



Metro Atlanta Regional Economic Competitiveness Strategy

Chapter 2: Strategic Action Plan and Evaluation Framework

December 6, 2017

About CATLYST

In May 2017, the Atlanta Regional Commission (ARC) initiated a Regional Competitiveness Strategy to improve regional competitiveness and collaboration throughout Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties. ARC selected Avalanche Consulting, a national economic development consultancy, to facilitate the strategy's preparation. The strategy also serves as the Comprehensive Economic Development Strategy (CEDS) in accordance with the U.S. Economic Development Administration's requirements. The 2017 CATLYST Regional Competitiveness Strategy (CATLYST) follows a five-year CEDS conducted in 2012.

CATLYST will serve as a guide for policies, programs, and investments that ensure the region's continued economic dynamism. CATLYST is designed to provide information, tools, and specific actions to ARC, partner organizations, local economic development and community development practitioners, elected leaders, and private businesses. CATLYST has two chapters:

Chapter 1: Summary Background and SWOT Analysis

The first chapter of CATLYST includes a SWOT Analysis (strengths, weaknesses, opportunities, and threats) summary. The SWOT summary is based on an evaluation of metro Atlanta's current competitive position that examines a broad array of metrics related to the region's evolving economy and demographics. In addition to quantitative analysis, the chapter includes qualitative information collected through a series of focus groups and interviews that included more than **150 stakeholders, five 2-hour workshops with a 65-member regional Strategy Committee, an online survey of more than 2,000 area residents, and four 2-hour community open houses in Gwinnett, Douglas, and Clayton Counties and the City of Atlanta.**

Chapter 2: Strategic Action Plan and Evaluation Framework

CATLYST's second chapter includes a five-year program of work to enhance metro Atlanta's economy, resiliency, and quality of life for all residents. The recommended actions build on findings from the SWOT analysis and incorporate activities from current regional efforts that support the vision and goals of CATLYST. This chapter also suggests the stakeholder(s) responsible for implementation, timetables, potential funding sources, and performance metrics to evaluate CATLYST's progress and impact on the region's economy.

CATLYST also complements previous planning efforts such as The Atlanta Region's Plan. Competitive, regional economic development will require world-class infrastructure, healthy livable communities, and a competitive economy

Project Partners

CATLYST was developed by the Atlanta Regional Commission in partnership with hundreds of local residents, public organizations, nonprofits, and private businesses.

Atlanta Regional Commission

The Atlanta Regional Commission (ARC) is the regional planning and intergovernmental coordination agency for the 10-county Atlanta region. Since 1947, ARC and its predecessor agencies have helped focus the region's leadership, attention and resources on critical issues. The agency serves as a regional convener, bringing diverse stakeholders to the table to address the most important issues facing metro Atlanta. ARC also offers leadership development programs to residents who want to make a difference in the Atlanta region. ARC's member governments are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, and Rockdale counties, and the city of Atlanta.

Metro Atlanta Residents & Businesses

Development of the CATLYST Strategy involved face-to-face discussions with business leaders, representatives of philanthropic organizations, economic development and community development professionals, and other civic champions. Additionally, 2,083 residents completed an online survey as part of the strategic planning process.

Avalanche Consulting

Avalanche Consulting is the nation's premier economic development strategist. The firm is deeply driven to make a positive impact and seek clients who are equally inspired to energize their economies. Since it was established in 2005, Avalanche Consulting has provided research, strategic planning, and marketing assistance to more than 200 communities throughout the US.

Strategy Committee Members

The Atlanta Regional Commission (ARC) staff and board and Avalanche Consulting sincerely thank the members of CATLYST's Strategy Committee for helping inform and guide the development of this strategic plan. This group of leaders was critical in ensuring that CATLYST reflects a broad diversity of perspectives from across the entire 10-county metro Atlanta region.

Mike Alexander – *Director, Center for Livable Communities, Atlanta Regional Commission*
Kim Anderson – *Former CEO, Families First*
Chris Appleton – *Co-Founder and Executive Director, Wonderroot*
Kerry Armstrong – *Chair, ARC Board; Managing Director – Development Partner, Pope & Land Real Estate*
Kali Boatright – *President & CEO, Douglas County Chamber of Commerce*
Bill Bolling – *Chairman, Foodwell Alliance*
Jennifer Bonnett – *General Manager, Advanced Technology Development Center*
Frank Brown – *CEO, Communities in Schools of Atlanta*
Chris Burke – *Director Community Relations, Office of Government and Community Relations*
Taifa Butler – *Executive Director, Georgia Budget & Policy Institute*
Mike Carnathan – *Manager, Research and Analytics, Atlanta Regional Commission*
Stephen Causby – *Manager, Community Partnerships, Atlanta Regional Commission*
Susan Chana – *Director, Center for Strategic Relations, Atlanta Regional Commission*
Nelson Chu – *Managing Director, Kinetic Ventures*
Ann Cramer – *Senior Consultant, Coxé Curry & Assoc.*
Christina Cummings – *Economic Development Project Manager, City of Atlanta*
Jim Durrett – *Executive Director, Buckhead CID*
James Franklin – *CEO, TechBridge*
David Gill – *President & CEO, Henry County Chamber of Commerce*
Ray Gilley – *President, Decide Dekalb Development Authority*
Todd Greene – *Vice President, Community and Economic Development, Federal Reserve Bank of Atlanta*
Ben Hames – *Deputy Commissioner, Workforce Georgia Department of Economic Development*
David Hartnett – *Chief Economic Development Officer, Metro Atlanta Chamber*
Cinda Herndon-King – *Director, Atlanta CareerRise*
Doug Hooker – *Executive Director, Atlanta Regional Commission*
Tim Hynes – *President, Clayton State University*
Sally Jamara – *Executive Practice Leader, Traversa Consulting*
Marty Jones – *Executive Director, Conyers Rockdale Economic Development Council*
Anne Kaiser – *Vice President, Community and Economic Development, Georgia Power; CATLYST Co-Chair*
Sarah Kirsch – *Executive Director, ULI Atlanta*
Eloisa Klementich – *President and CEO, Invest Atlanta*
Becky Kurtz – *Manager, Aging and Independence Services, ARC*
Shelley Lamar – *Executive Director, Aerotropolis Atlanta Alliance*
Rob Lebeau – *Manager, Workforce Development, Atlanta Regional Commission*
Craig Lesser – *Managing Partner, Pendleton Consulting*

Andy Macke – *Regional Vice President, Comcast*
Rohit Malhotra – *Executive Director & Founder, Center for Civic Innovation*
Misti Martin – *President, Cherokee Office of Economic Development*
Nick Masino – *Senior Vice President, Economic Development, Partnership Gwinnett*
Sharon Mason – *COO, Cobb Chamber*
Brooks Mathis – *Executive Director, Cobb EDGE*
Russell McMurry – *Commissioner, Georgia Department of Transportation*
Amol Naik – *Director of Special Projects, MailChimp; CATLYST Co-Chair*
Al Nash – *Executive Director, Development Authority of Fulton County*
John O'Callaghan – *President & CEO, Atlanta Neighborhood Development Partnership*
John Orr – *Manager, Transportation Access, Atlanta Regional Commission*
Keith Parker – *CEO, Goodwill Industries of North Georgia; Former General Manager/CEO, MARTA*
Alicia Philipp – *President, Community Foundation Greater Atlanta*
Courtney Pogue – *Director of Economic Development, Clayton County*
Chetan Prakash – *Consultant*
Chris Pumphrey – *Executive Director, Douglas Development Authority*
Rodney Sampson – *Partner Inclusion + Equity, TechSquare Labs*
Meaghan Shannon-Vlkovic – *Vice President, Enterprise Community Partners*
Sam Shenbaga – *Manager, Community Development, ARC*
Jennifer Sherer – *Vice President, Innovation and Entrepreneurship, Metro Atlanta Chamber*
Doug Shipman, *President & CEO, Woodruff Arts Center*
Neil Shorthouse – *Founder, Communities in Schools*
Gregg Simon – *Vice President, Economic Development, Metro Atlanta Chamber*
Nathaniel Smith – *CEO & Founder, Partnership for Southern Equity*
Detrick Stanford – *COO, Clayton County Commission*
Reid Stewart – *Director, InProp USA*
Bentina Terry – *Senior Vice President, Metro Atlanta Region, Georgia Power*
Tene Traylor – *Fund Advisor, The Kendeda Fund*
Carlotta Ungaro – *President & CEO, Fayette County Chamber of Commerce*
Bethany Usry – *Vice President, Greater North Fulton Chamber of Commerce*
Stephen Vault – *Vice President – Business Development and Strategic Planning, Wellstar*
Larry Williams – *President, Technology Association of Georgia*
Janelle Williams – *Senior Associate – Family Economic Success, Annie E. Casey Foundation*
Joan Young – *President & CEO, Fayette County Development Authority*
Ken Zeff – *Executive Director, Learn4Life Metro Atlanta*

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INTRODUCTION



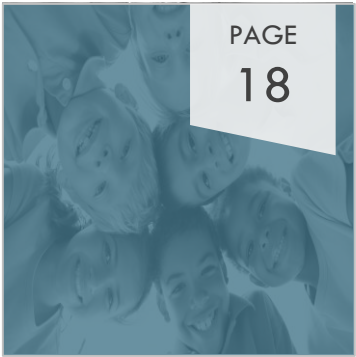
The introduction provides context about how the CATLYST Strategy formed, the impetus for its vision and goals, and how CATLYST will enhance metro Atlanta’s economic resiliency for many years to come.

CATLYST FRAMEWORK



The CATLYST framework chapter of this report summarizes the vision, goals, and bedrock of the strategic plan.

STRATEGIC DIRECTION



The Strategic Direction chapter establishes regional priorities and recommendations that, over the next five years, will move metro Atlanta toward reaching its vision and goals in a collaborative manner.

EVALUATION FRAMEWORK



The Action Plan identifies the stakeholders responsible for implementation, timetables, and opportunities for using other programs and funding sources to support CATLYST’s implementation.

PROJECT INSPIRATION



The final chapter shares best practice examples from other communities. These are provided to inspire action.

01

Introduction



CATLYST Planning Process

The CATLYST planning process began in June 2017 with an in-depth evaluation of the region's economy and its performance relative to state, US, and competitor regions. The data analysis was coupled with insights from more than 2,200 stakeholders to form a SWOT evaluation. Both the analysis and SWOT are available in CATLYST's first chapter, the *Summary Background and SWOT*.

Through the research, CATLYST's framework – its vision, goals, and priorities – began to evolve. Additional feedback from the Strategy Committee and others helped to finalize the framework and fill in project ideas that will fuel CATLYST's implementation. This chapter, the *Strategic Action Plan*, is the final phase of the planning process. Following its approval, it will be time for the region to take collaborative action.

The six-month CATLYST planning process was designed to be inclusive and transparent every step of the way. Stakeholder input was highly encouraged. CATLYST communication outreach efforts included traditional and social media, an information portal located on ARC's website, open houses, online questionnaires, focus groups, interviews, and Strategy Committee workshops.

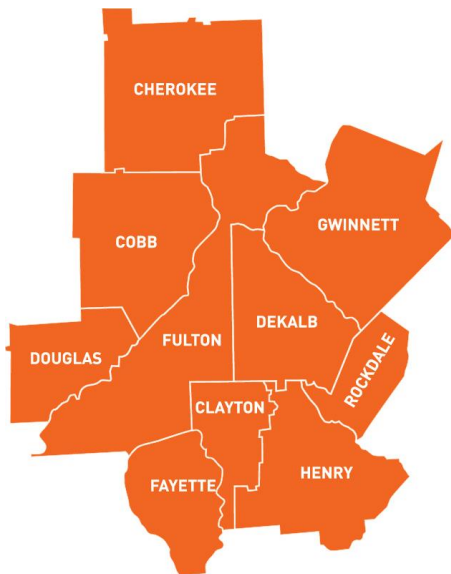
CATLYST Timeline



Regional Drivers

Report 1, *Summary Background and SWOT*, provides an in-depth evaluation of the 10-county region's economy, strengths, and challenges. The report includes a benchmark analysis comparing metro Atlanta's performance against several competitor regions, including Dallas-Ft. Worth, Charlotte, Nashville, and Washington, DC. The analysis helped shape this Strategy's framework, goals and priorities. The following findings particularly influenced CATLYST's strategic direction:

- After suffering job losses and a housing collapse between 2007-2012, metro Atlanta's economy is growing faster than the US average.
- Metro Atlanta is very entrepreneurial. The region has a higher percentage of self-employed workers and micro-businesses than any examined benchmark region. Academic R&D expenditures and venture capital funding per capita also compare favorably.
- Between 2010-2015, median household incomes grew at a pace on-par or greater than many benchmark regions. However, income disparities between the highest and lowest wage earners are greater than in other regions. Further, middle class workers' wages have barely budged in the last five years.
- The region suffers tremendous disparities among racial and ethnic groups. In 2015, 25.7% of metro Atlanta Hispanics were living below the poverty level and 19.2% of African-American residents were living below the poverty level. This compares to 7.9% of White residents. On average, African-American median household incomes are 63.2% of White incomes, and Hispanic incomes are 59.4% of White incomes. The unemployment rate of African-American residents is more than twice that of White residents.
- The region's workforce is deeply interconnected. Nine of the ten counties in the region have more than 60% of residents working outside of their home county.
- Affordability is an increasing concern for residents. 27.4% of homeowners spend 30% or more of their income on housing costs and 48.6% of renters spend more than 30% of income. To find affordable housing, many must move outside of job centers. While this offsets housing costs, it also adds to transportation-related expenses. Also, the heightened number of commuters exacerbates traffic congestion.
- The region's unemployment rate is below 5% and continues to fall. Yet, per capita talent migration into the region remains lower than pre-recession levels. In addition, the region's population is projected to age dramatically over the next two decades. Between 2015-2040, the population of 65+ year-olds will increase 153% (compared to less than 25% for 19-64 year-olds). In 2040, 20% of the region's population will be 65 or older.
- Employers and economic developers across the region are concerned about talent availability and recognize that in-migration of workers is not strong enough to fuel business growth. Strengthening the region's existing workforce through improving education, aligning curricula with business needs, and re-engaging marginalized residents emerged as CATLYST's top priority.



10-County CATLYST Region

Stakeholder Engagement

The process of developing a CEDS is as important as the final product, and broad stakeholder input is critical to success. From day one of CATLYST, the consulting team offered residents multiple avenues for engaging in the planning process.

CATLYST Website

Throughout the planning process, the CATLYST information portal (www.atlantaregional.org/catlyst) served as a primary tool for sharing information about the strategy and receiving feedback from residents of the region. The portal housed the CATLYST community survey, a questionnaire for people unable to attend an open house in person, and an open-ended questionnaire inviting residents to offer ideas to the consulting team at any time in the process. Links to CATLYST Strategy Committee presentations and final reports are also available on the website.

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Public Open Houses

2,200

CATLYST survey
responses

150

interview & focus group
participants

487.5

hours
contributed by Strategy
Committee members



Stakeholder Engagement, continued

CATLYST Community Survey

Between June and August 2017, residents were invited to participate in the CATLYST community survey. ARC, Strategy Committee members, and other partners distributed the survey with their networks. In total, the survey received 2,083 responses. (Survey results are available in Report 1 of this CEDS.)

Interviews and Focus Groups

During the course of the process, the consulting team conducted 25 one-to-one interviews with regional leaders and facilitated 10 focus groups which included more than 100 participants.

Open Houses and Online Open House Questionnaire

Between August and October 2017, ARC and the consulting team hosted open houses in Clayton, Douglas, and Gwinnett Counties and in the City of Atlanta at the Center for Civic Innovation. The Open Houses invited the public to provide input on CATLYST's early strategic framework. More than 125 people attended Open Houses and an additional 17 participated in an online open house questionnaire.



Stakeholder Engagement, continued

Strategy Committee

A 65-member Strategy Committee comprising civic, community and business leaders from across the 10-county guided the creation of CATLYST. The Strategy Committee participated in five two-hour workshops with the consulting team. Early on, the Committee provided input on CATLYST's focus and priorities. As CATLYST progressed, the Committee helped to shape the strategy's framework, specific initiatives, and capacity for implementation.

Open-Ended Questionnaire

To encourage engagement after the conclusion of the community survey, an open-ended questionnaire was available on the CATLYST website. 56 people shared feedback through the questionnaire.



02

CATLYST Framework



Vision and Bedrock

Focus on the Individual: Why Everyone Matters

Outcomes change when you put people in the center of a strategic plan. As CATLYST evolved, stakeholders continually emphasized the point that the region is only as strong as its residents, and individual needs - such as affordability, mobility, and education - are affecting the region's economic competitiveness. Therefore, it is imperative that the region approaches economic development through a holistic lens. Metro Atlanta's economy will become more energized when businesses have the talent they need and residents have the stability, connectedness, and preparedness they need to participate in the economy.

CATLYST is a strategy that strives to care for local people. **Empowering upward economic mobility for all is CATLYST's core goal.** Metro Atlanta's greatest asset is its people. To be a thriving global economy, all residents must have opportunities to improve their quality of life, reducing disparities, and ensuring that no one is left behind as the region grows.

Vision: A Region That Works for Everyone

Metro Atlanta's vision is to be a region that works for all of its residents. This vision describes what all stakeholders should set their sights on, and the destination toward which all economic development goals and initiatives navigate.

Bedrock: Collaborative Leadership in a Culture of Trust

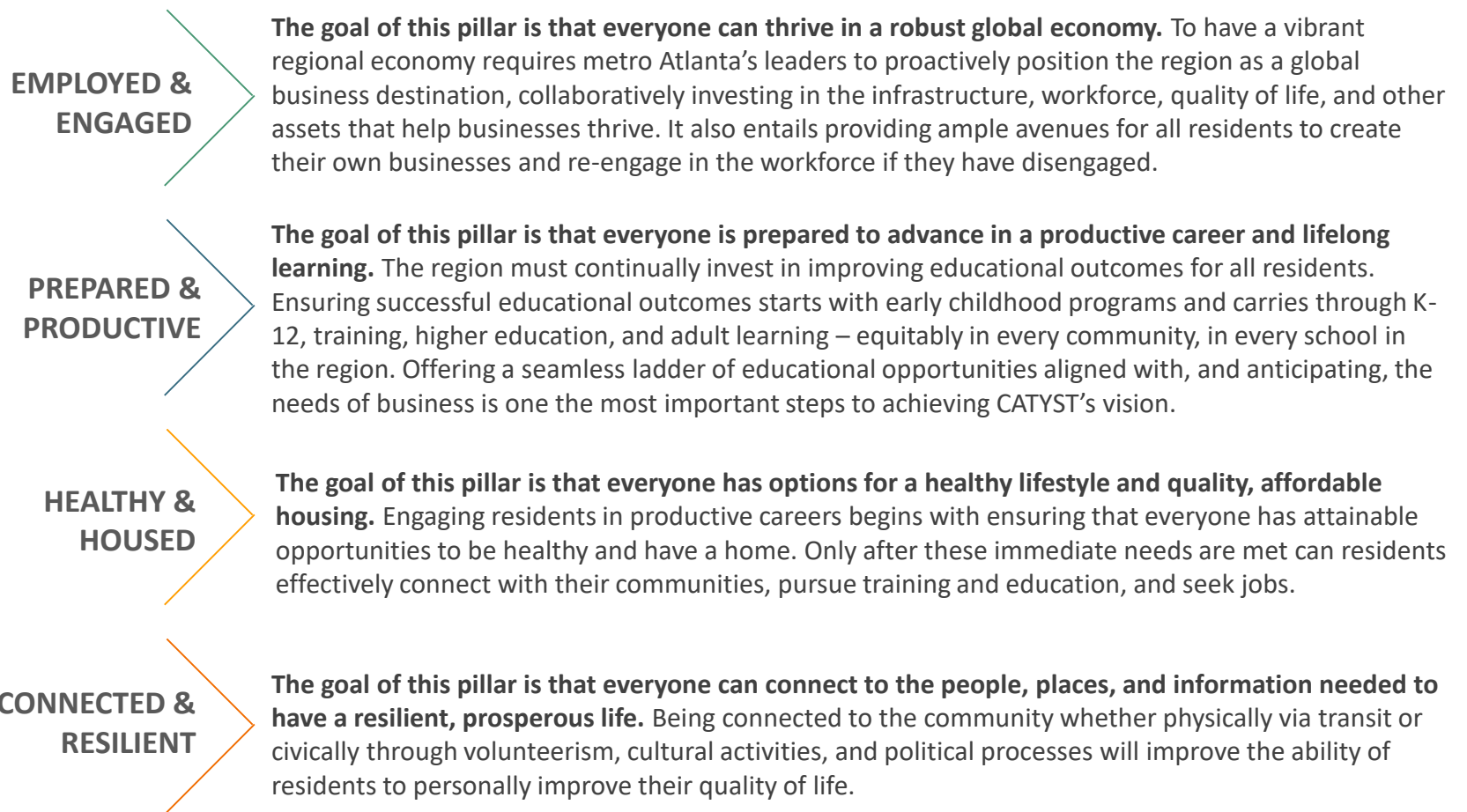
The region's bedrock for success will be established around a **strong collaboration among leaders and unfaltering determination to foster a culture of trust.** The willingness to set aside differences for the greater good of the region is absolutely critical. Those regions of the world that are most successful in economic development are those in which the community shares a unified vision and work hand-in-hand to accomplish it.

The trust and collaboration established during the CATLYST planning process reinforces this bedrock. As this strategy is implemented, the inclusive and transparent spirit of CATLYST should continue. **Open, active communication and access to processes are key.** At times, this will entail having difficult conversations required to overcome divisions. Discourse is needed to ensure cohesiveness and trust in each other.

CATLYST Pillars

CATLYST's four pillars are integral to supporting its core goal and vision. Each pillar is of equal importance in achieving balanced, stable economic development.

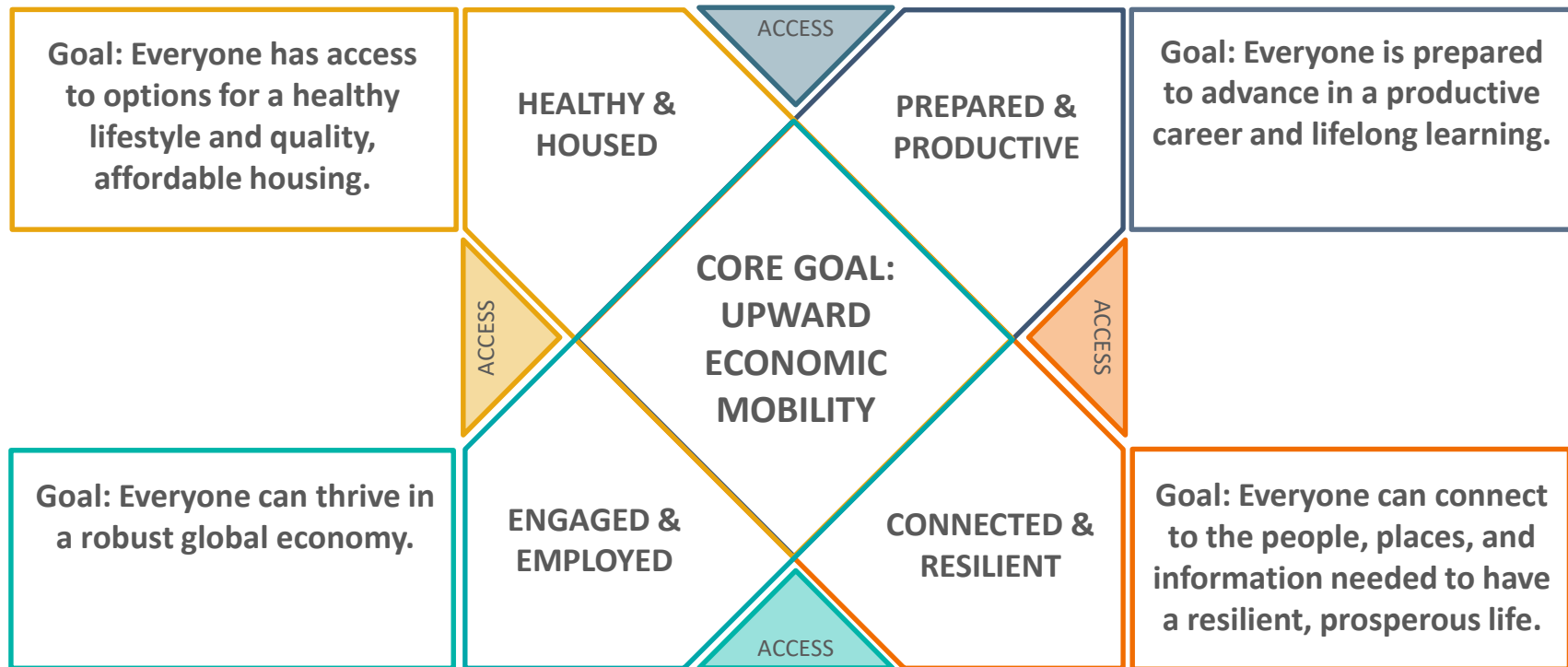
Pillars are crafted in terms of an individual resident's needs. For metro Atlanta to be a region that works for everyone, the region must collaborate on initiatives to ensure that every resident is healthy and housed, prepared and productive, engaged and employed, and connected and resilient.



Complete Strategic Framework



VISION:
A REGION THAT WORKS FOR EVERYONE



BEDROCK:
COLLABORATIVE LEADERSHIP, CULTURE OF TRUST

Complete Strategic Framework, continued

		ENGAGED & EMPLOYED		CONNECTED & RESILIENT
		HEALTHY & HOUSED	PREPARED & PRODUCTIVE	
ENGAGED & EMPLOYED	Expand the regional economic development marketing alliance's activities.			
	Further amplify and activate Aerotropolis Atlanta.			
	Promote and expand resources available for entrepreneurs and small businesses.			
	Establish an entrepreneurial platform dedicated to solving regional problems.			
	Expand programs that connect corporations and MWSBEs.			
PREPARED & PRODUCTIVE	Fully support Learn4Life and replicate similar cradle-to-career initiatives throughout metro Atlanta.			
	Raise awareness of viable STEAM career tracks among K-12 students and their parents.			
	Increase early childhood education funding and quality programming.			
	Continue to expand the region's involvement in HDCI, creating sector partnerships and programming.			
	Support the development of entrepreneurial thinking among the region's youth.			
	Increase businesses' engagement in schools across the region.			
	Address gaps in education, workforce development, and social support offerings across the region.			
	Establish a collective impact approach to reengage disconnected workers across the region.			
HEALTHY & HOUSED	Facilitate a regional housing strategy.			
	Build the capacity of nonprofits and other organizations dedicated to housing.			
	Provide local governments with a toolkit to address poverty.			
	Expand resources to help communities improve healthy, safe lifestyles for their residents.			
	Update requirements of ARC's programs to reflect the spirit of the CATLYST Strategy.			
CONNECTED & RESILIENT	Study and take action on the inheritance of poverty and its negative impacts.			
	Establish an organization dedicated to advancing diverse leadership across the region.			
	In a comprehensive regional approach, protect and connect future green spaces.			
	Seek funding diversity for the LCI to support broader efforts.			
	Expand ARC's Regional Public Art Program and similar programs.			
	Increase area counties' participation in a regional transit network.			
	Host regional forums to ensure the region is prepared for autonomous vehicles and other disruptors.			

Transitioning Strategy into Action

The CATLYST framework provides the region with an adaptable structure for achieving its vision and goals. **The strategic framework presented on the previous page is the essential game plan for the next five years of metro Atlanta's economic development.**

Priorities and Projects

Each CATLYST pillar is supported by priorities and distinct project suggestions. While CATLYST's four pillars and goals should not change during implementation, the specific projects that support these goals can change and adapt over time. This project-driven implementation structure allows regional stakeholders to generate their own project ideas, assemble teams, take action, and collaborate on projects within short timeframes (e.g., 12-18 months). At the end of each project, teams can determine whether to move forward with a next-step project, or, if circumstances change, disband and participate in a new CATLYST project.

This flexible framework encourages other projects to be conceptualized and adopted if they reinforce the pillar's goals and the CATLYST vision. It also encourages any resident of the region to participate in a CATLYST project team or create their own.

The project concepts described in this strategy surfaced during the planning process and were vetted through the CATLYST Strategy Committee and consulting team research. Projects that are relevant at the time of strategy development may shift over time as circumstances change.

Planning Ahead

Each pillar is also accompanied by a brief discussion on global trends that should be considered as the region executes CATLYST. These trends have the potential to influence, or even disrupt, the status quo. As the region works together to achieve its vision and goals, community leaders should reflect on these trends and anticipate their future impact. When conceptualizing CATLYST initiatives, refer to these trends as touchstones. For example, how will the gig economy affect workforce development? How will the aging of the population affect the region's ability to ensure that all residents are healthy and housed? How will automation impact residents' ability to be engaged and employed? How can autonomous vehicles improve connectivity and resiliency?

Coordination with Other Regional Studies and Plans

CATLYST is a comprehensive economic development strategy for the entire 10-county region, and implementation should involve a broad diversity of individuals and organizations. Within its framework, CATLYST coordinates both current and newly recommended regional initiatives to form a highly competitive platform for economic development.

CATLYST takes into consideration a number of existing studies and plans in the region. It incorporates the elements from those studies that reinforce CATLYST's vision and goals. Including selective initiatives from other studies within CATLYST does not suggest that those initiatives need to begin anew. Rather, as a coordinating document, CATLYST includes those initiatives to emphasize their relevance to regional economic development. In coordination with the new CATLYST projects, current initiatives are part of a complete regional economic development strategy.

CATLYST, for example, supports the ARC's The Region's Plan, the 2016 long-range update for land development and transportation needs (which serves as the region's Regional Development Plan (RDP) and Regional Transportation Plan (RTP)). Similarly, aspects of The Region's Plan also support CATLYST's vision and goals. The two plans are interconnected. Teams implementing The Region's Plan should feel confident that their efforts also strengthen the region's economic development competitiveness. Similarly, teams implementing CATLYST projects should feel reassured that their efforts also support The Region's Plan.

In addition to The Region's Plan, other studies and plans reviewed in the CATLYST planning process include, but are not limited to:

- An Innovation and Competitiveness Strategy for Metro Atlanta,
- Atlanta Aerotropolis Blueprint
- CEDS Annual Report Reviews and Implementation Evaluation for the 2012 CEDS
- Economic Development Strategies for all 10 CATLYST Counties
- Economic Development Strategy for the City of Atlanta
- Learn4Life Baseline
- Live Beyond Expectations Plan
- Managing Mobility in the Atlanta Region Report
- Metro Atlanta Existing Industry Survey
- Poverty Equity Opportunity Initiative Report, 2016
- Startup Genome's Global Startup Ecosystem Report , 2017
- TransFormation Alliance Background Materials

03

Strategic Direction



Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

PRIORITY: Amplify the region's identity as a global economy.

Expand the regional economic development marketing alliance's activities.

Many of the communities that compete against metro Atlanta for businesses and talent are served by strong regional economic development initiatives. Since the last CEDS, the formation of the economic development marketing alliance has been a successful step forward in competing as a region.

PROJECTS

- Convene a facilitated exercise among county economic development leaders to set the alliance's goals for the next five years. Determine whether the alliance should be more formally organized, and if so, how that organization should be structured.
- Create a marketing strategy to direct the alliance's activities. The strategy should include regional target audiences, marketing messages, marketing tactics, media outreach, a calendar of activities, and an estimated annual budget.
- Based on the results of the strategy, invest in marketing tools and/or collateral that all alliance partners can use to sell the region to businesses and talent. Consider expanding ChooseATL to encompass the entire region.
- As a regional alliance, be supportive of partner counties' individual economic development initiatives. Agree to positively reinforce partner counties' brands and alert partners if their local businesses express interest in expanding outside of their county boundaries.

Further amplify and activate Aerotropolis Atlanta.

Formed in 2014, Aerotropolis Atlanta is dedicated to more effectively leveraging the area around Hartsfield-Jackson Atlanta International Airport. An alliance of area community and business leaders serve on the Board as well as three collaboratives organized around common areas of interest. Aerotropolis Atlanta has strong momentum with a strategic plan, target industries, and proactive education, workforce development, and economic development programming.

PROJECTS

- Expand the Aerotropolis' workforce development programs, which directly benefit residents in the area. Assess and quantify the skillsets needed by the airport and other Aerotropolis businesses. Align and, when needed, create new training programs to help local residents prepare for jobs in those fields.
- Seamlessly brand real estate developments around the airport as part of the Aerotropolis community. Invest in gateway and other signage aligned with this brand. Suggest architectural themes to incorporate into new developments.
- Continue to work with neighboring development agencies to link into the Aerotropolis vision and include the Aerotropolis in sales and marketing activities.
- Include an Aerotropolis component to the region's future LINK leadership visits.

Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

Evolve trade assistance for businesses in the region.

Through the CATLYST planning process, many stakeholders expressed a desire to grow the region's prominence as a global economy. The region has the foundations in place to bolster its image as an international leader, including being home to the busiest airport in the world. Increasing trade is an important step.

PROJECTS

- Build on the Metro Export Plan. The work includes increasing trade for businesses in the region, as well as adding foreign direct investment going forward. Determine what resources, including staff and funding, is needed to implement the Plan.
- Plan a global summit focused on an issue impacting the region's future. Invite leaders and businesses from other global regions to attend the summit and exchange ideas.

PRIORITY: Foster a collaborative, resourceful culture in which entrepreneurship and innovation is pervasive.

Promote and expand resources available for entrepreneurs and small businesses.

Metro Atlanta is a proven location for successfully starting and growing businesses. It is home to a wealth of entrepreneurial support, ranging from its higher education institutions and chambers of commerce to incubators, accelerators, venture capital and angel capital groups, economic development organizations, service providers, and many others. Providing startup and small businesses with the ecosystem they need to be successful from birth to exit, will attract top entrepreneurs and, ultimately, additional capital to the region.

PROJECTS

- Organize and host an annual startup competition that increases funding to diverse business founders and connects corporations with minority-owned startups. Build this competition, over time, into one of the most prominent events of its kind in the US. Think of creative ways to make the competition uniquely metro Atlanta.
- Continue to increase the quality and impact of Venture Atlanta. Focus on the best possible quality startups/growth companies, investors (in-region and out-of-region), and ecosystem service providers.
- Formalize regional entrepreneurial ecosystem task forces in high-target, opportunity fields such as FinTech, Cyber Security, Healthcare Information Technologies, Transportation/Logistics Technologies, and Internet of Things/SmartCities/Media. Charge the task forces with mapping the ecosystem needs for each opportunity field, identifying holes in the region's ecosystems, and developing approaches for filling gaps.

Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

- Develop a Metro Atlanta Business Portal that guides entrepreneurs through the step-by-step process of starting a business in the region. Address topics like business planning and financing, finding a location, registering a business, permitting and regulations, and hiring employees. Include links to a library of the region's entrepreneurial and small business resources such as business planning assistance, startup kits, links to capital sources, and real estate services.
- Create an intergenerational exchange that encourages older residents to start businesses and/or advise entrepreneurs. Create a forum in which they can network with other entrepreneurs, service providers, mentees and mentors. Involve them in partnering with social impact businesses that address the needs of older residents (see next project recommendation).

Establish an entrepreneurial platform dedicated to solving regional problems.

Direct the energy of the region's entrepreneurs into starting businesses that address regional challenges.

PROJECTS

- Establish a business accelerator(s) or incubator(s) for social impact firms that are committed to solving problems impacting metro Atlanta residents (e.g., access to healthy food, quality healthcare, social support, aging in place resources, quality education and training, and mobility options). Begin by leading a feasibility study to determine the best model for the accelerator(s). Invite residents of underserved communities to contribute to the study and help to envision the accelerator. Locate the accelerator(s) in communities most affected by the problems the social impact firms are trying to solve.

Expand programs that connect corporations and Minority, Women and Small Business Enterprises (MWSBEs).

Continue to engage the region's corporations in providing opportunities to entrepreneurs and MWSBEs. Among metro Atlanta's many strengths is its high concentration of small businesses alongside a large potential customer pool, the region's Fortune 500 corporations. This corporate presence is a competitive advantage and could be an even stronger component of metro Atlanta's entrepreneurial ecosystem.

PROJECTS

- Expand the bandwidth and heighten the regional focus of initiatives like the Open Innovation Forum and the Metro Atlanta Chamber's Innovation Connect / ATL Corporate Innovation Summit, which link corporations with innovators.
- Establish a startup competition that awards equity-free grants and support to innovative MWSBEs whose products and services address regional challenges.
- Create a task force dedicated to helping area corporations adopt supplier diversity programs. Create a "how to" resource that guides employers through the process of establishing programs.

Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

PLANNING AHEAD: Economic Inequality

During the past three years, economic inequality in the US has increased dramatically. In 1980, the top 10% of earners took home approximately one-third of all income in America. By 2015, more than half all income in the US went to the top 10% of earners. Rising economic inequality has significant impacts for both individuals and communities. Economic immobility is a particular challenge in metro Atlanta. A 2013 study by Harvard University, *The Equality of Opportunity*, ranked metro Atlanta as one of the most difficult places in the country for a child born in poverty to escape poverty as an adult.

Rising economic inequality is associated with a host of ills for individuals. Average life expectancy is lower in communities characterized by greater levels of inequality. Rising inequality is associated with income-based segregation at the neighborhood level, a dynamic that contributes to lower educational outcomes in communities with high concentrations of poverty.

Greater inequality may also negatively impact the economic health of both the country as a whole as well as individual regions. There is evidence that inequality may contribute to slower economic growth and greater volatility. Additionally, growing inequality may create a greater need for social programs. During the past 40 years, government transfer payments such as unemployment insurance, Medicare and Medicaid, and food stamps as a share of the economy has doubled. Finally, economic inequality appears to be growing increasing among individual regions. Prior to 1980, economic growth among individual regions increasingly converged. In the decades since, the largest economic gains have gone to a handful of “rock star” metros.

In recent years, wages for metro Atlanta’s top earners have increased at a much faster pace than wages for the region’s lowest-paid workers.

“Economic inequalities vary greatly across communities in the Atlanta region.”

- Community Stakeholder

CHANGE IN METRO ATLANTA AVERAGE ANNUAL WAGE, 2010 -2016 (NOT ADJUSTED FOR INFLATION)



Source: Bureau of Labor Statistics

Engaged & Employed

Goal: Everyone can thrive in a robust global economy.

PLANNING AHEAD: Automation

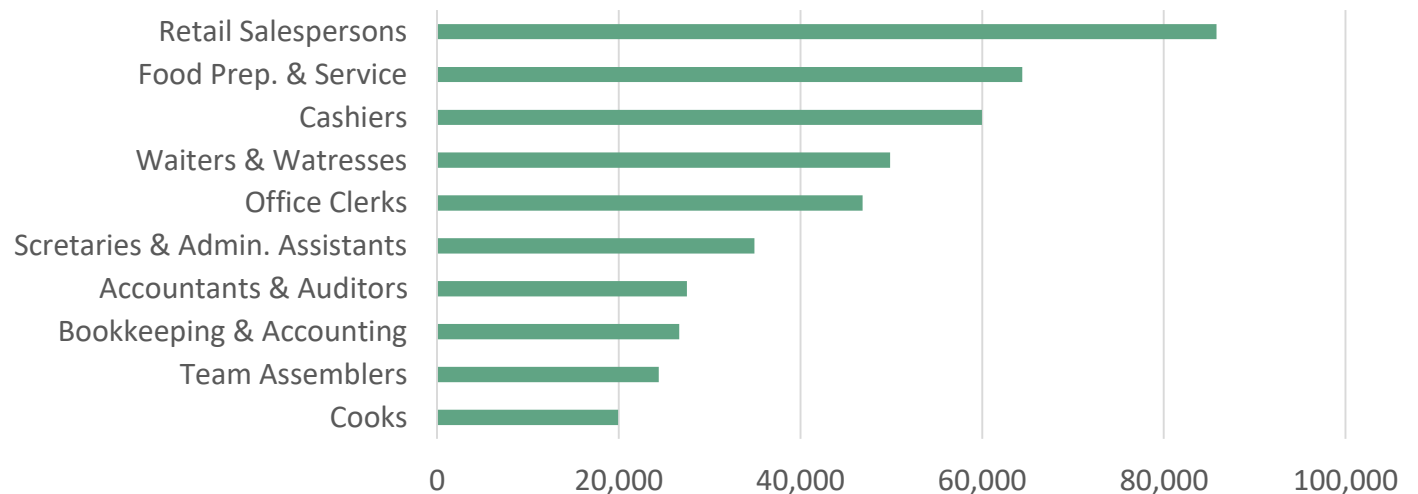
Advancements in technologies that automate functions currently performed by humans are likely to revolutionize the labor market in several important ways. Automation will likely eliminate and/or fundamentally transform jobs that are routine and follow formal operating rules. At the same time, automation is likely to fuel the creation of new occupations.

Researchers at Oxford University estimate that nearly half of US employment is at high risk of automation over the next two decades. More immediately, a survey conducted by PricewaterhouseCoopers found that nearly 60% of CEOs believe robotics will allow them to eliminate jobs over the next five years. The most imperiled occupations include positions in transportation and logistics, office administration, and manufacturing.

New technologies may also facilitate the creation of many new employment opportunities. When Deloitte analyzed the UK job market over the past 15 years, they found that technology eliminated 750,000 jobs but simultaneously created 3.5 million new jobs. Additionally, these newly created jobs typically paid significantly higher wages than those lost.

Whether automation involves the elimination, transformation, or creation of employment, the most successful regions will be those that provide lifelong training opportunities that help residents adapt to a constantly evolving labor market.

METRO ATLANTA TOP 10 EMPLOYING OCCUPATIONS AT HIGH RISK OF AUTOMATION,
NUMBER OF JOBS, 2016



Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

PRIORITY:

Improve educational outcomes throughout metro Atlanta.

Fully support Learn4Life and replicate similar cradle-to-career collaboratives beyond the five core counties.

Learn4Life is a collective impact effort dedicated to ensuring that every child becomes a thriving citizen who achieves success in school, career and life, while contributing to our community. Learn4Life includes Clayton, Cobb, DeKalb, Fulton, and Gwinnett Counties. The initiative emerged from the region's 2012 CEDS and continues to grow and evolve. Learn4Life's effective model, and other successful other cradle-to-career initiatives in cities like Cincinnati and Minneapolis, should be replicated across other counties in the metro Atlanta region.

PROJECTS

- Create a roadmap for the next five years of Learn4Life's activities, identifying resources needed to fully implement Learn4Life's vision. The roadmap should include a data-driven, evidence-based approach to identifying key goals.
- Continue to track educational performance metrics, such as third grade reading proficiency, and utilize Neighborhood Nexus' data and visualization resources to report performance. Data on educational outcomes should be widely distributed throughout the region so that decisions, such as turnaround plans for low-performing schools, are based on a shared foundation of information.
- Consider forming a Learn4Life Action Network dedicated to engaging local organizations that meet people where they are, for example, local churches, grocery stores, housing developments, and laundromats. Research best practices from other regions in which education and training assistance takes place in collaboration with local neighborhood establishments.
- Document lessons learned from establishing and operating Learn4Life as a reference for other counties that want to start their own collaborative cradle-to-career initiatives. Organize a group of Learn4Life leaders to advise other communities in developing their models and launching their initiatives. Host, for example, a Cradle-to-Career training academy, series of panel discussions, or online workshops to help other counties learn. Similar to Learn4Life, develop a shared platform of metrics to track progress with all new cradle-to-career initiatives.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

Raise awareness of viable STEAM career tracks among K-12 students and their parents.

While demand for Science, Technology, Engineering, Arts, and Math (STEAM) skills continues to increase, too few students and their families are aware of opportunities in trade occupations. This is especially true among low-income families.

PROJECTS

- In collaboration with Career Rise, Georgia's High Demand Career Initiative (HDCI) sector partnerships, and other partners, plan a region-wide, multi-channel marketing campaign that raises awareness of STEAM careers in the trades. Through the campaign, encourage enrollment in Career, Technical, and Agricultural Education (CTAE) programs. Seek funding for the campaign and launch.
- Complete the SMART mobile app that is currently in development by TechSquare Labs with support from the Arthur M. Blank Foundation. SMART engages K-12 students and their parents with people who work in STEAM occupations. Make SMART available in all counties in the region.
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities. This work should be enhanced and supported by a larger coalition of stakeholders.

Increase early childhood education funding and quality programming.

Providing all residents with access to quality early childhood education generates tremendous long-term economic development benefits for a region, including a ready workforce and reduced strain on educational systems and social support services. Quality early childhood education has the potential to break the cycle of poverty.

PROJECTS

- Support the Georgia Early Education Alliance for Ready Students (GEEARS). Actively raise awareness of GEEARS among businesses across the region. Share information about GEEARS' orientation sessions, new hire packets and handouts, and available child care tax incentives, such as Employer Sponsored Dependent Care Assistance Plans for Child Care Expenses (DCAPs). Host GEEARS orientation sessions in every county in the region.
- Research and identify best practice programs that incent businesses to create their own on-site child care programs for employees. Share program examples with businesses across the region.
- Develop a resource base of multiple funding sources for early childhood programs.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

PRIORITY:

Increase business involvement in supporting area schools.

Continue to expand the region's involvement in HDCI, creating sector partnerships and programming.

Established in 2014, Georgia's High Demand Career Initiative (HDCI) matches state partners involved in workforce development with economic developers and the private sector to better align training and education programs. Currently, the HDCI and Workforce Innovation and Opportunity Act (WIOA) Services teams are providing grants to provide financial support to regions implementing sector partnerships. ARC has received an HDCI grant and is in the process of establishing sector partnerships in the region.

PROJECTS

- Continue establishing and launching the region's HDCI partnerships. Develop stakeholder engagement plans and facilitate public forums and interviews with employers to help document the skills needs of each sector. Conduct an analysis to quantify the shortages and surpluses of specific skillsets.
- Create an online portal dedicated to sharing information about the sector partnerships' goals. Over time, expand the capabilities of the website to house tools such as an internship/apprenticeship/job board; live/work/play information and links to talent attraction campaigns; workforce and industry data; and a career planning application to help people make better informed decisions about career possibilities and locate related training and education programs.
- Raise awareness of Hope Career Grants, Go Build Georgia High Demand Career Scholarships, and other financial assistance available to students pursuing degrees needed by HDCI participating businesses.

Support the development of entrepreneurial thinking among the region's youth.

As many CATLYST Strategy Committee members voiced during the planning process, high growth entrepreneurship can be a transformational means for lifting people out of poverty and narrowing the wealth gap. In addition, entrepreneurial thinking empowers a more nimble, desirable workforce for employers. Instilling an entrepreneurial mindset should begin with youth.

PROJECTS

- Work with area school districts to enhance programs that engage students in entrepreneurial thinking and business conceptualization. The National Federation of Independent Business, for example, offers a free "Entrepreneur in the Classroom" curriculum. Encourage area schools to consider programs like this and others, such as Break Into Business. Expand programs that are actively working, such as Junior Achievement. Consider engaging business schools from the region's colleges and universities to be actively involved in teaching students the foundations of small business creation and entrepreneurship.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

- Explore the creation of a regional startup pitch competition for youth. This could be led in conjunction with a larger regional startup competition, like Venture Atlanta, that draws investors from across the country into the region.
- TechSquare Labs is currently creating a college-level course on African American innovation, entrepreneurship, and investment. Work with TechSquare and others to scale the curriculum to a high school level, and work with partner school districts to employ the program in area schools.

Increase businesses engagement in schools across the region.

Communities benefit when schools and businesses work together. Education outcomes improve when businesses take an active role in volunteering at schools and coaching students and teachers.

PROJECTS

- Refresh and expand the reach of InternNavigator.com, the region's online internship and apprenticeship marketplace. Invite local school districts to participate.
- Involve chambers of commerce in assisting students with financial aid and college applications. Select a chamber in the region to plan and pilot the program, modeled after Los Angeles' Cash for College campaign. The program could entail an annual college convention, free financial aid workshops, and volunteer participation in helping students fill out college and financial aid paperwork.
- Also through chambers of commerce and other professional organizations, engage human resources professionals as volunteers to advise career counselors and students on viable career tracks.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

PRIORITY:

Reengage unemployed and disconnected workers.

Establish a collective impact approach to reengage disconnected workers across the region.

Learn4Life is a successful example of how a collective impact approach can move the needle on challenges affecting the region. While there are many organizations involved in supporting the needs of marginalized residents and many others dedicated to creating job opportunities, bandwidth will exponentially increase when those groups pool together their knowledge and networks. Better coordinating the important activities of organizations like Atlanta Career Rise and workforce development boards with economic development initiatives, coupled with robust data collection efforts like Neighborhood Nexus, will not only ensure that people are able to reengage but that they also have viable economic opportunities when they do.

PROJECT:

- Convene a group of diverse stakeholders from across the region (e.g., United Way, ARC, Metro Atlanta Exchange for Workforce Solutions (MAX), Career Rise, and many others) to participate in a collective impact approach to reengaging disconnected workers. Identify group leaders and develop a plan of action.

Address geographic gaps in education, workforce development, and social support offerings across the region.

Ensuring that unemployed and disconnected workers have access to services needed to reengage requires that education, training and social support offerings are accessible. While several organizations in the region have an understanding of the geography of available services, a comprehensive asset map will help determine areas of most critical need. (This should be the charge of the collective impact group recommended above.)

PROJECTS

- Compile an effective, collective map of social support and workforce/education programs across the region. Compare this map with forecasted areas of population growth to project where critical shortages of services could emerge in the future. Identify where disconnected workers are concentrated in the region.
- Assess existing programs' reach and ways in which they interact to further understand where gaps exist. Focus on critical shortage areas, where additional investments and extension of services could make the greatest positive impact on reengaging unemployed and disconnected workers.
- Raise awareness of gaps among those communities with critical shortages. Provide those communities with tools such as a planning and policy template, best practices, technologies, and connections with area organizations that can help them fill gaps.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

- Develop matchmaking platforms to connect disconnected workers with programming.
- When planning the CATLYST social impact accelerator, encourage the accelerator to locate in and/or pilot businesses in those communities. (See the Engaged & Employed pillar for more details on this project idea.)

Expand expungement programs to clear the records of individuals with nonviolent criminal convictions.

Having a criminal record often discourages employers from hiring someone, even when labor markets are tight and the individuals are otherwise qualified. Expungement programs clear the criminal records of individuals with nonviolent convictions. This not only opens pathways for those individuals to reengage in the workforce, but evidence also indicates that it increases the tax base and reduces public assistance payments.

PROJECT

- Further resource and expand the work of the Georgia Justice Project (GJP). Educate area employers about how expungement programs can be one part of their workforce solution. Raise awareness of GJP's programs and encourage business support.

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

PLANNING AHEAD: Gig Economy

Since the Industrial Revolution, employment for most Americans has involved a formal relationship with a single employer. In recent years, however, a growing number of workers are relying on freelance opportunities instead of securing traditional employment. The rise of independent contractors and the “1099” or “gig economy” may have significant implications on the geography of future job growth and social welfare programs.

While the gig economy is nascent, thus far it has favored metropolitan areas. Ride-sharing and house-sharing services are highly concentrated in regions with a large base of real-world consumers and service-providers – predominantly urbanized, metropolitan areas. Similarly, the growth of co-working spaces has been more pronounced in metropolitan areas that feature a critical mass of digital freelancers.

Existing social welfare programs in the US may prove insufficient as the gig economy continues to grow. Workers in the gig economy don’t typically have access to benefits such as employer-based health insurance, retirement plans, or sick leave enjoyed by traditional workers. Independent contractors are also exempt from minimum wage requirements, overtime regulations, and unemployment insurance. As a growing number of workers forego traditional employment opportunities, more robust social services will be required to provide care and protection to workers.

The emergence of new online platforms such as eBay and Uber that directly connect buyers and sellers has allowed a growing number of individuals to find employment without becoming an employee.

CHANGE IN METRO ATLANTA GROUND TRANSPORTATION NONEMPLOYER FIRMS AND PAYROLL, 2012 -2015



Source: Bureau of Labor Statistics, US Census Bureau

Prepared & Productive

Goal:
Everyone is prepared to advance in a productive career and lifelong learning.

PLANNING AHEAD: Diversity

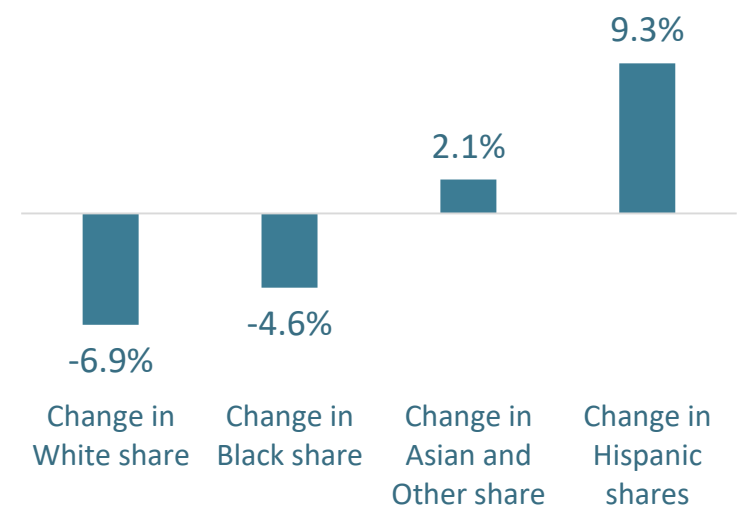
During the past 25 years, the US population has become increasingly diverse. Over the next quarter century, this trend will further accelerate. Today, more than half of all children born belong to minority racial and ethnic groups. Recent studies indicate that those regions that embrace diversity will be the most economically successful.

From both a demographic and economic perspective, the most successful regions in the US will be those that welcome and support a diverse population. Between 2015 and 2016, the non-Hispanic, White population in the US grew by less than 5,000 individuals. Increasingly, the only path for growth for many (if not most) communities will be accommodating racial and ethnic minorities. In metro Atlanta, the 10-county region's population is majority minority. Only three counties in the region have a White majority.

Diversity will also be critical in sustaining economic vitality. At the regional level, diversity is associated with greater levels of entrepreneurship and innovation. At the company level, studies have found that more diverse teams lead to higher rates of creative problem-solving and greater revenues. Communities that fail to embrace diversity risk facing significant workforce and leadership challenges and likely will also become less innovative than their more diverse peers.

By 2020, more than half of US children will be part of a minority race or ethnic group.

CHANGE IN SHARE OF TOTAL METRO ATLANTA POPULATION BY RACE/ETHNICITY 2015-2040



Source: ARC

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

PRIORITY: Increase availability of quality housing that residents can afford across the region.

Facilitate a regional housing strategy.

Create a new housing initiative modeled after the previous Mixed Income Communities Initiative, with greater emphasis on suburban communities. Build on the extensive work of various organizations in housing and affordability. Connect the housing strategy to current and planned transportation hubs to ensure that transit, mixed-income housing, and job centers are located in proximity of one another. Ensure that the strategy focus on both preserving existing housing and new developments that provide families with quality choices. Also consider how to help neighborhoods have better access to healthy lifestyle, transit, and education options.

PROJECTS

- Create a regional housing strategy based on a collective impact model and data-driven approach. Assign project leaders to facilitate the planning process and rally a broad diversity of input. Structure a methodology for the strategic planning process as well as a timeline, milestones, goals, and resources needed for the process. Evaluate the demand for middle and lower cost housing against available supply. Next, develop a list of organizations and individuals who need to be involved in the planning process. Invite them to participate. Begin with organizations already working in housing and affordability.
- Develop a repository of information through an existing information system like Neighborhood Nexus that helps to define the region's housing challenges. Also, gather a library of best practices from other communities that have successfully addressed similar challenges.
- Organize and facilitate a series of dialogues about the region's housing challenges with civic and community stakeholders, building on the Regional Housing Forum. Educate stakeholders about the interrelationship between quality, affordable housing and transit, education outcomes, talent supply, human health, civic engagement, and economic growth. Initiate a Metro Atlanta Housing Compact (e.g.) or signed commitment by leaders pledging that they will prioritize this topic and work together toward regional goals.
- Help facilitate zoning and ordinance changes permitting (or incentivizing) the construction of smaller homes or accessory dwelling units. This could dramatically increase the inventory of affordable housing.

Build the capacity of nonprofits and other organizations dedicated to housing.

Providing residents with access to quality, affordable housing has emerged as a regional priority, and metro Atlanta must ensure that it has the bandwidth needed to address the challenge head-on. Increase system capacity for housing solutions, transportation options, and other support services. Create impact funds and public-private solutions to locating quality attainable housing in closer proximity to job centers.

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

PROJECTS

- Inventory current nonprofits in the region whose mission is housing-related. Document their current programs, resources, and geographic reach. Identify where the greatest shortages exist relative to demand (e.g., lack of or insufficient services) as well as strengths. (This may be accomplished in conjunction with the regional housing strategy's information repository recommended above.)
- Facilitate an exercise with nonprofits and other housing-related organizations to review the findings of the inventory and identify specific actions to expand capacity. Explore potential partnerships and consolidations of nonprofits to broaden their reach.
- Explore the creation of a housing-focused social impact fund that encourages public-private solutions to develop mixed-income housing in proximity to job centers and transit options. If viable, establish the fund(s) and jointly approach investors to seek the first round of funding.
- Develop a program that assists small investors in their ability to rehab houses. Fixing up houses one-by-one has worked well in some neighborhoods in the region, but can be difficult for an individual to navigate the bureaucracy of tax liens and foreclosures, plus financing can be a major obstacle. There is affordable housing in some areas of the region that remains largely untapped because it literally requires fixing up each house individually (not waiting for a major developer to assemble a vast swath of land and build an entire new neighborhood).

Provide local governments with a toolkit of information and public policy suggestions that help them address the needs residents living at or below the poverty level.

Affordability issues in central, urban neighborhoods have forced many lower-income residents to move to suburban and exurban communities to find housing. These communities are sometimes ill-equipped to serve them, leaving residents far removed from the jobs, transportation, healthcare, education and other amenities they and their families need. Ensure that local governments understand the dynamics of the suburbanization of poverty and know what investments are needed to be a community that works for all residents.

PROJECTS

- Develop a toolkit of resources for local officials in the region that includes best practice ideas related to public policy, incentives, and civic infrastructure investments. Include a recommended public policy agenda that can be adopted and replicated in all cities, towns, and counties in the region. Strive for communities across the region to be more consistent in their public policies related to affordable housing and other needs of low-income and marginalized residents.

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

- Facilitate meetings with local elected officials to share the toolkit, educate them about why this topic is a regional priority, and answer questions. Organize groups of volunteers in each county who will advocate for supportive public policies, generate understanding and backing within their communities, and have a vocal presence at critical moments during decision-making processes.
- Support and expand grants programs, like Livable Centers Initiative and Community Choices, that provides cities, towns and counties funding to conduct reviews of their existing policies and suggest updates and new programs that move their governments toward being more responsive to the needs of their marginalized residents.

PRIORITY: Ensure that every neighborhood in metro Atlanta provides residents with healthy and safe lifestyles.

Expand resources to help communities promote healthy, safe lifestyles for their residents.

Food and healthcare deserts are areas in a region in which residents do not have ready access to fresh, healthy food or to healthcare, wellness, and social support services. Research supports the link between hunger, disease, obesity, and poverty in neighborhoods that lack these resources.

PROJECTS

- Inventory communities in the region that are food, healthcare, and social support deserts. Form action teams in these communities to craft tactical plans to provide their residents with quality, culturally competent services. Expand initiatives such as Food Well Alliance's Baseline Analysis to map the entire region's food systems.
- Work with organizations like the Atlanta Regional Collaborative for Health Improvement (ARCHI) to incentivize healthy food, quality healthcare, and social support providers to invest in low-income neighborhoods. Conduct best practice research to find examples of ways other communities have expanded those services in their neighborhoods. Document best practices and share those with action teams in food and healthcare desert communities.
- Seek funding for the completion of a regional trail network. Continue to extend bicycle and pedestrian trail systems throughout the region's neighborhoods.
- Engage a team of experts to identify environmental hazards in metro Atlanta neighborhoods. Raise awareness of hazards among local officials and residents. Provide expertise and grant funds to communities to help them develop plans to remediate the hazards.
- Create a regional security coalition to facilitate conversations around the region about reducing crime. Bring Community Improvement Districts (CIDs) together to learn from one another about what techniques have increased safety in their districts, such as community policing programs and youth outreach.

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

Update requirements of ARC's programs such as the Livable Centers Initiative (LCI) to reflect the spirit of the CATLYST Strategy.

LCI is a grant program that encourages communities to better connect residents to shopping, dining and other amenities via sidewalks and bike trails. Future grants should prioritize developments that reinforce the priorities of this strategy. Other programs like the Lifelong Communities Initiative should be expanded because, like LCI, they support CATLYST's goal of ensuring that all residents of the region are healthy and housed.

PROJECTS

- Assemble a team of ARC staff and board members to review LCI requirements through the lens of CATLYST's goals and priorities. Update grant requirements to give preference to projects that encourage healthcare; housing; social support; education; arts and culture; bicycle, pedestrian, and transit; and employment center development within proximity of residences. Continue to prioritize brownfield communities that are lacking resources.
- Seek additional support for ARC's Lifelong Communities Initiative. Ensure that ARC's Live Beyond Expectations Strategic Plan's principles are integrated with LCI and relevant CATLYST projects. The plan should also be updated once it expires in 2020.

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

PLANNING AHEAD: Urbanization

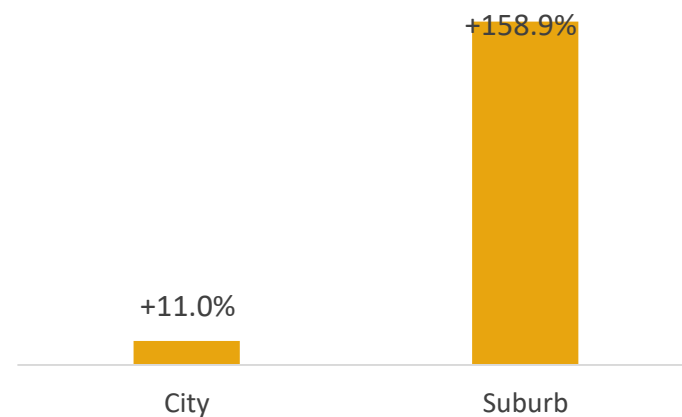
While much of the US population has been flocking to metropolitan areas for decades, the process has accelerated in recent years. Unlike in years past, recent metropolitan area population gains in many regions extend to the urban core. The resurgence of cities and the continued vitality of metropolitan areas are reshaping the way Americans live. Successfully navigating these changes will require a more thoughtful approach to regional collaboration.

For many cities, rising real estate prices driven by an influx of new residents has priced a growing number of lower income households out of the urban core. At the same time, the recession contributed to a significant spike in the number of individuals living in poverty. These factors contributed to a notable rise in poverty in America's suburbs. The suburbanization of poverty creates challenges in communities without the physical and social service infrastructure often found in cities.

While metropolitan areas are highly intertwined economically, they remain politically decentralized—in some regions, the metropolitan area may span a dozen or more individual counties and countless cities. With resources and planning efforts fragmented across multiple jurisdictions, coordinating investments in areas such as education or transportation at the regional level can be extraordinarily difficult. The emergence of “megaregions” is likely to make this challenge even more pronounced.

Between 2005 and 2010, the percentage of students receiving Free and Reduced Price Lunch increased an average of 24.6% in metro Atlanta suburbs compared to 8.4% in the region's cities.

CHANGE IN THE NUMBER OF POOR
IN METRO ATLANTA, 2000-2011



Source: Metropolitan Policy Program at Brookings

Healthy & Housed

Goal: Everyone has access to options for a healthy lifestyle and quality, affordable housing.

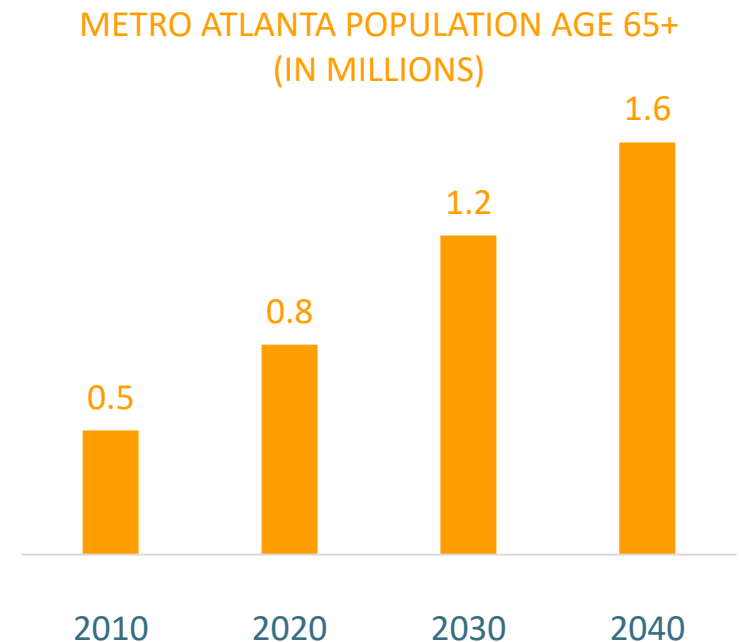
PLANNING AHEAD: Aging population

Across the US, people are living longer. More than 10,000 Baby Boomers turn 65 every day, and this trend will continue for another decade. By 2030, nearly one in five Americans will be over 65 years old. As the US retiree population swells, the relative number of active workers will decline. At the same time, Americans are living longer – increasing demand for goods and services and driving employment growth in specific sectors. Meeting the needs of our older population will require significant investments in social service programs, physical infrastructure, and education for workers.

Already, four out of the five fastest growing jobs in the US are related to healthcare. Through 2024, healthcare occupations are projected to fuel nearly a quarter of all job growth in the US. Demand for services such as transportation and meal delivery will continue to rise in response to an aging population. These services are typically provided by governments and non-profits. As a result, allocating resources will become a growing challenge for many communities – especially as a smaller share of their residents are actively working.

For communities and regions to thrive, they must re-engage and sustain individuals in the workforce, develop pipelines of talent for industries poised to grow, and provide resources

Between 2015 and 2040, the percent of metro Atlantans age 65 years or older is projected to increase 152.9%.



Source: ARC Series 15 Forecasts

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

PRIORITY: Foster an environment that encourages civic participation by all residents.

Study and take action on the inheritance of poverty and its negative impacts.

A 2013 study by Harvard University, *The Equality of Opportunity*, ranked metro Atlanta as one of the most difficult places in the country for a child born in poverty to escape poverty as an adult. Understanding the causes of poverty and economic immobility in metro Atlanta is a starting point for finding solutions.

PROJECTS

- Establish a regional task force to study the causes of poverty and quantify the negative impact this has on the economy. Also analyze the positive impacts that improved upward mobility will have. Ensure that the study process includes broad outreach into the communities that are most affected.
- Establish goals, objectives, and measurable outcomes, and develop strategies to advance upward mobility and mitigate unintended negative consequences.

Establish an organization dedicated to advancing diverse leadership across the region.

Metro Atlanta is among the most diverse regions in the country. While metro Atlanta's political, corporate, and philanthropic leadership is more diverse than in many other communities, there remain significant opportunities to increase representation throughout the region.

PROJECTS

- Begin planning a Leadership Institute with a strong baseline of information. Commission a report to audit the current diversity of leadership in the region. Set a vision and quantifiable objectives as to where the region wants to be in the future.
- As part of this research, consider developing a diversity and inclusion organization assessment survey, and make it available to organizations across the region. The survey should result in a diversity scorecard that organizations can leverage to instigate change and monitor progress.
- Develop an organizational plan for an Institute dedicated to advancing multiracial, diverse leadership and participation on leadership bodies across the region (public and private). The Institute could be involved in convening leadership development programs, producing open data, and conducting neighborhood outreach activities to arm everyday residents with capabilities that they need to get involved. Look at models such as Chicago United for inspiration.
- Establish the Institute following the organizational plan.

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

PRIORITY: Invest in an even greater cultural and recreational vibrancy across the region.

In a comprehensive regional approach, protect and connect future green spaces.

ARC has been actively involved in greenspace planning for more than 50 years. There are currently more than 900 public parks covering more than 34,000 acres in the 10-county region. Better connecting these numerous greenspaces will increase the quality of life of all residents of the region, and it is desired. In the 2016 Atlanta Speaks survey, for example, nearly 70% of Fayette and Fulton counties believe there is access in their neighborhoods to recreation and cultural facilities. In other communities, however, this figure approaches 50%.

PROJECTS

- Continue to promote and enhance the “Connecting with Parks” website, which highlights metro Atlanta’s regional trail system and provides a historical perspective on many of the region’s nature preserves,
- Explore a regional expansion of Park Pride, an organization dedicated to “enhancing parks and greenspace through advocacy, volunteerism and capital improvements.” Currently, Park Pride operates in just two counties in the metro Atlanta region.
- While the Atlanta Beltline is one of the most important and celebrated green space projects in the US, metro Atlanta can still learn from other communities. Incorporate park tours into ARC’s Leadership Involvement Networking Knowledge (LINK) to help identify best practices to bring back to metro Atlanta.

Seek funding diversity for the Livable Centers Initiative (LCI) to support broader efforts like greenspace planning, environmental protection, creative place making, wellness amenities, and others.

Historically, metro Atlanta and other regions have narrowly defined infrastructure to include civic projects such as roadways, bridges, and utilities. As human capital has become an increasingly integral component of economic vitality, however, vital infrastructure now includes the artistic, recreational, wellness, and cultural amenities necessary to attract talent.

PROJECTS:

- Continue to pursue a greater variety of funding sources for the LCI program so that LCI grants can include a more holistic breadth of activities.
- Explore adding artistic and cultural investments to ARC’s Livable Centers Initiative. Public art installations, for example, often complement many of the programs’ existing elements such as pedestrian pathways and bike trails.

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

- In 2022, Atlanta will turn 175 years old. Atlanta's birthday provides an opportunity to launch a storytelling campaign that celebrates the region's past successes and future ambitions. Invest in a digital app that encourages people to explore the community and uncover stories about its history. A gaming format like Pokémon Go can encourage resident exploration of the region. Audio tours can illuminate compelling aspects of the region's history.

Expand ARC's Regional Public Art Program and similar programs.

The Atlanta Regional Public Art Program provides matching funding to communities throughout the 10-County metro Atlanta region to install public art. Grants are awarded through a competitive bidding process and are intended to celebrate a community's unique identity.

PROJECTS

- Initiate another round of Regional Public Art Program funding. Grants were last awarded in 2015. Expand the Regional Public Art Program to include cultural and artistic programming such as free symphony concerts.
- Explore opportunities to expand arts and cultural programming throughout metro Atlanta's public education system. Partnerships between schools (including after school programming), art museums, and arts & music institutions, such as SCAD (Savannah School of Arts and Design) and the Woodruff Arts Program, can provide mentorship opportunities to youth throughout the region.
- Leverage regional research capabilities to help local arts venues conduct market research. ARC's research staff, for example, could help map the origin of patrons. This information could then be used to help identify new audiences to target.

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

PRIORITY: Ensure that the region has a connected, sustainable multi-modal transportation network.

Increase area counties' participation in a regional transit network.

Reducing traffic congestion in metro Atlanta will require increased transit ridership. In turn, increasing transit ridership will require expanded transit capacity. Better connected, more efficient transportation networks will ultimately improve the lives of the region's residents and make the region more competitive for economic development. (Many of the projects recommended within this priority will continue beyond the five years of this strategy and are currently underway at ARC.)

PROJECTS

- ARC's Atlanta Region's Plan, a 25-year blueprint outlining the investments necessary for metro Atlanta's continued success, totals \$85 billion. Ensuring that Metro Atlanta has sufficient revenue to make such large-scale investments will require continued discussions at the local, regional, state, and federal levels. ARC and its partners must continue to advocate for sustained infrastructure funding, including a future DeKalb County referendum on expanding MARTA and eliminating chronic Highway Trust Fund shortfalls.
- Continue to leverage financial incentives to reduce traffic congestion throughout the region. In 2016, ARC eliminated more than 30 million miles traveled in single occupancy vehicles through the Georgia Commute Options program. The program provides cash to individuals who find alternatives to single occupancy travel. ARC should work with area employers to develop additional programs that reduce the number of automobile trips. Possible strategies include the promotion of ride share programs and encouraging telecommuting options.
- Examine the commuting patterns and occupations of suburban communities linked by current and future transit networks. Consider the work schedules associated with those occupations, and ensure that transit schedules coordinate with work schedules. Often there is a spatial mismatch between where low wage workers live and where their jobs are located, for example. In those communities, run transit on weekends and at night.

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

Host regional forums to ensure local governments are preparing for the rise in autonomous vehicles and other disruptors.

September 2017 marked the first deployment of an autonomous vehicle on the streets of Atlanta. While the debut was just a test, it represents a glimpse into the region's transportation future. In the years ahead, the region must continue to maintain a forward-looking approach to the rise of autonomous vehicles and other disruptors.

PROJECTS

- The first test concept of an autonomous vehicle in Atlanta was a joint project between the Georgia Institute of Technology and City Hall. The project was funded by City of Atlanta infrastructure bonds. Encourage other communities throughout the region to explore similar opportunities that leverage local technical capacity with infrastructure spending that supports the deployment of autonomous vehicles.
- In 2017, ARC convened local government officials and transportation for the region's first summit on the future of connectivity. The conference, dubbed ConnectATL, helped identify the implications of SMART transportation technology on local governments, the workforce, infrastructure, and equitable communities. ConnectATL should become a regular event moving forward. In the future, ConnectATL could be held alongside other related events such as FUTURE CAR, which brings together private sector leaders from the worlds of autonomous driving electronics. Include a way for all counties in the region to play a meaningful role in the events.

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

PLANNING AHEAD: Autonomous Vehicles

The approaching era of self-driving cars promises to transform our economy, our communities, and the way we live.

The rise of autonomous vehicles is likely to end car ownership in its current form. Instead of purchasing cars outright, tomorrow's consumers are likely to rely on car-sharing services. The decline of the consumer auto market is likely to negatively impact other industries such as consumer financing, insurance, and advertising. Governments may also be forced to rethink investments in mass transit as public systems face growing competition from car-sharing services.

The resulting demand for parking consumes an enormous amount of US real estate. The growing ubiquity of autonomous vehicles may create significant redevelopment opportunities in places currently dedicated to parking. This dynamic, combined with the reduced need to incorporate parking in new buildings, will reduce the cost of residential and commercial construction.

Autonomous vehicles may also alleviate traffic congestion while simultaneously contributing to urban sprawl. Autonomous vehicles may lessen traffic congestion by reducing both accidents and increasing the number of cars that can safely drive within a given space. As autonomous vehicles will lessen the drudgery and expense associated with long commutes, driverless cars may also encourage more suburban sprawl as the relative cost of living farther from employment centers falls.

In metro Atlanta, 58% or more of employed residents in every county commute to a different county for work.

CARS ARE PARKED
95% OF THE TIME



Source: *The High Cost of Free Parking*

Connected & Resilient

Goal: Everyone can connect to the people, places, and information needed to have a resilient, prosperous life.

PLANNING AHEAD: Climate Change

The scientific consensus is that climate change is occurring and it is largely due to the burning of fossil fuels. Unless the world reduces its carbon output, climate change is expected to accelerate over the next century.

Rising sea levels and increased storm activity are likely to threaten a growing number of individuals and the businesses they support. Mitigating the risks posed by climate change will be expensive—Miami plans to spend at least \$400 million on new pump stations and Charleston has outlined more than \$225 million in needed drainage projects. The public costs of addressing climate change are likely to increase further in the years ahead.

With limited federal commitment to combatting climate change, cities are poised to fill the void through both policy and investments. More than 375 US mayors announced their intentions to honor commitments to reduce greenhouse gas emissions as part of the Paris Climate Agreement. Part of this commitment will require additional investments in clean energy and energy efficiency initiatives.

In the decades to come, the most successful regions are likely to include communities whose economies are less reliant on a carbon-based economy. Economies fueled by human capital will be more insulated from policies aimed at addressing climate change and are also more likely to produce the innovations necessary to reduce carbon production.

More than half of Americans live in coastal counties, placing many of them at greater risk of natural disasters.

BILLION-DOLLAR WEATHER & CLIMATE DISASTERS (INFLATION ADJUSTED)

'08 - '17 (through September) 107

'98 - '07 50

'88 - '97 39

Source: National Centers for Environmental Information

04

Evaluation Framework



Taking Action

To fully implement CATLYST, the region should adopt a formal structure for taking action and managing progress. Implementation will require a full-time director, leadership council, and volunteer project teams.

Before implementation begins in full, finalize implementation governance, seek funding for and hire the CATLYST Director, and formalize a process for selecting projects and formulating project plans.

CATLYST Director – Successful CATLYST implementation will require a full-time director. The CATLYST Director will be the point person for overseeing CATLYST implementation, working with stakeholders to coordinate projects and monitor progress. This person will serve as the facilitative leader of implementation, supporting simultaneous CATLYST projects, and assisting volunteers with crafting (and following through with) realistic project plans. The Director may be housed in the ARC offices and report to the CATLYST Executive Committee.

CATLYST Leadership Council– Two volunteer co-chairs for each of the four CATLYST pillars should be identified before the strategy’s full implementation begins (pillar Co-Chairs). They will comprise the CATLYST Leadership Council alongside representatives from ARC’s Economic Development District (EDD) Board and other partners such as major CATLYST implementation funders and EDD. The Council will be responsible for vetting project ideas, approving project plans, and monitoring implementation. The Council could become a standing committee of ARC.

Project Teams – Project Teams are groups of volunteers who come together because of their interest in specific CATLYST projects. They may contribute their time and energy on a project basis and then disassemble when projects are complete (or reconvene for the project’s next steps). Data must inform the identification of Projects and Project Plans. Volunteers involved in Project Teams must agree to based their activities on objective research. *(The following pages list the types of organizations that could potentially be involved in each CATLYST pillar’s Projects. This is a sample list and in no way represents the only groups that may be involved.)*

Atlanta Regional Commission – ARC has key roles and commitments as a convener of topics of importance to the quality of life in the metro Atlanta region, such as economic development competitiveness. ARC houses many initiatives on topics that support CATLYST’s goals, such as transportation and mobility, natural resources, workforce development, and aging and health. Since the ARC Board serves as the Economic Development District’s (EDD) Board, there is an opportunity to elevate the visibility of CATLYST implementation by formalizing the Leadership Council’s meetings on ARC’s calendar, and with a reporting structure similar to existing Board committees. However, ARC does not yet have the in-house capacity to dedicate full-time support to executing this strategy. ARC should house the recommended CATLYST Director. However, CATLYST’s success depends on broad regional involvement. *In no way is ARC responsible for implementing all projects.*

Taking Action

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

Pillar: Engaged and Employed

Who needs to be involved:

- Aerotropolis Atlanta Alliance
- Annie E. Casey Foundation
- Businesses
- Chambers of Commerce
- City and County Governments
- Community Foundation for Greater Atlanta
- Community Improvement Districts (CIDs)
- Economic Development Authorities and Other EDOs
- Engage Ventures
- Federal Reserve Bank of Atlanta
- Georgia Department of Economic Development
- Georgia Power
- Incubators and Accelerators
- Innovation Connect (MACOC)
- Invest Atlanta
- Partnership for Southern Equity
- TechBridge
- Technical College System of Georgia
- Technology Association of Georgia
- TechSquare Labs
- The Arthur M. Blank Foundation
- United Way of Greater Atlanta
- University System of Georgia
- Workforce Development Boards

Pillar: Prepared and Productive

Who needs to be involved:

- Annie E. Casey Foundation
- Atlanta CareerRise
- Businesses
- City and County Government
- Communities in Schools
- Community Foundation for Greater Atlanta
- Federal Reserve Bank of Atlanta
- Georgia Department of Economic Development
- Georgia Early Education Alliance for Ready Students (GEEARS)
- Georgia Justice Program
- Goodwill Industries
- Learn4Life Atlanta
- Support Services Providers
- Technical College System of Georgia
- TechSquare Labs
- The Arthur M. Blank Foundation
- The Kendeda Fund
- Thinkful
- United Way of Greater Atlanta
- University System of Georgia
- Workforce Development Boards

Taking Action, continued

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

Pillar: Healthy & Housed

Who needs to be involved:

- AARP Georgia
- Aerotropolis Atlanta Alliance
- Annie E. Casey Foundation
- Atlanta Regional Collaborative for Health Improvement
- Atlanta Regional Commission
- Businesses
- Center for Pan Asian Community Services
- Community Foundation for Greater Atlanta
- Enterprise Community Partners
- Environmental Groups
- Faith-Based Organizations
- Families First
- Federal Reserve Bank of Atlanta
- Fitness Providers
- Food Well Alliance
- Goodwill Industries
- Housing Authorities
- Local Businesses (e.g., Convenience Stores, Grocers, Laundromats)
- MARTA
- Medical Community
- Neighborhood Associations
- Public Safety Professionals
- Real Estate Developers
- State of Georgia
- Social Support Providers
- TechBridge
- Technical College System of Georgia
- The Arthur M. Blank Foundation
- The Kendeda Fund
- United Way of Greater Atlanta
- University System of Georgia

Taking Action, continued

The lists below include the types of organizations that could be involved in each CATLYST pillar's projects. This sample list should help pillar co-chairs and project teams identify the individuals and organizations who should be included in implementation. This is not designed to be a comprehensive list of all potential project participants.

Pillar: Connected & Resilient

Who needs to be involved:

- Annie E. Casey Foundation
- Atlanta Film Society
- Atlanta Regional Commission
- Atlanta Symphony and Other Performing Arts Organizations
- Businesses
- Center for Civic Innovation
- Community Foundation for Greater Atlanta
- County Arts Councils
- County Governments
- Federal Reserve Bank of Atlanta
- Georgia Department of Transportation
- Georgia Power
- Local & Regional Heritage Organizations
- MARTA
- Park Pride
- Partnership for Southern Equity
- Real Estate Developers
- State of Georgia, Other Departments
- Technology Association of Georgia
- Techstars
- Transportation and Logistics Experts
- The Kendeda Fund
- The Trust for Public Land
- Universities and Colleges
- Urban Land Institute
- WonderRoot
- Woodruff Arts Center

Timeline

PRE-IMPLEMENTATION: MONTHS 1-6

Before the region begins full implementation of CATLYST, there are steps to take to be prepared organizationally. These “pre-implementation” steps should require approximately six months to complete and include:

- Select one initiating project for each CATLYST pillar. Identify project co-chairs.
- Establish the CATLYST Leadership Council.
- Work with project co-chairs to develop a simple project game plan for the next ~12 months. For example, what is the desired end result of this project? What specific steps will we take to achieve that result? What volunteers should be involved? What are our project milestones along the way?
- Formalize CATLYST governance structures and processes for vetting CATLYST projects.
- Roll out the final CATLYST strategy and kick off projects.
- Host community forums across the region to share CATLYST with all stakeholders.
- Seek funding for a full-time CATLYST Director and finalize a job description.
- Begin a CATLYST Director search.

Timeline, continued

YEAR 1 PROJECTS

The following CATLYST projects are suggested for the first year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 2 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

Pillar: Engaged and Employed

- Convene a facilitated exercise among county economic development leaders to set the alliance's goals for the next five years.
- Continue to work with neighboring development agencies to link into the Aerotropolis vision.
- Build on the Metro Export Plan.
- Continue to increase the quality and impact of Venture Atlanta.
- Establish a business accelerator(s) or incubator(s) for social impact firms that are committed to solving problems impacting metro Atlanta residents (e.g., access to healthy food, quality healthcare, social support, aging in place resources, quality education and training, and mobility options). Begin by leading a feasibility study to determine the best model for the accelerator(s).

Pillar: Prepared and Productive

- Create a roadmap for the next five years of Learn4Life's activities.
- Complete the SMART mobile app that is currently in development by TechSquare Labs.
- Support the Georgia Early Education Alliance for Ready Students (GEEARS). Actively raise awareness of GEEARS among businesses across the region. (Continue into other years of implementation.)
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities. (Continue into other years of implementation.)
- Continue establishing and launching the region's HDCI partnerships.

Timeline, continued

YEAR 1 PROJECTS, continued

Pillar: Healthy & Housed

- Create a regional housing strategy based on a collective impact model and data-driven approach.
- Inventory current nonprofits in the region whose mission is housing-related.
- Inventory communities in the region that are food, healthcare, and social support deserts. Form action teams in these communities to craft tactical plans to provide their residents with quality, culturally competent services.
- Assemble a team of ARC staff and board members to review LCI requirements through the lens of CATLYST's goals and priorities.

Pillar: Connected & Resilient

- Establish a regional task force to study the causes of poverty and quantify the negative impact this has on the economy.
- Establish goals, objectives, and measurable outcomes, and develop strategies to advance upward mobility and mitigate unintended negative consequences. (Continue into Year 2 as needed.)
- Continue to promote and enhance the "Connecting with Parks" website.
- Continue to pursue a greater variety of funding sources for the LCI program so that LCI grants can include a more holistic breadth of activities. (Continue into future years as needed.)
- ConnectATL should become a regular event moving forward. In the future, ConnectATL could be held alongside other related events such as FUTURE CAR, which brings together private sector leaders from the worlds of autonomous driving electronics. Include a way for all counties in the region to play a meaningful role in the events. (This could become an annual event and relevant to Years 2-5.)

Timeline, continued

YEAR 2 PROJECTS

The following CATLYST projects are suggested for the second year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 2 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

Pillar: Engaged and Employed

- Create a marketing strategy to direct the alliance's activities.
- Invest in marketing tools and/or collateral that all alliance partners can use to sell the region to businesses and talent. (This may continue into Year 3.)
- Expand the Aerotropolis' workforce development programs.
- Formalize regional entrepreneurial ecosystem task forces in high-target, opportunity fields.
- Create a task force dedicated to helping area corporations adopt supplier diversity programs.

Pillar: Prepared and Productive

- Document lessons learned from establishing and operating Learn4Life as a reference for other counties that want to start their own collaborative cradle-to-career initiatives.
- Plan a region-wide, multi-channel marketing campaign that raises awareness of STEAM careers in the trades.
- Work with organizations like the Georgia Partnership for Excellence in Education who, along with Neighborhood Nexus, recently completed a map that documents all STEM/STEAM certified schools in Georgia along with other out-of-school STEM/STEAM activities.
- Research and identify best practice programs that incent businesses to create their own on-site child care programs for employees.
- Create an online portal dedicated to sharing information about the HDCI sector partnerships' goals.
- Raise awareness of Hope Career Grants, Go Build Georgia High Demand Career Scholarships, and other financial assistance available to students pursuing degrees needed by HDCI participating businesses.
- Further resource and expand the work of the Georgia Justice Project (GJP). Educate area employers about how expungement programs can be one part of their workforce solution. Raise awareness of GJP's programs and encourage business support.

Timeline, continued

YEAR 2 PROJECTS, continued

Pillar: Healthy & Housed

- Develop a repository of information through an existing information system like Neighborhood Nexus that helps to define the region's housing challenges.
- Organize and facilitate a series of dialogues about the region's housing challenges with civic and community stakeholders.
- Develop a toolkit of resources for local officials in the region that includes best practice ideas related to public policy, incentives, and civic infrastructure investments.
- Work with organizations like the Atlanta Regional Collaborative for Health Improvement (ARCHI) to incentivize healthy food, quality healthcare, and social support providers to invest in low-income neighborhoods.
- Seek funding for the completion of a regional trail network. Continue to extend bicycle and pedestrian trail systems throughout the region's neighborhoods. (Continue into future years.)
- Seek additional support for ARC's Lifelong Communities Initiative. Ensure that ARC's Live Beyond Expectations Strategic Plan's principles are integrated with LCI and relevant CATLYST projects. The plan should also be updated once it expires in 2020.

Pillar: Connected & Resilient

- Explore a regional expansion of Park Pride, an organization dedicated to “enhancing parks and greenspace through advocacy, volunteerism and capital improvements.”
- While the Atlanta Beltline is one of the most important and celebrated green space projects in the US, metro Atlanta can still learn from other communities. Incorporate park tours into ARC's Leadership Involvement Networking Knowledge (LINK) to help identify best practices to bring back to metro Atlanta.
- Initiate another round of Regional Public Art Program funding.
- The first test concept of an autonomous vehicle in Atlanta was a joint project between the Georgia Institute of Technology and City Hall. The project was funded by City of Atlanta infrastructure bonds. Encourage other communities throughout the region to explore similar opportunities that leverage local technical capacity with infrastructure spending that supports the deployment of autonomous vehicles.

Timeline, continued

YEAR 3 PROJECTS

The following CATLYST projects are suggested for the third year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 3 timeframe. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

Pillar: Engaged and Employed

- Seamlessly brand real estate developments around the airport as part of the Aerotropolis community.
- Include an Aerotropolis component to the region's future LINK leadership visits.
- Organize and host an annual startup competition that increases funding to diverse business founders and connects corporations with minority-owned startups.
- Create an intergenerational exchange that encourages older residents to start businesses and/or advise entrepreneurs.

Pillar: Prepared and Productive

- Consider forming a Learn4Life Action Network dedicated to engaging local organizations that meet people where they are.
- Develop a resource base of multiple funding sources for early childhood programs.
- Work with area school districts to enhance programs that engage students in entrepreneurial thinking and business conceptualization.
- Refresh and expand the reach of InternNavigator.com, the region's online internship and apprenticeship marketplace. Invite local school districts to participate.
- Also through chambers of commerce and other professional organizations, engage human resources professionals as volunteers to advise career counselors and students on viable career tracks.
- Compile an effective, collective map of social support and workforce/education programs across the region.
- Assess existing programs' reach and ways in which they interact to further understand where gaps exist. Focus on critical shortage areas, where additional investments and extension of services could make the greatest positive impact on reengaging unemployed and disconnected workers.

Timeline, continued

YEAR 3 PROJECTS, continued

Pillar: Healthy & Housed

- Help facilitate zoning and ordinance changes permitting (or incentivizing) the construction of smaller homes or accessory dwelling units.
- Facilitate meetings with local elected officials to share the toolkit of public policy resources, educate them about why this topic is a regional priority, and answer questions.
- Engage a team of experts to identify environmental hazards in metro Atlanta neighborhoods.
- Create a regional security coalition to facilitate conversations around the region about reducing crime.

Pillar: Connected & Resilient

- Begin planning a Leadership Institute with a strong baseline of information. Commission a report to audit the current diversity of leadership in the region.
- As part of this research, consider developing a diversity and inclusion organization assessment survey, and make it available to organizations across the region.
- Explore adding artistic and cultural investments to ARC's Livable Centers Initiative.

Timeline, continued

YEARS 4 AND 5 PROJECTS

The following CATLYST projects are suggested for the fourth and fifth year of implementation. Please refer to Section 03: Strategic Direction for a full description of each project.

The CATLYST Leadership Council and project co-chairs should select at least one project from each pillar to implement during the Year 4 and 5 timeframes. When creating their project plans, the project co-chairs may decide to divide these projects across multiple years (with distinct goals / deliverables delineated at the end of each year).

Pillar: Engaged and Employed

- Plan a global summit focused on an issue impacting the region's future.
- Develop a Metro Atlanta Business Portal that guides entrepreneurs through the step-by-step process of starting a business in the region.
- Establish a startup competition that awards grants and support to innovative MWSBEs whose products and services address regional challenges.

Pillar: Prepared and Productive

- Explore the creation of a regional startup pitch competition for youth.
- TechSquare Labs is currently creating a college-level course on African American innovation, entrepreneurship, and investment. Work with TechSquare and others to scale the curriculum to a high school level, and work with partner school districts to employ the program in area schools.
- Involve chambers of commerce in assisting students with financial aid and college applications.
- Convene a group of diverse stakeholders from across the region (e.g., United Way, ARC, Metro Atlanta Exchange for Workforce Solutions (MAX), Career Rise, and many others) to participate in a collective impact approach to reengaging disconnected workers. Identify group leaders and develop a plan of action.
- Raise awareness of gaps among those communities with critical shortages. Provide those communities with tools such as a planning and policy template, best practices, technologies, and connections with area organizations that can help them fill education, workforce development, and social support offerings .
- Develop matchmaking platforms to connect disconnected workers with programming.

Timeline, continued

YEARS 4 AND 5 PROJECTS, continued

Pillar: Healthy & Housed

- Explore the creation of a housing-focused social impact fund that encourages public-private solutions to develop mixed-income housing in proximity to job centers and transit options.
- Develop a program that assists small investors in their ability to rehab houses.
- Support and expand grants programs, like Livable Centers Initiative and Community Choices, that provides cities, towns and counties funding to conduct reviews of their existing policies.

Pillar: Connected & Resilient

- Develop an organizational plan for an Institute dedicated to advancing multiracial, diverse leadership and participation on leadership bodies across the region (public and private).
- Establish the Institute following the organizational plan.
- In 2022, Atlanta will turn 175 years old. Atlanta's birthday provides an opportunity to launch a storytelling campaign that celebrates the region's past successes and future ambitions. Invest in a digital app that encourages people to explore the community and uncover stories about its history.
- Leverage regional research capabilities to help local arts venues conduct market research.

Resourcing CATLYST

The projects described in this strategic plan have different funding requirements. Some projects, such as forming a team to help corporations adopt supplier diversity programs, are mostly budget neutral, but other investments, such as new infrastructure, will require significant capital.

The following pages list examples of resources that could potentially fund CATLYST projects. In addition, consider two local resources:

- **Project Sponsors:** We encourage organizations within metro Atlanta to contribute resources to bring CATLYST projects to fruition. Project sponsorships could come in the form of in-kind contributions (e.g., supplies, meeting spaces, staff and volunteer time, loaned executives) and cash contributions. The CATLYST Leadership Council should determine a process for tracking and recognizing project sponsors, as well as the fiscal agent for cash contributions.
- **CATLYST Seed Fund:** A concept only at this point, the consulting team recommends that CATLYST stakeholders to consider creating a seed fund to kick start CATLYST-related projects. The seed fund would grant dollars to projects that directly support CATLYST's goals and other specific criteria. Projects applying for grants would not necessarily need to be listed in this strategic plan. This could encourage anyone in the region with a great idea to participate in implementing CATLYST. Forming such a seed fund would require forming a governing body, identifying a fiscal agent, raising funds, and establishing specific processes for granting funds to CATLYST projects.

Resourcing CATLYST, continued

GENERAL ECONOMIC DEVELOPMENT

US Economic Development Administration (EDA) Grants

- The EDA accepts applications from rural and urban areas to provide investments that support construction, non-construction, technical assistance, and revolving loan fund projects under EDA's Public Works and Economic Adjustment Assistance programs.
- Grants under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches.

US Department of Agriculture (USDA) Rural Development Grants

The USDA provides grants to assist in the development of essential community facilities in rural areas and towns of up to 20,000 population.

US Department of Energy (DOE) Grants

- The DOE supports a number of grant, loan, and financing programs that support businesses.
- These programs are not limited to energy-related projects and include a range of small business and other support programs:
<http://energy.gov/public-services/funding-financing>

Health Resources and Services Administration (HRSA) – Rural Health Grants

- HRSA provides rural health grants to fund rural hospitals, health centers, and local clinics.

Foreign Trade Zones

- Foreign-trade zones (FTZs) are basically 'free-trade zones.' Within FTZs, company goods can be unloaded, manufactured, reassembled, tested, sampled, processed, repackaged, and re-exported without going through U.S. customs authorities. FTZs promote the international competitiveness because Zone activities primarily involve US operations combining foreign inputs with significant US inputs.

Local and State Incentives Programs

Resourcing CATLYST, continued

ENTREPRENEURSHIP AND BUSINESS EXPANSION

Economic Development Administration – Regional Innovation Strategies Grants

- In 2015, the EDA launched a \$10 million funding opportunity within their Regional Innovation Strategies Program. Under this program, communities can apply for funding through two programs:
 - i6 Challenge (\$8 million) – This is a national competition for an award of up to \$2.5 million to projects that provide services to rural areas. They are seeking projects that create outreach plans to populations and communities that are traditionally underrepresented in innovation and entrepreneurship.
 - Seed Funding Support Grants (\$2 million) – These grants provide funding for technical assistance to support feasibility, planning, formation, and launch of cluster-specific seed capital funds. Funds must include job creation in their consideration and outreach to underrepresented communities and populations.
- More information available here: <http://eda.gov/news/press-releases/2015/08/04/ris.htm>

US Department of Agriculture – Rural Microentrepreneur Assistance Program

- This program provides loans and grants to Microenterprise Development Organizations to
 - Provide microloans to microenterprise startups and growth through a Rural Microloan Revolving Fund
 - Provide Training and Technical Assistance to microloan borrowers and micro entrepreneurs

National Science Foundation (NSF) Small Business Grants

- NSF's SBIR/STTR programs provide funds for early-stage research and development at small businesses. This research should be based on transformational technology with high technical risk and potential for significant societal or commercial impact.

US Small Business Administration

- The Small Business Administration provides small business financing options, technical assistance, and child care resource information.

Resourcing CATLYST, continued

REDEVELOPMENT & INFRASTRUCTURE

Tax Increment Financing/Urban Renewal Authority

- Urban Renewal Authorities (URAs) are created by municipalities to redevelop areas within their jurisdiction. An urban renewal project is a public-private partnership, with the majority of funding coming from the private sector. Public investment comes from Tax Increment Financing (TIF), which is the increased amount of property tax revenue collected within the URA after project designation.

National Park Service (NPS) Rivers, Trails, and Conservation Assistance (RTCA) Grants

- This program provides grants that support community-led natural resource conservations and outdoor recreation projects.

Transportation Alternative Funds

- The Transportation Alternatives program was established by Congress in 2012 to expand travel choices, strengthen local economies, improve quality of life, and protect the environment.

US Department of Transportation – Federal Highway Administration – National Scenic Byway Grants

- The program is a grassroots, collaborative effort established to help recognize, preserve, and enhance selected roads throughout the United States. The Secretary of Transportation makes grants to States to implement projects on highways designated as National Scenic Byways or All-American Roads or as State scenic byways.
- Projects submitted for consideration should benefit the byway traveler's experience, whether it will help manage the intrinsic qualities that support the byway's designation, shape the byway's story, interpret the story for visitors, or improve visitor facilities along the byway.

US Department of Housing and Urban Development

- The US Department of Housing and Urban Development supports child care facilities near or within public housing.

Resourcing CATLYST, continued

ARTS AND PLACEMAKING

National Endowment for the Arts

The National Endowment for the Arts offers a number of grants for art projects. Funding is specifically for projects, which can consist of one or more specific events or activities. Projects can be new or existing and range in size. Their programs include:

- **Art Works** –To support the creation of art that meets the highest standards of excellence, public engagement with diverse and excellent art, lifelong learning in the arts, and the strengthening of communities through the arts.
- **Challenge America** – To support projects that extend the reach of the arts to underserved populations.
- **Our Town** – Organizations may apply for creative placemaking projects that contribute to the livability of communities and place the arts at their core. Our Town offers support for projects in two areas:
 - Arts Engagement, Cultural Planning, and Design Projects that represent the distinct character and quality of their communities. Projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization.
 - Projects that Build Knowledge About Creative Placemaking. These projects are available to arts and design service organizations, and industry or university organizations that provide technical assistance to those doing place-based work.

Measuring Success: Are People Better Off?

The ultimate measure of CATLYST's success is whether people living in the region are better off in the years ahead than they were before the CATLYST process began.

The metrics identified on the following pages distill the CATLYST pillar goals into concise, measurable outcomes. Each pillar includes two primary "headline" metrics as well as a more expansive set of supporting data points:

- **Primary Headline Metrics:** Foundational metrics that are available from existing sources, many of which are already incorporated in related planning efforts such as Learn4Life and Neighborhood Nexus. Primary metrics can be collected for metro Atlanta, individual counties, and benchmark regions with a relatively modest level of resources.
- **Support Metrics:** Support metrics provide additional context for each of the four CATLYST pillar goals. They are more numerous than the primary metrics. Select support metrics may also involve the primary collection of data when existing information is not readily available. The collection and analysis of secondary metrics will require dedicated resources in order to expand ARC's current research capacity (either internally or externally).

It is recommended that the CATLYST Leadership Council and Director create an annual Scorecard that reports CATLYST metrics back to all regional stakeholders. This could be made available in an interactive, online format to maximize accessibility. In addition, we strongly recommend hosting an annual CATLYST community event or series of forums to unveil the Scorecard, celebrate regional successes, and solicit new project ideas that leverage past gains and address ongoing areas of concern.

Measuring Success: Are People Better Off?



HEADLINE METRICS

Labor Participation Rate

Source: US Census Bureau American Community Survey

US	COMP	RACE	AGE	COUNTY	5-YEAR
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Poverty Rate

Source: US Census Bureau American Community Survey

US	COMP	RACE	AGE	COUNTY	5-YEAR
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SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS				
Employment Growth	Bureau of Labor Statistics	US	COMP		COUNTY	5-YEAR
% Children Living in Concentrated Poverty (Neighborhoods with Poverty Rates > 40%)	American Community Survey			RACE		5-YEAR
Median Household Income	American Community Survey	US	COMP	RACE	COUNTY	5-YEAR
Small Business Creation (Number of Firms with <500 Employees)	US Census Bureau County Business Patterns	US	COMP		COUNTY	5-YEAR
Self-Employment Revenues (Average Revenue for Non-Employers)	US Census Bureau Nonemployers Statistics	US	COMP		COUNTY	5-YEAR
R&D Funding (Per Capita R&D Expenditures at Local Colleges and Universities)	National Center for Education Statistics	US				5-YEAR
Volunteer Rates (% of Residents Volunteering/Volunteer Hours per Capita)	Corp. for National & Community Service	US	COMP			1-YEAR
% of Residents Who Rate Job Opportunities as 'Excellent' or 'Good'	Atlanta Speaks Survey				COUNTY	1-YEAR

KEY

US	Benchmark to US Average	RACE	Breakdown by Race/Ethnicity	COUNTY	Breakdown by County
COMP	Benchmark to Competitor Regions	AGE	Breakdown by Age	1-YEAR	Progress Update

Measuring Success: Are People Better Off?



PREPARED &
PRODUCTIVE

HEADLINE METRICS

Post-Secondary Educational Attainment
(Associate Degree and Above)

Source: US Census Bureau American Community Survey

- US
- COMP
- RACE
- COUNT
- 1-YEAR

Unemployment Rate

Source: US Census Bureau American Community Survey

- US
- COMP
- RACE
- AGE
- COUNTY
- 1-YEAR

SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS		
% of Students Post-Secondary Institutions Who Complete Degree Program	National Center for Education Statistics	US	RACE	5-YEAR
Number of 0-4 Year Olds Attending High Quality Centers	Governor's Office of Student Achievement			5-YEAR
Reading & Math Proficiency (3rd Grade Reading / 8th Grader Math)	Governor's Office of Student Achievement			5-YEAR
% of High School Graduates who Obtain Degree/Credential within Five Years	Governor's Office of Student Achievement		RACE	5-YEAR
High School Graduation Rates	Georgia Department of Education	US	RACE	5-YEAR
Post-Secondary Enrollment (% of High School Graduates)	Governor's Office of Student Achievement		RACE	1-YEAR
Private Sector Investment in Public Schools (Total Private Expenditures)	Primary			1-YEAR
Dual Enrollment (Number of High School Students Enrolled)	Primary			1-YEAR

KEY

US	Benchmark to US Average	RACE	Breakdown by Race/Ethnicity	COUNTY	Breakdown by County
COMP	Benchmark to Competitor Regions	AGE	Breakdown by Age	1-YEAR	Progress Update

Measuring Success: Are People Better Off?



HEALTHY &
HOUSED

HEADLINE METRICS

Percentage of Households Spending >30% on Housing

Source: US Census Bureau American Community Survey

US COMP RACE AGE COUNTY 1-YEAR

Chronic Disease Rates

(% of Population with Diabetes / % of Population with Cardiovascular Disease)

Source: Centers for Disease Control SMART: BRFSS

US COMP RACE AGE COUNTY 1-YEAR

SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS			
General Health (Very Poor, Poor, Good, Fair, or Excellent)	<i>Centers for Disease Control SMART: BRFSS</i>	US	COMP	COUNTY	5-YEAR
Drug Death Rates by County	<i>CDC Wonder Database</i>	US		COUNTY	5-YEAR
Homeless Population (Number of Homeless Individuals)	<i>Primary Research</i>	US		COUNTY	1-YEAR
Combined Housing + Transportation as a % of Income	<i>Center for Neighborhood Technology</i>	US	COMP	COUNTY	1-YEAR
Percentage of Population Living within 1 mile of transit	<i>Primary Research</i>	US		COUNTY	1-YEAR
Number of Adequate Housing Units that Cost Less than 30% of Income	<i>American Housing Survey</i>	US	COMP	COUNTY	5-YEAR
Crime Rates (Violent & Property Crime per 10K Residents)	<i>FBI Uniform Crime Report</i>	US	COMP	COUNTY	5-YEAR
% of Residents Who Describe their Neighborhoods are 'Excellent' or 'Good'	<i>Atlanta Speaks Survey</i>	US		COUNTY	1-YEAR
% of Residents Who Suffer from Food Insecurity	<i>Atlanta Speaks Survey</i>	US		COUNTY	1-YEAR

KEY

US	Benchmark to US Average	RACE	Breakdown by Race/Ethnicity	COUNTY	Breakdown by County
COMP	Benchmark to Competitor Regions	AGE	Breakdown by Age	1-YEAR	Progress Update

Measuring Success: Are People Better Off?

CONNECTED & RESILIENT

HEADLINE METRICS

Mass Transit Ridership

Source: American Public Transportation Association

US

COMP

5-YEAR

% of Residents who Identify Transportation as the Biggest Problem Facing Metro Atlanta

Source: Atlanta Speaks Survey

COUNTY

5-YEAR

SUPPORT METRICS

METRIC	SOURCE	DIMENSIONS			
Average Commute Time	American Community Survey	US	COMP	COUNTY	5-YEAR
% of Children who Can Walk to School	Primary				1-YEAR
Voter Participation Rates	Georgia Secretary of State	US			1-YEAR
Increased Arts & Culture Expenditures	Primary / Guidestar				1-YEAR
Cultural Institutions Attendance	Primary				1-YEAR
Charitable Giving (% of Regional Income Donated to Charitable Causes)	Internal Revenue Service SOI Tax Stats	US			5-YEAR
% of Residents Who Believe Transit is 'Very Important' for Metro Atlanta's Future	Atlanta Speaks Survey			COUNTY	1-YEAR

KEY

US

Benchmark to US Average

RACE

Breakdown by Race/Ethnicity

COUNTY

Breakdown by County

COMP

Benchmark to Competitor Regions

AGE

Breakdown by Age

1-YEAR

Progress Update

05

Project Inspiration



Project Inspiration

Refer to these examples when framing the scope of CATLYST projects. While it is difficult to exactly duplicate successful programs from other regions, the best practices should provide lessons learned that will help bring metro Atlanta's projects to life.

Engaged & Employed

Regional Marketing Alliances

- Columbus 2020 and the Columbus Regional Partnership (www.columbusregion.com)
- JAXUSA Partnership (www.jaxusa.org)
- Metro Denver Economic Development Corporation (www.metrodenver.org)

Aerotropolis

- Amsterdam Zuidas (<https://www.amsterdam.nl/zuidas/english/>)
- Los Colinas, Texas (www.irvingchamber.com)
- New Songdo and Incheon Airport, South Korea

Startup Competitions

- 43 North – Buffalo NY's Startup Competition (www.43north.org)
- Rice Business Plan Competition (<https://rbpc.rice.edu>)

Social Impact Incubators and Accelerators

- GoodCompany Ventures, Philadelphia (www.goodcompanyventures.org)
- Imagine H2O, San Francisco (www.imagineh2o.org)
- Impact Hub Austin (<https://www.impacthubaustin.com>)

Connecting Corporations with Entrepreneurial Startups

- The Bridge by Coca Cola (<http://thebridgebycocacola.com>)

One-Stop-Shop for Entrepreneurial Resources

- Queensland's Digital Sunshine Coast (<http://digitalsunshinecoast.com.au>)
- San Francisco Business Portal (www.businessportal.sfgov.org)

Project Inspiration continued

Bringing Training and Education into Neighborhoods

- CodeON / Women in Technology (<https://www.charlestonwomenintech.com/codeon/>)

Initiatives that Study Poverty

- Charlotte's Opportunity Task Force (<https://leadingonopportunity.org>)

Prepared & Productive

Local Cradle-to-Career Initiatives

- Cincinnati Strive Together (<https://www.strivetgether.org>)
- Tri-County Cradle to Career (www.tricountycradletocareer.org)

STEAM and Trades Marketing Initiatives

- Manufacturing Day (www.mfgday.com)
- Utah STEM Coalition and STEM Action Center (<https://stem.utah.gov>)

Youth Entrepreneurship Programs

- CASEL Youth Voice (<http://www.casel.org/youth-voice/>)
- NYC Generation Tech (<http://nycgenerationtech.com>)

Business Engagement in Schools

- LA's Cash for College (<https://www.lacashforcollege.org>)
- Miami's Academic Leaders Council (<https://news.fiu.edu/2015/04/education-and-industry-leaders-unite-to-launch-talent-development-network/87355>)

Healthy & Housed

Regional Housing Strategies

- Transformation Alliance
- Metro Vancouver's Regional Affordable Housing Strategy (<http://www.metrovancouver.org/services/regional-planning/housing-affordability/strategy/Pages/default.aspx>)

Project Inspiration, continued

Addressing Food and Healthcare Deserts

- Halifax's Mobile Food Market (<http://www.mobilefoodmarket.ca>)
- LA Kitchen (www.lakitchen.org)
- Wirth Cooperative, North Minneapolis (<https://wirth.coop>)

Connected & Resilient

Programs that Encourage Civic Participation and Diversity in Leadership

- Chicago United (www.chicago-united.org)

Connected Trail Systems

- Greenville SC's Parks Connectivity and Programming (<http://www.greenvillesc.gov/150/Parks-and-Recreation>)
- Victoria BC's Galloping Goose Trail (www.gallopinggoosetrail.com)

Public Art Programs

- Chicago Public Art Program (https://www.cityofchicago.org/city/en/depts/dca/provdrs/public_art_program.html)
- Winston-Salem Public Art Commission (<http://www.cityofws.org/Departments/Planning/Boards-and-Commissions/Public-Art-Commission>)
- Wynwood Walls, Miami (www.thesynwoodwalls.com)

Connected Transit Systems

- RTD Denver (<http://www.rtd-denver.com/lightrail.shtml>)

Preparing for Autonomous Vehicles

- Ohio's 33 Smart Corridor (<https://www.33smartcorridor.com>)