defined geography as the result of this program	Medium-term; Q1 2018 launch	Partially Funded; Atlanta BeltLine, Inc.
% increase in Quality Rated child care programs in Metro Atlanta, % increase in low income families in Metro Atlanta receiving a public or privately funded subsidy or scholarship for child care, # of children enrolled in high quality learning environments	Mid-term; 2019 Q1 launch	Unfunded
% change in employee retention rates, % change in number of female personnel after pilot program, % change in demographics of new safety personnel, % increase in overall applicants for employment, # of children enrolled in program, # of child and dependent care centers servicing alternative work schedules	Long-term; 2019 Q1 launch	Unfunded

Metrics	Timeframe	Funding
# of reformed building codes, tax codes, foreclosure policies, # of foreclosures, # of homeowner assistance education events, # of renters' rights education events, # of renters utilizing eviction counseling services, # of eviction notices served	Long-Term; 2018 Q2 launch	Unfunded
# of initiatives implemented out of Housing Resilience strategy, # of stakeholders included in the production of the Housing Needs Assessment and plan, # of community engagement and outreach events	Short-Term; 2017 Q4 launch	Fully Funded; CoA Department of City Planning
# of affordable units built, # of affordable housing initiatives with resilience components, \$ of new funding allocated to support affordable housing	Short-Term; Develop resilience toolkit by Q3 2018	Unfunded
# of landlord education and outreach events, # of new landlords enrolling in the program, # of new units that accept housing subsidies within 24 months, # of families and individuals living in permanent housing using subsidies, # of turnovers in permanent supportive housing units	Medium-term; 2018 Q2 launch	Partially Funded; Atlanta Partners for HOME
# of unique hits on the platform, # of comments and new posts on the platform, # of community-driven initiatives created by platform use, # of grants or other resources secured for app-sourced ideas, # of data literacy training courses, % improvement in community member's data literacy before and after courses measured through assessments	Long-Term; 2018 Q1 launch	Partially Funded; Atlanta Regional Commission

SUMMARY OF ACTIONS

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.1.6	Expand the Anti-Displacement Tax Fund to mitigate gentrification market forces	Primary: Fosters Economic Prosperity; Secondary: Promotes Cohesive and Engaged Communities	Westside Community Retention Collaboration

Target 3.2: Improve access to transportation across Metro Atlanta

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.2.1	Expand transit service routes throughout Metro Atlanta, especially in low-income, low-access communities	Primary: Provides Reliable Communication and Mobility; Secondary: Fosters Long-Term and Integrated Planning	Metropolitan Atlanta Rapid Transit Authority, Atlanta Regional Commission, CoA Department of City Planning
3.2.2	Create an integrated fare structure across Atlanta's transit providers	Primary: Provides Reliable Communication and Mobility; Secondary: Promotes Leadership and Effective Management, Fosters Economic Prosperity	Metropolitan Atlanta Rapid Transit Authority, CobbLinc, Gwinnett County Transit, Georgia Regional Transportation Authority
3.2.3	Expand bike and car share opportunities in underserved communities by 2020	Primary: Provides Reliable Communication and Mobility; Secondary: Fosters Long-Term and Integrated Planning	CoA Department of City Planning, CoA Mayor's Office of Resilience
3.2.4	Create policies and incentives that promote use of non-automobile transportation methods	Primary: Provides Reliable Communication and Mobility; Secondary: Fosters Long-Term and Integrated Planning	CoA Department of City Planning, CoA Mayor's Office of Resilience
3.2.5	Create a single transportation app to improve user experience and use of non-automobile modes	Primary: Fosters Long-Term and Integrated Planning; Secondary: Provides Reliable Communication and Mobility, Promotes Leadership and Effective Management	Atlanta Regional Commission, CoA Information Management Department

Target 3.3: Ensure every Atlantan lives within one-half mile of fresh food by 2025

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.3.1	Develop a resilient local food system by 2025	Primary: Meets Basic Needs; Secondary: Supports Livelihoods and Employment, Fosters Economic Prosperity	CoA Mayor's Office of Resilience, Additional nonprofit partners

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
# of homeowners issued grants, % decrease in displacement of homeowners in target neighborhoods, # of additional qualifying neighborhoods added to fund coverage	Short-term; 2018 Q3 launch	Partially Funded: Arthur M. Blank Family Foundation, Chick-fil-A Foundation, Georgia Power Foundation, Cox Enterprises, Pulte Group, Delta Air Lines, Georgia-Pacific and individual contributor Tommy Holder, chairman and CEO of Holder Construction Company

Metrics	Timeframe	Funding
# of transit riders, particularly in new counties and stations, reduction in total travel time on transit with the addition of new service, increase in access to jobs, and resources accessible	Long-term; 2018 Q4	Partially Funded; TSPLOST, MARTA sales tax
% change in ridership of respective transit authorities before and after integration, \$ change in revenue, changes in car traffic through major thoroughfares	Medium-term; 2018 Q4 launch	Unfunded
Bike and car share usage rates per location, Air quality measurements at regular intervals, # of new bike and care share locations	Short-term; 2018 Q2	Partially Funded; CoA Mayor's Office of Resilience, TSPLOST
% change in parking ratios, # of new parking spaces built, % change in public transportation ridership, Transportation demand management programs (TDM)	Medium-term; 2019 Q1	Unfunded
# of citizens involved in the transportation planning process, # of unique pageviews of the platform/# of downloads of the app	Medium-term; 2018 Q2	Funded; Atlanta Regional Commission

Metrics	Timeframe	Funding
\$ of new economic activity generated by food production and sales, # of new food-related jobs created, \$ value of locally produced food, lbs of food distributed through emergency food assistance, # of people in Metro Atlanta deemed in a 'food desert', The Hunger Vital Sign™, # of times people buy and consume fresh food items, as identified through questionnaire, # of times people are unsure about obtaining their next meal, as identified through questionnaire, # of neighborhoods with food plans	Long-term; 2018 Q2 launch	Partially Funded; in-kind from nonprofit partners

SUMMARY OF ACTIONS

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.3.2	Develop, integrate and institutionalize urban agriculture into policies, programs and projects	Primary: Fosters Economic Prosperity; Secondary: Supports Livelihoods and Employment	CoA Mayor's Office of Resilience, Natural Resource Conservation Service, Groundwork Atlanta

Target 3.4: Create 500 new acres of publicly accessible greenspace by 2022

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.4.1	Complete construction of the first segment of the Proctor Creek Greenway by 2018	Primary: Enhances and Provides Protective Natural and Man-made Assets; Secondary: Provides Reliable Communication and mobility, Promotes Cohesive and Engaged Communities	CoA Mayor's Office of Resilience, CoA Department of Watershed Management, ReNew Atlanta, Atlanta BeltLine, Inc., PATH Foundation, Emerald Corridor Foundation
3.4.2	Develop a Parks and Greenspace Master Plan by 2019	Primary: Enhances and Provides Protective Natural and Man-made Assets; Secondary: Ensures Continuity of Critical Services	CoA Department of City Planning, CoA Department of Parks & Recreation, Park Pride
3.4.3	Protect and expand Atlanta's tree canopy	Primary: Enhances and Provides Protective Natural and Man-made Assets; Secondary: Ensures Public Health Services	CoA Department of City Planning, City of Atlanta, CoA Department of Parks & Recreation, CoA Department of Watershed Management

Target 3.5: Install sustainable energy- and water-efficient infrastructure improvements in and around 500 homes and businesses each year

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.5.1	Launch a restaurant water efficiency pilot program for the City of Atlanta	Primary: Enhances and Provides Protective Natural and Man-made Assets; Secondary: Supports Livelihoods and Employment, Meets Basic Needs	CoA Mayor's Office of Resilience, Metropolitan North Georgia Water Planning District, CoA Department of Watershed Management, Georgia Restaurant Association
3.5.2	Create a stormwater utility fee to develop and fund a comprehensive stormwater management program	Primary: Ensure Continuity of Critical Services; Secondary: Enhances and Provides Protective Natural and Man-Made Assets	CoA Department of Watershed Management, CoA Mayor's Office of Resilience, The Conservation Fund, American Rivers, West Atlanta Watershed Alliance
3.5.3	Increase use and access to solar energy by 2020 through the creation of Solarize Atlanta	Primary: Meets Basic Needs; Secondary: Ensures Continuity of Critical Services	Solar CrowdSource, Environment Georgia, Georgia Interfaith Power and Light, CoA Mayor's Office of Resilience

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
# of acres acquired, \$ of sales generated through gross revenue and items sold, # of community compost centers created (cubic yard sold)	Long-term; 2016 Q1 launch	Partially Funded; CoA Office of Resilience

Metrics	Timeframe	Funding
# of new projects and/or businesses directly related to services for the trail, # of trail users during the first year, # of sponsored art installations, # of exercises classes conducted along the trail, % increase in ridership at Bankhead MARTA station	Short-term; Q1 2017	Fully Funded; TSPLOST, PATH Foundation, CoA Department of Watershed Management
\$ public and private funding for parks and greenspaces, # of acres of greenspace added to City's parks inventory, % of Atlantans that live within a half mile of a public park	Short-term; 2017 Q4 launch	Partially Funded; CoA Department of City Planning
# of acres of forested property purchased and under City management, # of trees planted on City-owned properties	Long-term; 2018 Q2 launch	Fully Funded; CoA Tree Recompense Fund

Metrics	Timeframe	Funding
# of WaterSense pre-rinse spray valves installed, # of WaterSense toilets and urinals installed, # of restaurants participating, # of gallons conserved, \$ change in water bills	Short-term; 2017 Q4 launch	Fully Funded; 100 Resilient Cities and CoA Mayor's Office of Resilience
Volume of pollutants captured by installed Green Infrastructure Best Management Practices (BMPs), # of BMPs installed, # of flooding incidents citywide and at U.S. federal Emergency Management Agency recognized flood-prone areas, \$ collected through stormwater utility fee	Medium-term; 2017 Q4 Phase 1 launch	Fully Funded; CoA Department of Watershed Management
# of residences, nonprofits, and businesses using solar energy, # of megawatts of solar capacity installed through Solarize, # of rooftop installations in each sector	Short-term; 2017 Q4	Partially Funded; Program Participants

SUMMARY OF ACTIONS

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
3.5.4	Lift the energy burden on 10 percent of Metro Atlanta households	Primary: Meets Basic Needs; Secondary: Promotes Cohesive and Engaged Communities, Fosters Economic Prosperity	Groundswell, Partnership for Southern Equity, Georgia Watch, Southface Energy Institute, Enterprise Community Partners, Georgia Power
3.5.5	Host a resilient infrastructure design competition in 2018	Primary: Enhances and Provides Protective Natural and Manmade Assets, Secondary: Empowers a Broad Range of Stakeholders	ReNew Atlanta, CoA Department of Parks and Recreation, Local colleges and universities

VISION 4: DESIGN OUR SYSTEMS TO REFLECT OUR VALUES

Target 4.1: Adapt and expand City systems to promote resilience planning by 2022

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
4.1.1	Create a City-investment checklist to ensure equity and resilience in public investments	Primary: Fosters Long-Term and Integrated Planning; Secondary: Promotes Leadership and Effective Management, Ensures Continuity of Critical Services	CoA Chief Equity Officer, ReNew Atlanta, CoA Department of Finance
4.1.2	Establish a system and evaluation process for joint-infrastructure investments by 2020	Primary: Fosters Long-Term and Integrated Planning; Secondary: Promotes Leadership and Effective Management	CoA Mayor's Office of Innovation and Delivery, All City general fund departments, Atlanta City Council, Local, state, federal grant funding agencies
4.1.3	Improve the City's community outreach processes to improve efficacy and promote transparency	Primary: Empowers a Broad Range of Stakeholders; Secondary: Promotes Leadership and Effective Management	CoA Mayor's Office of Communications, CoA Office of Constituent Services, CoA Atlanta 311
4.1.4	Improve responsiveness to Stormwater Flooding	Primary: Enhances and Provides Protective Natural and Manmade Assets; Secondary: Ensures Continuity of Critical Services	CoA Department of Watershed Management, CoA Mayor's Office of Emergency Preparedness, Atlanta-Fulton County Emergency Management Agency
4.1.5	Create a liaison position within the City of Atlanta by 2020 that focuses on improving engagement with education organizations in the city	Primary: Empowers a Broad Range of Stakeholders; Secondary: Fosters Long-Terms and Integrated Planning	CoA Mayor's Office, Atlanta Public Schools

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
# of low-income households receiving EASP, HEIP and ABT Program services, # of individuals participating in educational workshops, # of energy efficiency kit donation sites established, # of low-income families receiving energy efficiency kits	Mid-term; 2017 Q3 launch	Partially Funded; Georgia Power (HEIP and EASP funded as filed with and approved by the Georgia Public Service Commission and allocated state-wide), The Energy Foundation, JPB Foundation
# of competing school teams, Gallons of stormwater diverted, lbs of Carbon Dioxide sequestered, # of pedestrians and bikers per year, # of competing school teams, Reductions in vehicle, pedestrian and bicycle accidents	Short-term; 2017 Q3	Fully Funded; Turner Enterprises, TSPLOST, Rebuild by Design

Metrics	Timeframe	Funding
# adopted changes in the annual budget, # of completed projects that fit within the framework, # of sidewalk, greenspace, road, and green infrastructure installations and/or improvements, as determined by an annual resilience report card related to public investment	Short-term; Q3 2018 establish framework	Partially funded; CoA Mayor's Office of Resilience, T-SPLOST
# of new cross-departmental programs implemented, \$ change in long-term capital and operating budgets, \$ change in short-term and long-term repair costs	Long-term; 2018 Q4	Unfunded
# of City of Atlanta staff trained, # of complaints via 311, % change in approval ratings of 311 and city staff	Long-term; 2018 Q2 launch	Unfunded
# of potential projects identified resulting in reduction of legacy stormwater projects, # of projects identified and included in annual budgeting cycle, # of projects identified for FEMA pre-disaster mitigation funding	Short-term; 2017 Q4 launch	Partially Funded; CoA "SWIT"
# of projects and programs supported and/or improved by the liaison position, # of community events attended by the education liaison, # of slots on the waiting list for pre-K, % increase in after-school programming, % increase in recycling initiatives and presentation by Atlanta's Recycling Team	Short-term; 2018 Q3 launch	Unfunded

SUMMARY OF ACTIONS

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
4.1.6	Expand the Equity In Sustainability training program and develop an Equity Strategy among sustainability practitioners by 2022	Primary: Promotes Leadership and Effective Management; Secondary: Enhances and Provides Protective Natural and Man-Made Assets	CoA Mayor's Office of Resilience, CoA Chief Equity Officer

Target 4.2: Support policies and systems to increase civic participation from Metro Atlantans

4.2.1	Create a community resource center that uses design, art, data, media, and technology to help residents address local issues and improve resilience	Primary: Empowers a Broad Range of Stakeholders; Secondary: Promotes Cohesive and Engaged Communities	Georgia Institute of Technology, CoA Mayor's Office of Resilience
4.2.2	Re-envision Public Libraries to become focal points of community engagement and sustainability by 2019	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders	Regional County Public Library Systems
4.2.3	Audit Atlanta's Neighborhood Planning Units	Primary: Empowers a Broad Range of Stakeholders; Secondary: Promotes Cohesive and Engaged Communities, Promotes Leadership and Effective Management	CoA Department of City Planning, CoA Mayor's Office of Innovation and Performance
4.2.4	Launch a Participatory Budgeting pilot by 2020	Primary: Empowers a Broad Range of Stakeholders; Secondary: Promotes Leadership and Effective Management, Promotes Cohesive and Engaged Communities	CoA Office of Budget & Fiscal Policy, CoA Mayor's Office of Innovation and Performance
4.2.5	Leverage crowdsourced data to improve City systems	Primary: Empowers a Broad Range of Stakeholders; Secondary: Fosters Long-Term and Integrated Planning	CoA Mayor's Office of Emergency Preparedness, CoA Atlanta 311, Georgia Institute of Technology
4.2.6	Create an Equity and Resilience Scorecard	Primary: Fosters Long-Term and Integrated Planning; Secondary: Promotes Leadership and Effective Management	CoA Smart ATL, CoA Mayor's Office of Resilience, CoA Chief Equity Officer, Invest Atlanta
4.2.7	Develop Interfaith Coalition and resilience baseline	Primary: Promotes Cohesive and Engaged Communities; Secondary: Promotes Leadership and Effective Management	Faith Alliance of Metro Atlanta, Interfaith Community Initiatives, Neshama Interfaith Center

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
# of trainings, # of attendees at trainings, # of projects and policies implemented as result of trainings and coalition convenings, # of unique neighborhoods receiving programming	Medium-term; 2019 Q1 launch	Partially Funded; CoA Mayor's Office of Resilience
# of residents attending programming at the Lab, # of policy changes or new policies introduced as a result of the Lab, # of solutions derived from work at the Lab, # of local community members hired at the Lab	Medium; 2018 Q1 launch	Partially Funded; Georgia Institute of Technology
# of library visitors, # of visitors accessing new programming, # of members/"local library friends" organizations	Long-term; 2019 Q3 launch	Partially funded; Public libraries
Changes to the NPU system as a result of the audit, # of residents attending NPU meetings, # of residents participating in NPU leadership, Increase in satisfaction with the NPU system	Long-term; Q2 Launch	Partially funded; Existing CoA budgets
# of participants visiting online budget information site, # of in-person inquiries at City Hall, # of calls to 311 to inquire, # of participants voting in use of funds	Short-term; 2019 Q2 launch	Funded; Existing CoA budgets
Service request response times, # of data requests for future budgetary planning, # of notifications from the crowdsourcing application, City Annual Satisfaction Survey	Short-term; 2018 Q1 launch	Unfunded
# of residents and organizations utilizing the scorecard tool, # of policy changes as a result of scorecard, \$ change in revenue and investment due to scorecard results	Long-term; 2019 Q3 launch	Unfunded
# of shared goals developed, # of people served, # of participating faith-based organizations	Long-term; 2018 Q3 launch	Partially Funded; Community Foundation of Greater Atlanta, Faith Alliance of Metro Atlanta, Interfaith Community Initiatives, Neshama Institute

SUMMARY OF ACTIONS

Target 4.3: Achieve 100 percent use of clean energy citywide by 2035

Target 4.4: Improve public safety and community preparedness by strengthening community cohesion and program evaluation

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
4.4.1	Increase the capacity of community police mentorship programs	Primary: Ensures Social Stability, Security, and Justice; Secondary: Empowers a Broad Range of Stakeholders, Promotes Cohesive and Engaged Communities	Atlanta Police Department, Atlanta Police Foundation
4.4.2	Establish community centers to support LGBTQ+ youth in underserved neighborhoods by 2022	Primary: Promotes Cohesive and Engaged Communities; Secondary: Empowers a Broad Range of Stakeholders, Ensures Public Health Services	Georgia Equality, Atlanta Coalition for LGBTQ+ Youth
4.4.3	Track and evaluate @ Promise Youth Center programming	Primary: Ensures Social Stability, Security, and Justice; Secondary: Empowers a Broad Range of Stakeholders, Fosters Long-Term and Integrated Planning	Atlanta Police Foundation
4.4.4	Strengthen community disaster preparedness and response by 2021	Primary: Promotes Cohesive and Engaged Communities, Secondary: Empowers a Broad Range of Stakeholders	CoA Mayor's Office of Constituent Services, CoA Department of City Planning, Atlanta-Fulton County Emergency Management Agency, CoA Mayor's Office of Emergency Preparedness, Georgia Voluntary Organizations Active in Disaster

Target 4.5: Transform Hartsfield-Jackson Atlanta International Airport as a national model for sustainability and workforce development by 2025

#	Description	Resilience Value to Atlantans	Lead Implementing Partners
4.5.1	Launch an Airport Resiliency and Sustainability Innovation Center by 2023	Primary: Supports Livelihoods and Employment; Secondary: Fosters Economic Prosperity	Hartsfield-Jackson Atlanta International Airport, CoA Mayor's Office of Resilience, Local post-secondary academic institutions
4.5.2	Make the most traveled airport a world-class leader in providing livable wage, public-transportation accessible jobs	Primary: Supports Livelihoods and Employment; Secondary: Provides Reliable Communication and Mobility	Aerotropolis Atlanta, Invest Atlanta

SUMMARY OF ACTIONS

Metrics	Timeframe	Funding
\$ of funding for the programs, % change in capacity for the programs, # of youth engaged, # of police officers engaged, # of police force jobs provided to youth	Short-term; 2019 Q1 launch	Partially funded; Atlanta Police Department
# of community centers created, # of LGBTQ+ youth and young adults served at community centers, % decrease in homeless youth population, % decrease in new HIV cases, especially among young black males 15-24	Long-Term; 2019 Q1 launch	Unfunded
# of unique users of online dashboard, # of youth diverted from the juvenile justice system through @Promise Youth Center programming, # of other neighborhoods that replicate the program	Long-Term; 2017 Q4 launch	Unfunded
# of CERT trained residents, # of immigrant communities represented, # of businesses participating in emergency preparedness and business continuity planning, # of trained personnel registered for VOAD	Medium-term; 2019 Q2	Partially Funded; Urban Area Security Initiative

Metrics	Timeframe	Funding
# of resilience goals developed across multiple sectors, including energy, water management, refrigerant/cooling technologies, and hospitality using established standards and rankings, such as ISO 5001 certification and Global Reporting Initiative ratings, # of innovative technologies tested, # of technologies developed from the resilience hub that are implemented at airports or other facilities, # of companies using the maker space, # of patents granted to innovators using the resilience space	Long-term; 2017 Q4 launch	Unfunded
# of people trained, % of different demographics of trainees and employees, # of new jobs created, Wages of new jobs created, # of trainees and employees commuting to work using MARTA	Long-term; 2016 Q3 launch	Unfunded

SOURCES AND CITATIONS

1. U.S. Census Bureau, 2016 American Community Survey 1-year Estimates.
2. Kotkin, Joel. "The Sun Belt is Rising Again, New Census Numbers Show." Center for Opportunity Urbanism, March 2016.
3. "Plan 2040." Atlanta Regional Commission, July 2011.
4. Krogstad, Jens Manuel, "Reflecting a Racial Shift, 78 Counties Turned Majority-Minority Since 2000." Pew Research Center, April 8, 2015.
5. Federal Reserve Bank of St. Louis.
6. "The City of Atlanta, Georgia, Comprehensive Annual Financial Report for the Year Ended June 30, 2014." City of Atlanta, . December 16, 2014.
7. "Georgia Film and TV Production." Georgia Department of Economic Development, 2017, and Hensley, Ellie, "Study: Georgia now No. 1 in feature film productions." Atlanta Business Chronicle, May 2017.
8. "What Has Been Filmed Here?" City of Atlanta.
9. "Culture Wars." NPR. March 15, 2017.
10. "ATL Fact Sheet." Hartsfield-Jackson International Airport.
11. Berube, Alan, "All Cities Are Not Created Equal." Brookings Institute, February 20, 2014.
12. Berube, Anal and Natalie Holmes, "Some Cities Are Still More Unequal Than Others – An Update." Brookings Institute, March 17, 2015.
13. "Changing the Odds: The Race for Results in Atlanta." Annie E. Casey Foundation, 2015.
14. Immergluck, D., "Examining Recent Declines in Low-Cost Rental Housing in Atlanta, Using American Community Survey Data from 2006 - 2010 to 2009 - 2013: Implications for Local Affordable Housing Policy." October 2015.
15. "Housing Affordability Challenges in the Atlanta Metro Area," Center for Housing Policy, 2014.
16. "City of Atlanta 2016 Comprehensive Development Plan," City of Atlanta, 2016.
17. "Drought Status." Clean Water Campaign. <http://northgeorgiawater.org/current-water-stats/drought-status/>
18. National Weather Service, NOAA.
19. "Think It's Hot Now? Just Wait." New York Times, August 20, 2016.
20. "2014 Georgia Infrastructure Report Card." American Society of Civil Engineers, January 13, 2014.
21. "Changing the Odds: The Race for Results in Atlanta", Annie E. Casey Foundation, 2015.
22. "Georgia Film and TV Production." Georgia.org, www.georgia.org/industries/entertainment/georgia-film-tv-production/ and "Culture Wars" Npr.org. March 15, 2017 <http://www.npr.org/sections/therecord/2017/03/15/520133445/culture-wars-trap-innovation-atlanta-hip-hop>
23. Hawkins, D.D., Johnson, T.A. Alvarez, J. "The Chicago Dinners: A Model for Community Engagements and Social Change, Racism in America. In The Psychology of Prejudice and Discrimination, (Volume 1 Chapter 10), Westport, CT: Praeger Press Inc.
24. Employment Status, 2011–2015, American Community Survey 5-Year Estimates." U.S. Census Bureau.
25. CoStar, 2017.

26. "Children's Outcomes Through First Grade: Findings from Year 3 of Georgia's Longitudinal Study," Frank Proter Graham Child Development Institute, August 2017. <http://fpg.unc.edu/resources/childrens-outcomes-through-first-grade-findings-year-3-georgias-pre-k-longitudinal-study>
27. "Benefits of Universal Pre-K and "3-K for All." The Century Foundation, April 2017. <https://tcf.org/content/commentary/benefits-universal-access-pre-k-3-k/> and "Georgia's Pre-K Program welcomes over 84,000 Four Year Olds." Georgia Department of Early Care and Learning. <http://dec.al.gov/documents/attachments/prekfirstday2017.pdf>
28. State of Georgia - Department of Juvenile Justice, Descriptive Statistics FY 2013. State of Georgia - Department of Juvenile Justice, Descriptive Statistics FY 2013.
29. Report of the Georgia Council on Criminal Justice Reform, February 21, 2017.
30. Pager, Devah and Bruce Western. "Investigating Prisoner Reentry: The Impact of Conviction Status on the Employment Prospects of Young Men." National Criminal Justice Reference Service. October 2009.
31. "2012 Survey of Business Owners." U.S. Census Bureau.
32. Moen, J. "Atlanta's Model Future Urban Green Spaces." GreenBiz.Com, August 4, 2017. <https://www.greenbiz.com/article/atlantas-model-future-urban-green-spaces>
33. Policy Map
34. Tomer et al., "Missed Opportunity: Transit and Jobs in Metropolitan America." Brookings, May 2011.
35. "Welcome to Atlanta!" Modern Farmer, February 2, 2017. <http://modernfarmer.com/2017/02/welcome-to-atlanta/>
36. "State of Atlanta's Greenspace." Prepared by Wallace Roberts & Todd, LLC, February 2008.
37. City of Atlanta Department of Watershed, Water Rates.
38. Hunt, April, "Claim about Atlanta's affordable housing hits the mark." Politifact.com, September 25, 2017. <http://www.politifact.com/georgia/statements/2015/sep/25/matthew-charles-cardinale/claim-about-atlantas-affordable-housing-hits-mark/>
39. "MARTA at a Glance." MARTA. <http://www.itsmarta.com/MARTA-at-a-Glance.aspx>
40. State of Georgia - Department of Juvenile Justice, Descriptive Statistics FY 2013.
41. "ATL Fact Sheet." Hartsfield-Jackson International Airport. <http://www.atl.com/about-atl/atl-factsheet/>
42. "Review of the LGBTQ Youth Homelessness Prevention Initiative Planning Phase." The U.S. Department of Housing and Urban Development, April 2016.
43. "Atlanta by the Numbers." Mayor's Office of Immigrant Affairs, Partnership for a New American Economy. <http://www.welcomingatlanta.com/atlanta-by-the-numbers/>

STRATEGY ACKNOWLEDGMENTS

We are proud to be the first city in the Wave Three Class of the 100RC Network to release our Strategy. *Resilient Atlanta* would not be possible without the tremendous support of Metro Atlanta residents, as well as the academic, faith-based, nonprofits, philanthropic, government, and business communities. This Strategy represents the collective ideas and insights of stakeholders throughout our region. The City of Atlanta’s Mayor Kasim Reed and the Mayor’s Office of Resilience offer our heartfelt thanks and gratitude. The publication of *Resilient Atlanta* does not symbolize the end of our stakeholder engagement but rather the beginning of a bright, collaborative future dedicated to advancing resilience in Atlanta, together.

RESILIENT ATLANTA STRATEGY TEAM

Stephanie Stuckey , Chief Resilience Officer	Yeou-Rong Jih , Project Manager	Will Anderson , Communications Manager
Cicely Garrett , Deputy Chief Resilience Officer	Dr. Jairo Garcia , Director of Climate Policies	Marinangeles Gutierrez , Strategy Fellow
Ria Aiken , Director of Emergency Preparedness	G. Boyd Leake , Senior Policy Advisor	Diondra Powers , Communications Fellow
Royce Brooks , Chief Equity Officer	Justin Brightharp , Alternative Fuel Vehicle Technical Advisor	Timothy Cook , Data Analyst
		Nancy Haber , Data Analyst

MAYOR’S OFFICE OF RESILIENCE

Elizabeth Beak , Sustainability Planner	Natasha Dyer , Recycling Program Coordinator	Megan O’Neil , Energy Programs Manager
Tyrone Brooks , Grants Manager	Valerie McKibben , Recycling Coordinator	Ernest Robinson , Recycling Education and Waste Diversion Specialist
Mario Cambardella , Urban Agriculture Director	Shannan Miller , Operations Director	John R. Seydel III , Director of Sustainability
Jennifer Carlile , Water Policy & Waste Reduction Specialist	Ruthie Norton , Deputy Director of Sustainability	Michelle Wiseman , Director of Waste Diversion & Outreach

100 RESILIENT CITIES

Otis Rolley , Regional Director, North America	Don Weigel , Manager, Global Communications and Marketing	Michelle Mueller , Associate, City Solutions
Charlotte Couturier , Associate, City and Practice Management	Smita Rawoot , Associate Director, City Solutions	Andrew Salkin , Senior VP, City Solutions
		Michael Berkowitz , President

STRATEGY PARTNER: HR&A ADVISORS

Rachel Isacoff , Project Manager	Asima Jansveld , Project Advisor	Emily Marsh , Project Analyst
Phillip Kash , Project Director	Rebecca Lassman , Project Analyst	
Stan Wall , Project Advisor		

CITY OF ATLANTA EXECUTIVE OFFICES

The Mayor	Film & Entertainment	Resilience
311 Technology	Human Services	The Chief Equity Officer
Communications	Immigrant Affairs	The Chief Operating Officer
Constituent Services	Innovation Delivery & Performance	The Chief of Staff
Contract Compliance	Intergovernmental Affairs	Special Events
Cultural Affairs	International Affairs	Women’s Entrepreneurship Initiative
Emergency Preparedness	Municipal TV Production	
Enterprise Assets Management		

CITY OF ATLANTA DEPARTMENTS

Atlanta Citizens Review Board	Ethics	Department of the Public Defender
Atlanta City Council	Finance	Public Works
Atlanta Information Management	Fire Rescue	Solicitor
Audit	Human Resources	Watershed Management
Aviation	Law	Executive Offices
City Planning	Parks & Recreation	Judicial Agencies
Corrections	Police	
	Procurement	

GLOBAL CHIEF RESILIENCE OFFICERS

Elliott Cappell , Toronto, Canada	Craig Kesson , Cape Town, South Africa	Christine Morris , Norfolk, USA
Beck Dawson , Sydney, Australia	Lina Liakou , Thessaloniki, Greece	Daniel Zarrilli , New York City, USA
DeVon Douglass , Tulsa, USA	Sébastien Maire , Paris, France	
Kiran Jain , Oakland, USA	Dr. S. Atiya Martin , Boston, USA	

STEERING COMMITTEE

Judy Adler	Duriya Farooqui	Kate McGregor Mosley
John Ahmann	Art Frazier	Penny McPhee
Joel Barker	Dan Gordon	Paul Morris
Tamara Barker	Lisa Gordon	Melissa Mullinax
Michael Black	Michael Halicki	Ed Munster
Renay Blumenthal	Jennifer Hirsch	Keith Parker
Bill Bolling	Doug Hooker	Alicia Philipp
Catherine Buell	Scott Jenkins	Kishia Powell
Rodney Bullard	Bruce Karas	Kasim Reed
Meria Carstarphen	Tim Keane	Robert Reed
Roosevelt Council	Katie Kirkpatrick	Michael Robertson
Ann Cramer	Eloisa Klementich	Samir Saini
Faye DiMassimo	Cathryn Marchman	Kathleen Toomey

WORKING GROUP CO-CHAIRS

Mike Alexander , Atlanta Regional Commission	Ayana Gabriel , Arthur M. Blank Family Foundation	James Roland , Emory University
Kate Atwood , ChooseATL	Dr. Na'Taki Osborne Jelks, Phd, MPH , Proctor Creek Stewardship Council	Iris Tien , Georgia Institute of Technology
Bill Bolling , Food Well Alliance	Ben Limmer , MARTA	Mtamanika Youngblood , Historic District Development Corporation
Carl DiSalvo , Georgia Institute of Technology		

WORKING GROUP INTERNAL LEADS

Heather Alhadeff , City Planning, Office of Mobility	Rodney Milton , City Planning, Office of Housing and Community Development	Susan Rutherford , Watershed Management
Heather Hussey-Coker , Atlanta BeltLine, Inc.	Michael Robertson , WorkSource Atlanta	Erica Smith , Invest Atlanta
		Kent Spencer , Invest Atlanta

WORKING GROUP MEMBERS

John Adams	Scott Ball	Dan Calvert
Marwan Al-Mukhtar	Capt. Maurice Bates	Cheryl Chatman
Cotena Alexander	Mindy Binderman	Mark Coleman-Mabry
Rohit Ammanamanchi	Michael Black	Jessica Daman
Courtney Anderson	Andrea Boone	Nedra Deadwyler
Jill Arrington	Wesley Brooks	Maria del Mar Ceballos
Rocky Atkins	Catherine Buell	Dominique Derbigny
Leah Austin	Sandra Bush	Thomas Dibble Dempsey

Faye DiMassimo	Brandon Jones	Shannan Reaze
David Emory	Sagirah Jones	Ursula Reynolds
Chandra Farley	Ronny Just	Katherine Rice
Nancy Flake Johnson	Azizah Kahera	Detria Russell
Amari Foster	Matthew Kallmyer	Susan Rutherford
Don Francis	Mindy Kao	Shannon Sale
Lisa Frank	Becky Katz	Neil Sardana
Dieter Franz	Nicole Kennard	Jabu Sengova
Page Gardner	Charlotte King	Rebecca Serna
Idrissa Gaye	Adria Kitchens	Marshall Shephard
Eyiinahn Glay	Charleen Knox Moody	Susanne Spicca
Seymour Goodman	John Lavelle	Shawn Stallworth
Lisa Gordon	Michael Lucas	Julie Swann
Linda Grabbe	Camilo Marin	Cole Thaler
Jenn Graham	Charles Marshall	Stephanie Thomas
Paula Grant	Greg Mason	Alex Trachtenberg
Ryan Gravel	Owen Mathews	Tene Traylor
Emily Haar	Lisa McConnell	Jelani Trexlar
Anne Haimes	Brionté McCorkle	Taiza Troutman
Michael Halicki	Allie Miller	Raina Turner
Jennifer Hall	Samara Minkin	Steven Van Ginkel
Jim Hartzfeld	Glenn Mitchell	Calvin Vismale
Dietra Hawkins	Tara Mitchell	Jim Voris
Harold Hershberg	Missy Moore	Katie Ward
Amanda Hill-Attkisson	Tracy Mosely	Becky Wellman
Jenny Hirsch	Eric Nankervis	Ashley Williams
Jenny Hoffner	Josh Noblitt	Amy Willis
Heather Hussey-Coker	Tom Owen	Gloria Woods
Dan Immergluck	Rachel Parish	Wanda Yancey Rodwell
Melissa Johnson	Dwayne Patterson	Aisha Yaqoob
Peggy Johnson	Kris Patterson	Doug Young
Bem Joiner	Shantay Pitre	

ORGANIZATIONAL SUPPORTERS

Organizational supporters are community, nonprofit, and private sector organizations that have supported the Mayor’s Office of Resilience with the development Resilient Atlanta. Please know that if we missed anyone, it was not intentional. We appreciate the support from so many outstanding partners.

Adamsville Recreation Center	Atlanta Metropolitan State College	Chattahoochee Riverkeeper
Aerotropolis Atlanta	Atlanta Neighborhood Development Partnership, Inc.	Chick-fil-A Foundation
Al-Farooq Masjid of Atlanta	Atlanta Planning Advisory Board	Children’s Healthcare of Atlanta
American Community Garden Association	Atlanta Police Foundation	ChooseATL
American Jewish Committee Atlanta	Atlanta Public Schools	Civic Dinners
American Rivers	Atlanta Regional Collaborative for Health Improvement	Clark Atlanta University
Asian Americans Advancing Justice - Atlanta	Atlanta Regional Commission	Cobb County Public Library System
AT&T Georgia	Atlanta Speech School	CobbLinc
ATL is Ready	Atlanta Tree Conservation Commission	Collective Wisdom Group
Atlanta BeltLine Partnership	Atlanta University Center Consortium	Community Farmers Markets
Atlanta BeltLine, Inc.	Atlanta Volunteer Lawyers Foundation	Community Foundation for Greater Atlanta
Atlanta Bicycle Coalition	Bank of America	Concerned Black Clergy of Metropolitan Atlanta, Inc.
Atlanta Board of Education	Black Lives Matter Atlanta	Coxe Curry & Associates
Atlanta Business Chronicle	Both and Partners, Inc.	DeKalb County Public Library
Atlanta Business League	Bright from the Start: Georgia Department of Early Care and Learning	Delta Air Lines
Atlanta City Studio	Buckhead Community Improvement District	Ebenezer Baptist Church
Atlanta Committee for Progress	Callanwolde Fine Arts Center	Emerald Corridor Foundation
Atlanta Community Food Bank	Captain Planet Foundation	Emory University
Atlanta Convention & Visitors Bureau	Center for Civic Innovation	Enterprise Community Partners
Atlanta Farmers Alliance	Center for Civil and Human Rights	Environment Georgia
Atlanta Friends Meeting	Center for Sustainable Communities	Environmental Protection Agency Region 4
Atlanta-Fulton County Emergency Management Agency	Centers for Disease Control and Prevention	Ernst & Young
Atlanta-Fulton Public Library System	Central Atlanta Progress	Faith Alliance of Metro Atlanta
Atlanta Habitat for Humanity		Food Well Alliance
Atlanta History Center		Fulton County Board of Commissioners
Atlanta Housing Authority		Fulton County Board of Health
Atlanta Jobs With Justice		Georgia Budget & Policy Institute

Georgia Conservancy	Hands on Atlanta	Proctor Creek Stewardship Council
Georgia Department of Agriculture	Hartsfield-Jackson Atlanta International Airport	Prosperity Now
Georgia Early Education Alliance for Ready Students	Historic Westside Gardens	Purpose Built Communities
Georgia Environmental Protection Division	Housing Justice League	Quality Care for Children
Georgia Equality	Intent Solutions, Inc.	Quest Community Development Organization
Georgia Farmer’s Market Association	Interfaith Community Initiatives	Rainbow PUSH Coalition and Citizen Education Fund
Georgia Film Academy	Invest Atlanta	Ray C. Anderson Foundation
Georgia Film, Music, and Digital Entertainment Office	Latin American Association	Reach Out and Read
Georgia Food Bank Association	Learn4Life	re:imagine/ATL
Georgia Food Industry Association	Livable BuckheadLiving Walls	Robert W. Woodruff Foundation
Georgia Food Oasis	Mercedes-Benz Stadium	Roman Catholic Archdiocese of Atlanta
Georgia Institute of Technology	Metro Atlanta Chamber of Commerce	Rubicon Global
Georgia Interfaith Power & Light	Metro Atlanta Region Education Partnership	Sierra Club
Georgia Organics	Metropolitan Atlanta Rapid Transit Authority (MARTA)	Sixpitch
Georgia Recycling Coalition, Inc.	Metropolitan North Georgia Water Planning District	Soccer in the Streets
Georgia Regional Transportation Authority	Midtown Alliance	Solar CrowdSource
Georgia Restaurant Association	Morehouse College	Southeast Energy Efficiency Alliance
Georgia Solar Energy Association	Morehouse School of Medicine	Southern Education Foundation
Georgia STAND-UP	Natural Resource Conservation Service	Southern Environmental Law Center
Georgia State University	Neighborhood Planning Units	Southface Energy Institute
Georgia Transportation Alliance	NeighborWorks	South West Atlanta Growers Cooperative
Georgia Voluntary Organizations Active in Disaster	Neshama Interfaith Center	Spark Corps
Georgia Watch	One Small Change, Inc.	Spelman College
Grady Health Foundation	Organix Matters	The Annie E. Casey Foundation
Groundswell	Our Future Atlanta	The Arthur M. Blank Family Foundation
Groundwork Atlanta	Park Pride	The Carter Center
Gwinnett County Public Library	Partners for HOME	The Clean Air Campaign
Gwinnett County Transit	Partnership for Southern Equity	The Coca-Cola Company
	PATH Foundation	The Coca-Cola Foundation
	PEDS	The Come Up Project
	Perkins+Will	The Common Market Georgia
	Points of Light	

STRATEGY ACKNOWLEDGMENTS

The Common Market Georgia	United Way of Greater Atlanta	Vision To Learn
The Conservation Fund	University of Georgia	WABE
The Home Depot	Urban Areas Security Initiative	Wells Fargo
The Kendeda Fund	Urban Land Institute	West Atlanta Watershed Alliance
The Nature Conservancy	Urban League of Greater Atlanta	Westside Future Fund
The Trust for Public Land	U.S. Department of Agriculture	Westside Works
Trees Atlanta	U.S. Green Building Council	Wholesome Wave Georgia
Truly Living Well	U.S. Pan Asian American Chamber of Commerce	WonderRoot
Turner Field Benefits Coalition	Education Foundation	YMCA of Metro Atlanta
Turner Foundation		
United Parcel Service		

STRATEGY ACKNOWLEDGMENTS
